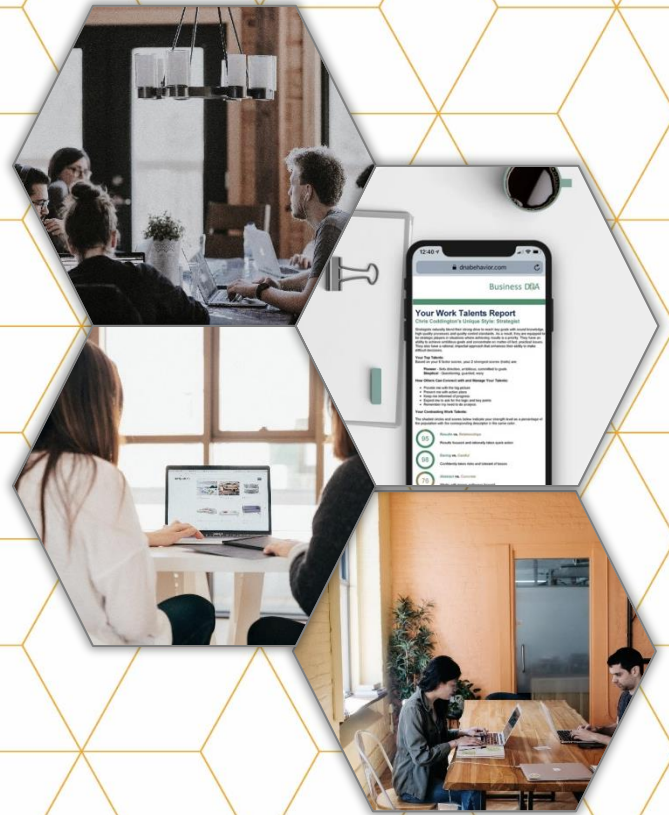


# Measuring and Managing Human Differences

Educational Scenario - Hiring



## Objectives of this Educational Scenario:

According to the U.S. Bureau of Labor Statistics, 4 million Americans resigned from their jobs in July 2021. Source: <https://www.bls.gov/news.release/jolts.nr0.htm> begging the question of how employers can retain people in the face of this tidal wave of resignations.

This phenomenon has become known as ‘The Great Resignation’.

It would be too easy to focus on one reason people are leaving their jobs. Many factors have led to the record-breaking number of people resigning, including health concerns, a yearning for more flexibility, and just to try something new.

But what this does mean for employers is the importance of refocusing on their hiring process. Candidates are in the driving seat; they’ve had a taste of working from home, they have access to technology as an enabler, but perhaps above all, they are considering the quality of their lives and the choices that now lay in front of them. There are so many new considerations and opportunities available to them; they are demanding a different approach to the hiring process and what is being offered to put employers on notice to strategize a new approach to hiring.

To explore this subject of how hiring decisions are made, this educational scenario will look at the hiring process:

We will:

1. Use a real-life scenario, questions, and discussions to explore the existence of Behavioral Variability in recruitment decision-making. Much of this examination will also apply to talent assessment, promotion, and remuneration decisions.
2. Consider the cost to organizations when variable decision-making behaviors are unknown, resulting in the wrong hire.
3. Reveal how Behavioral Variability can be measured and managed.
4. Highlight how the spontaneous deployment of intuition can lead to sub-optimal results. Nevertheless, recognize that decision-making will be improved if the practice of intuition is delayed until there has been an appropriate level of cognitive reflection.
5. Demonstrate the practical application of DNA Behavior's "Gene Method" of structured decision-making management using the "Estimate – Profile – Review – Estimate" steps to:
  - Explore why different decision-makers with the same specific hiring task, including the same set of facts, circumstances, information, guidelines, or questions, respond differently and make different selections from candidates.
  - Reveal the wide-ranging imperfection of individuals in exercising judgment due to a lack of understanding of behaviors and biases and the role each plays in driving decision-making in hiring.
  - Highlight the presence and consequences of unwanted Noise and its impact on Variability in decision-making.

Lack of behavioral insight and little understanding of unconscious bias is often the root cause of bad hiring decisions.

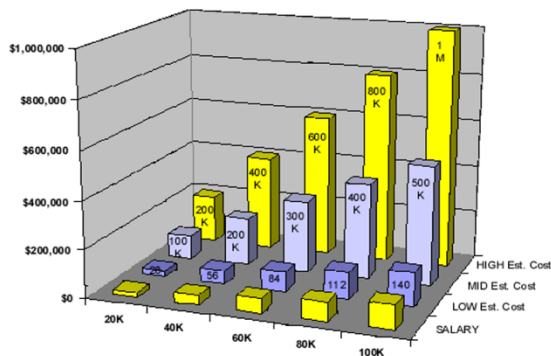
It doesn't matter how detailed the hiring process is. If the decision-makers have no behavioral insight and cannot ask the right questions, mistakes will be made, and the wrong candidate will be selected.

Of course, most organizations would not willingly hire unsuitable people. Still, the truth is that many frequently hire the wrong person because they lack the methodology to find the right individual, which has a whole range of negative consequences.

**The cost of a bad hire is estimated to be in the following multiples of salary due to lost productivity, re-training, re-hiring expenses:**

## COST OF A BAD HIRE CHART

*Low to High Costs v. Salary*



Business DNA

Yes, there is a monetary loss if the candidate doesn't work out. The U.S. Department of Labor states that the average cost of a bad hire is up to 30% of the employee's first-year earnings. But what about the loss of confidence with other employees? What about the potential loss of business revenue and cost to productivity?

A solid, robust behavioral hiring process attracts suitable candidates and keeps the existing ones as they trust the organization's ability to make quality decisions. Continual variability in decision-making unnerves people.

This educational scenario provides ways to build a behaviorally-based hiring process that recognizes bias's place in the process. It highlights the noise that can lead to unfortunate decisions.

## Reasoning – What We Intend to Reveal:

The inherent Behavioral Variability in decision-making is caused by human differences that remain invisible and only become visible once costs to the industry relating to a bad hire are revealed.

We will:

- Identify the importance of understanding why interview panels interpret and apply credence to particular candidates and not others. We call this the Behavioral Variability caused by diversity in decision-making.
- Point to the need for interviewers to understand decision-making drivers, such as bias and inherent behavior.
- Show that there are no behavioral shortcuts because those in the decision-making space understand how to approach the decision-making process.
- Validate that decision-making creates consistency when individual behaviors are revealed, understood, and mastered.
- Indicate the monetary cost of variable decision-making in hiring to industry and their clients.
- Reveal the impact of 'systematic biases' and 'random noise' in decision-making. That is the degree to which individuals given precisely the same information or set of rules arrive at different decisions.

To do this:

We will feature a typical situation in the workplace where a company goes to the market to hire a department leader. The leadership decides not to use a search/head-hunter company, preferring instead to use their people for hiring for this important position.

We will demonstrate the importance of using an independent facilitator, i.e., a qualified "Decision Moderator" whose function will be to work with members of the interview panel and their C-suite to explain the behavioral issues that can and do damage the hiring process if not revealed and understood and ensure a disciplined decision-making process is executed.

## The Role of the Decision Moderator:

The Decision Moderator (DM) should be:

- Highly skilled and experienced in facilitating high-stakes decisions.
- Prepared to adopt the "Gene Method" of facilitation involving the Estimate-Profile-Review-Estimate steps.
- Certified by DNA Behavior to understand and manage scientifically measured behavioral styles.

The Decision Moderator works with C-Suite executives to ascertain the history of decision-making and choose the test group to undertake the proposed event.

Further, the Decision Moderator will ensure that each participant in the decision-making group knows what is expected. They will outline the event's purpose with an upfront introductory letter, email, and/or video to ensure clarity and a common understanding.

The Decision Moderator will ensure each person in the selected group has completed the following pre-event homework:

- Read the recruitment scenario and specifications.
- Independently reviewed the five resumes and supporting information of the trial candidates to arrive at their judgment on a successful candidate to fit the role required.
- Completed an online DNA Natural Behavior Discovery with either/or both the Business DNA® Natural Behavior Discovery reporting provided as applicable.

It would be appropriate for the Decision Moderator to meet online or in-person with each participant to individually discuss their Business DNA Natural Behavior Discovery Results so that there is personal clarity before the event.

Once the pre-event homework is completed, the Decision Moderator will instruct each member of the decision-making group to come together in person or online to "review" the following:

1. Their interpretation of what they have read in the scenario.
2. Their DNA Natural Behavior Discovery results in their similarities and differences as a decision-making group or team.
3. How and why they have selected the candidate.

The Decision Moderator will preside over the event and the discussions. They will monitor and record exchanges and conversations and, where necessary, move the conversation from one topic to another.

The Decision Moderator remains impartial, open, and unbiased and will not be part of the conversations or benefit from their outcome.

# DNA Behavior<sup>®</sup>

The Decision Moderator will collate and record the group's responses and document key behaviors observed as the decision-making group discusses the scenario and their responses to the questions and choice of candidate.

## The Hiring Interview Methodology:

Under the guidance of the Decision Moderator:

An interview panel was selected comprising those internal leaders best able to make better and more informed decisions in these five key areas:

- Behavioral Fit
  - Cultural Fit
  - Cognitive Fit
  - Competence (Technical) Fit
  - Background Fit
- 
- Each panel member will independently (online or face to face) interview the candidates and ask a range of questions. The questions will be the same for each panel member, who will record their weight in terms of response from each candidate.
  - Each member will participate in a scientifically formulated behavioral "profiling" instrument provided in the form of the DNA Behavior Natural Behavior Discovery with Business DNA reports provided as applicable to the situation.
  - In addition, there will be 1:1 facilitation of the Business DNA Natural Behavior Discovery reports for the interview panel before a group meeting.
  - Next, the interview panel will come together to "review" the recruitment scenario and discuss how their "behavioral lens" as per the Business DNA reports influences their thinking and other experiences and perspectives.
  - In addition, it would be appropriate that the Hiring Panel have independent outside data and reporting available on the candidate concerning background and performance.
  - Finally, the group will independently (online) answer the original set of questions a second time to develop a final "estimate."
  - The Decision Moderator will compare both responses to the questions and capture any differences.
  - The business stakeholder will formulate a cleaner approach to decision-making within their organization using the data collected during this event.

## The Scenario:

Mike Tudor, CEO/Founder of Tudor Financial Services (TFS), and his board have decided to expand the business to include a department dedicated to family succession planning, including family businesses. He sees this approach as preserving family wealth, benefiting charitable causes, and having a positive social impact.

Mike decided that rather than use an outsource recruitment firm to find his new department head, he would use internal staff to find, interview, and recruit for this new position. He would then work with the new department head to find and select teams firstly internally before going to the market, if necessary.

HR set up a five-member panel to review their applications for this new position.

The Interview Panel comprised.

Mike Tudor CEO: Influencer

Influencers usually like to take all opportunities for being in front of people and to be at the center of decision-making.

Behavioral Biases:

Over Confidence - the tendency to overestimate their abilities.

Instinctive - Tends to make decisions quickly and emotionally based on instinct.

Graham Taylor Head of Human Resources: Reflective Thinker

Serious, focused, and analytical in their approach to everything they do.

Behavioral Biases:

Over Confidence - the tendency to overestimate their abilities.

Disposition Effect - attributed to loss aversion and regret avoidance.

Carol Benjamin Head of People Culture and Training: Relationship Builder

Comfortable and operates at her best when allowed to work with and save others.

Behavioral Biases:

Newness Bias – likely to give more weight to recent information and ideas.

Disposition Effect - attributed to loss aversion and regret avoidance.

Kate Roberts Head of Advisory Services: Initiator

Likes to take bold, aggressive actions and create the rules.

Behavioral Biases:

Newness Bias – Likely to give more weight to recent information and ideas.

Mental Accounting – likes to put money into separate buckets for specific purposes.

Tony Jones Head of Client Experience: Strategist

Strong drive to reach goals with sound knowledge, high-quality processes, and quality control standards.

Behavioral Biases:

Instinctive – in adversity tends to make decisions quickly and emotionally based on instinct.

Controlling – tends to control decision-making and take action without advice.



## The Candidates for Interview:

### Angel Wellington: Stylish Thinker

- Master's degree in business administration, sociology, human resources development.
- Positive attitude and a passion for working with customers and partners. Comfortable speaking at all organizational levels.
- Results-driven and follows through on set goals.
- Believes in profit but not at the expense of values and integrity.
- As a member of my family office, I understand the complexity of family succession goals and am able to identify potential succession risks and develop plans to address them.

Enjoys interacting with others. In making decisions, they need precision, technical information, and the latest trends that will fully inform they are getting the best solution available. They also like to test ideas in discussions with other people.

Behavioral Biases:

Over Trading - Tends to be impatient to get results.

Herd Follower - Tends to rush into situations in enthusiasm and out in fear.

### Tim Roger: Facilitator

- A master's degree in finance, business administration, operations research, organizational behavior.
- Committed to achieving set goals.
- Committed to working with teams to achieve set goals.
- Expects authenticity and genuine commitment to diversity inclusion.
- Considers new technology should be used to identify leaders in the succession planning process.

Good at guiding people with feelings yet with the determination to reach goals and accomplish tasks.

Behavioral Biases:

Benchmark Focus - Can be fixed on keeping in line with established benchmarks.

Optimism Bias - Believe that they are less likely to experience a negative event.

### Peter Roberts: Initiator

- A master's degree in economics, finance, accounting, business administration, Estate and Succession Planning, Organizational Behavior, Industrial Psychology.
- Decisive decision-maker, yet analytical to ensure decisions are correct
- Good at communication that focuses on innovation, possibilities, and ideas.
- Committed to personal values that line up with company values.
- Having successfully worked in two family businesses and witnessed at first hand the complexities around setting a boundary between the business/financial concerns and family relationships, I want to be a part of making this complex subject better for families.
- Considers Artificial intelligence (AI) and other emerging technologies can be used to identify potential successors by providing data-driven insights on everything from productivity levels to leadership capabilities.

Initiators like to take bold, aggressive actions and create the rules.

Behavioral Biases:

Newness Bias - Likely to give more weight to recent information and ideas.

Mental Accounting - Likes to put money into separate buckets for specific purposes.

## Patrick Bennett: Strategist

- A master's degree in finance, accounting, management science, operations research, organizational behavior, industrial psychology, statistics.
- Bachelors degree in family law.
- Able to explain complex solutions; skilled at simplifying the complex.
- Strategic, long-term thinker analyzing data to identify trends, risks, and opportunities.
- Reserved
- Committed to company values of loyalty, honesty, accountability, and diversity inclusion
- Worked in Family Succession planning and believe this important activity should be thought of as a process, not an event. Focusing on family generations and helping current leaders to plan their departure as well assisting new leaders in taking charge. Sees a place for technology to be used to smooth the process.

Strategists naturally blend their strong drive to reach key goals with sound knowledge, high-quality processes and quality control standards.

Behavioral Biases:

Controlling - Tends to control Decision Making and take action without advice.

Consolidated View - Prefers looking at the whole portfolio rather than individual positions.

## Amber Brown: Reflective Thinker

- A master's degree in family law, accounting, organizational behavior.
- Analytical, structured, and task-focused, prefers a structured work approach.
- Innovative and driven by ideas.
- Committed to values that include trust, respect, accountability.
- I believe continuity and succession planning are critical to achieving a long-term legacy. My experience is that there is no plan nor will and the devastation this has caused my high net worth family. I want to find a better way for others.

Serious, focused, and analytical in their approach to everything they do.

Behavioral Biases:

Newness Bias - Likely to give more weight to recent information and ideas.

Pattern Bias - Desires order, looks for predictable patterns.

The five candidates presented with similar work experience, and on paper, each would be a suitable proficient fit for the role of the departmental head. However, what was not obvious was their commitment to the vision of the position, i.e., to build a department dedicated to succession planning.

Further, there were no indicators as to their behavior, communication style, or ability to manage budgets (given the role was that of a department head)

The interview panel was instructed to remember they were interviewing a candidate already a potential fit for the position regarding credentials, skills, and experience.

The key now is to ensure they are a fit for the company and work with Mike, the CEO, to select and build a team from existing internal employees.

They were reminded of the five key areas to consider:

- Behavioral Fit
- Cultural Fit
- Cognitive Fit
- Competence (Technical) Fit
- Background Fit

Each candidate was asked a range of questions:

1. Tell me about situations you have successfully taken charge of in setting the strategy with your team and clients?
2. Discuss some situations when you have taken the initiative? Have you taken too little or too much initiative at times?
3. What is your approach to managing other people?
4. What type of atmosphere do you create for having conversations with others?
5. How do you get the buy-in of others in making decisions others may be opposed to?
6. What is your approach to deploying succession planning services to family owner clients?
7. What is your experience in managing a department budget?
8. What is significant about the organization you work for and stay engaged?

When all candidates had been interviewed, the panel independently gave a mark to each candidate.

Interview Marks 1 – 5					
1. Not suitable 2. Poor 3. Capable/Average 4. Better than average 5. Exceptional					
<b>Candidates</b>	Angel Wellington Stylish Thinker	Tim Rogers Facilitator	Peter Roberts Initiator	Patrick Bennett Strategist	Amber Brown Reflective Thinker
<b>Hiring Panel</b>					
Mike Tudor Influencer	5	2	4	3	1
Graham Taylor Reflective Thinker	1	2	3	4	5
Carol Benjamin Relationship Builder	4	5	3	2	1
Kate Roberts Initiator	3	1	5	4	2
Tony Jones Strategist	2	1	4	5	3

The higher marks tended to follow the behavioral style as shown in the table above, and summarized below:

- Mike Tudor selected Angel Wellington

- Graham Taylor selected Amber Brown
- Carol Benjamin chose Tim Rogers
- Kate Roberts nominated Peter Roberts
- Tony Jones selected Patrick Bennett

As no consensus was reached, the Decision Moderator gathered the hiring panel group together and asked them to discuss their choice of candidate. The interview panel responded like this:

- Mike Tudor selected Angel Wellington based on her stylish appearance and ease with which she responded to questions.
- Graham Taylor selected Amber Brown based on her analytical responses to questions and thoughtful pauses before answering.
- Carol Benjamin selected Tim Rogers based on his obvious relational ability to work with a range of people.
- Kate Roberts selected Peter Roberts based on his confidence and the way he discussed his already formulated plans for the new department.
- Tony Jones selected Patrick Bennett based on his drive to reach key goals, his sound knowledge of technological innovation, and his commitment to quality control

The Decision Moderator then explained why they had chosen their candidates as they had. Using their individual DNA Behavior Natural Discovery reports, the DM revealed that hiring a twin of yourself is the most significant hiring deception.

It could be that the interview process seemed more comfortable to the interviewer as they felt a connection to the interviewee. Conversation flowed. Interest peaked. Remember that our natural tendency is to be more comfortable with people like ourselves as human beings. We are inclined to lean towards the familiar.

It is a hiring trap - selecting candidates because they look and/or act like you. Went to the same school or university as you, worked at the same company in the past as you, came from the same place as you.

This connection is more than background, language, or physical appearance. It stems from behavioral indicators that, if not understood, can confuse the independent approach needed to hire.

## How Behavioral Insight Impacts Decision Making:

From the responses to the candidate interviews, the panel fell into the deception of selecting candidates just because they looked, acted, or responded like them. There was chemistry! The reality is that behaviorally we move towards others with whom we feel comfortable, where instinctively and inherently, our behaviors and communication styles align.

In light of the discussions explaining behaviors and behavioral variability, the Decision Moderator then asked the panel to review their initial decisions. This approach moved the decision-making into the Gene Method of facilitation involving the Estimate-Profile-Review-Estimate steps.

In other words, when explained or when new information is added, instinctive behavioral responses in decision making cause the decision-maker to acknowledge and manage their decision-making approach. This delivers a more reliable and consistent decision-making process.

Using the DNA Behavior reports, the panel could see why they had each been drawn to the candidate most like them in this scenario. It's not unsurprising, we find it easier to hire people we inherently feel comfortable with, and we feel most comfortable with people who remind us of our in-group, of ourselves.

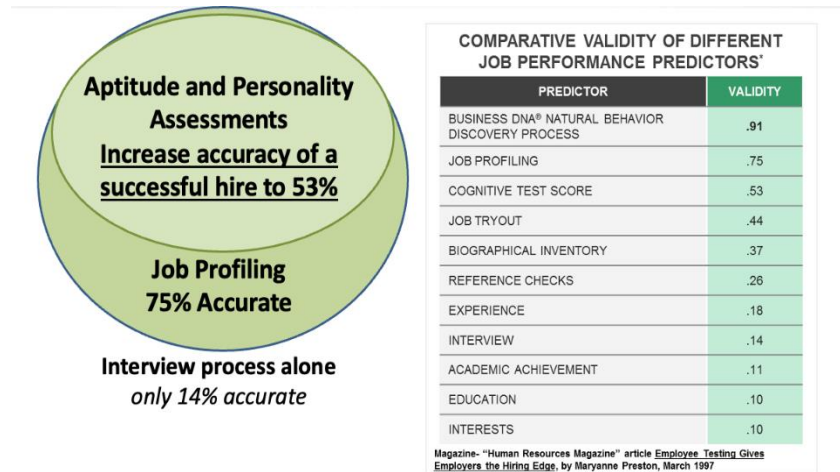
However, if not known and understood, this behavioral variability can lead to costly inaccurate decision-making. The panel independently chose a candidate in light of the discussion and the additional insight.

Interview Marks 1 – 5 1. Not suitable 2. Poor 3. Capable/Average 4. Better than average 5. Exceptional					
<b>Candidates</b>	Angel Wellington Stylish Thinker	Tim Rogers Facilitator	Peter Roberts Initiator	Patrick Bennett Strategist	Amber Brown Reflective Thinker
<b>Hiring Panel</b>					
Mike Tudor Influencer			5		
Graham Taylor Reflective Thinker			5		
Carol Benjamin Relationship Builder			5		
Kate Roberts Initiator			5		
Tony Jones Strategist			5		

Mike (CEO) agreed with their unanimous choice of the candidate Peter Roberts knowing that a more robust and reliable behavioral decision-making process had been followed to find the most suitable candidate to head up the new Succession Planning Department.

.....End Scenario.....

## Building a Structured Hiring Process:



The first step is to take a scientific approach to the hiring process.

Using a scientifically based behavioral profiling system moves the hiring panel past the familiar and bias to selecting the best candidate for the role.

More importantly, it delivers a consistent approach and avoids behavioral variability.

Source: Studies by John Hunter, Ph.D., Michigan State University

The hiring process becomes easier if we hire someone we will 'get on' with. But the reality is that hiring panels need to hire to a role, not a relationship. Although, the ability to build a relationship with the candidate once they are engaged is essential and starts with the onboarding process.

This impulse to hire familiarity is challenging to ignore. It pollutes decision-making, so using a validated behavioral-based decision-making process is crucial to avoid costly hiring mistakes.

1. The ability to determine which candidates will succeed in a job and which will fail is very low when the interviews are unstructured (as opposed to structured). The correlation is .28, which is not a high predictor of success. This equates to a 56% chance that the candidate will perform in the role.
2. Here is why there is so much Behavioral Variability in interviewing candidates producing errors in the likelihood of job performance.
  - a) Objective ignorance –unrevealed facts you could not possibly know, which may impact a candidate's performance ability.
  - b) Life events that occur could affect performance expectations.
  - c) Psychological biases of the interviewer impact who they choose. They will go for someone similar to them or have something in common – culture, race, religion, sex, sports, etc.
  - d) Physical appearance.
  - e) Different interviewers responded differently to each candidate. After interviewing the same candidate, there can be a correlation of 62-65% (Variability of 35% to 38%).
3. Most of the Behavioral Variability is Noise, and in particular, Pattern Noise which reflects the idiosyncratic reactions to a given candidate. However, there is also Occasion Noise caused by random impressions formed in the informal rapport-building phase of interviews (first 2 or 3 minutes). So, first impressions count.
  - a) Interviewers will then steer the interview.
  - b) Prior attitudes color the factual judgment about the candidate.

- c) Too much weight can be given to the interview and too little to attributable data.
4. The next issue is solving the problem with an upgraded hiring process that is more structured, providing space for cognitive reflection.
  - a) Before formal interviews take place, the initial screening process needs to be designed with an objective framework to eliminate behavioral variability as far as possible. This would include reviewing the application, background checking, and fit for the role (behavioral talent, skills, and experience), including against role benchmarks.
  - b) An expert hiring panel should be formed to conduct the in-person interviews and decide (judgment on whether to hire).
  - c) Ideally, the expert hiring panel should have five experts capable of rating the candidates short-listed for the role after the initial screening process. The experts would be the best persons at evaluating the specific competencies required for the position:
    - i. Cultural Fit
    - ii. Behavioral Fit
    - iii. Cognitive Fit
    - iv. Competence (Technical Fit)
    - v. Background Fit
  - d) Further, the expert hiring panel should be moderated by a Decision Moderator who is not a member of the expert hiring panel. The Decision Moderator ensures the correct processes are followed, including the mitigation of Bias and Noise.
  - e) Aggregation is an important step – an ideal number of interviews (beyond the initial telephone screening interview) should be limited to four rounds (not 25 interviews like Google once did).
  - f) The interviewers rate the candidate separately before communicating to ensure the judgments are independent.
  - g) The "Gene Decision Method" should be used, characterized by decomposition, independence, and delayed holistic judgment (delay of intuition).
  - h) The decomposition involves breaking down the decision into "mediating assessments" (see below). This involves creating sub judgments with guidelines so that the judges on the expert panel are focused on important cues. The decomposition helps provide a roadmap for what data is needed.
  - i) Consider four assessments involving sub-judgments (similarly as Google utilizes) to match the required four competencies:
    - i. Cultural Fit
    - ii. Behavioral Fit for the role using the Business DNA Natural Behavior Discovery to measure talents against role benchmarks, communication style, and leadership
    - iii. General cognitive ability
    - iv. Role-related technical knowledge (competence)
  - j) The various inputs of the other non-interview data need to be combined into an overall judgment using a mechanical aggregation.
  - k) Care needs to be taken to define the competencies required – spend time on a detailed job description agreed by the decision-makers. It must be specific and not vague.
  - l) Information on each judgment must be collected independently. This is where the key elements of the job description must be split out into each assessment so that the interviewer does not resort to looking for their 4 or 5 preferred characteristics and thereby use their intuition early, resulting in a Noisy judgment.
  - m) The approach is to use "structured behavioral interviews" involving:

# DNA Behavior®

- i. The use of pre-defined questions about the candidate's behaviors in prior situations.
  - ii. The recruiting team then records the answers and scores them against a predetermined rating scale against a unified rubric.
  - iii. The rubric will show examples of what a good, average, or great answer looks like.
  - iv. **The DNA Hiring Performance Book**, which outlines the DNA behavioral interviewing hiring process and behavioral interview questions customized to the dominant DNA traits, can assist this process.
- n) The research shows that structured interviews will give you a 65% to 69% chance of predicting job success versus unstructured interviews at 56% to 61%.
  - o) To test job-related knowledge, it relies partly on "on work" sample tests, e.g., if the candidate is being hired for programming, they should be asked to write some code.
  - p) The final hiring decision is made collegially by the expert hiring panel, which is when intuition can be used.
  - q) This approach allows the final hiring decision to be anchored on the average score assigned by the five interviewers. Decisions are based on the underlying evidence in each discrete area being evaluated before intuition is applied.

In addition, the interviewing panel can consult with a “digital twin” that clones the hiring decisions of the best experts, whether inside the company or outside.



## In Summary:

Design a Structured Hiring Process, which includes processes for:

- Initial screening to build the shortlist of candidates for formal interviewing.
- Appoint an expert hiring panel of 5 people who can evaluate the different competencies and make the hiring decision.
- Appointing a Decision Moderator to oversee the hiring process
- Structured behavioral talent review, benchmarks, interview questions, and more as set out in the **DNA Hiring Performance Book**.
- Consultation with a digital twin that clones an expert panel's hiring process.

Quick Aid Memoire to the Hiring Process Basics:

- Identify the position which requires filling.
- Prepare a detailed Job Description, including nature of the role, all tasks required, responsibilities, talents, skills and competencies, and experience required [being practical, the Job description should identify what the candidate will do 80% of the time]
- Get your company hiring ready – define your culture working environment: will someone want to work there?
- Consider the company's values you expect an employee to demonstrate or observe. Assuming the candidate has the right behavioral talents for the role, then having shared values is crucial to the long-term retention of the employee.
- If applicable, benchmark the behavioral talents using the Business DNA® Natural Talents Profile required for the position based on successful people in the role.
- Have each team member into which the candidate is being hired complete the Business DNA® Natural Talents Profile to establish the team balance, and assist in identifying the talents required for the role
- Establish the remuneration structure for the candidate
- Advertise the position in forums and mediums suitable for the position
- Review resumes submitted
- Create a shortlist for a Telephone Interview
- Conduct a Telephone Interview with shortlisted candidates
- Ask Telephone Interview Screening Questions (DNA Hiring Performance Questions Book)
- The goal is to obtain clarity on the role and what will be expected and to assess the Candidate's interest and potential to do the role
- Explain the company and the job
- Decide on the phone whether to do a First Meeting Interview.
- Structure the In-Person Interviews, including designing the specific questions that need to be asked.
- Provide the interviewers with a comprehensive hiring package of information so they have all the relevant elements to interview and make a decision.

Match the behavioral talents required for the role against the candidate's skills. Review the differences to ascertain whether the candidate could fill the position with behavioral modification. Use these differences as a framework to ask better questions of the candidate.

## DNA Behavior 2022:

In 2022 DNA Behavior International will be introducing a range of new dashboards and functionality to their already significant offering. This will take all the heavy lifting out of understanding your people.

The ability to measure behavioral variability and diversity in decision-making will be accessible for the individual or the group on every device at the push of a button.

Future economics believes that most if not all human behavior can be easily explained by relying on the assumption that our preferences are well-defined and stable across time and are rational. What has been missing is the scientific technology to reveal these behaviors.

DNA Behavior already measures and manages behavioral differences in fundamental stake interactions and decisions.

2022 will bring faster, more extensive data to you.

## About DNA Behavior

Rethink and reshape how you measure and manage human differences in high-stakes decision-making. Manage the talents and financial behaviors of your employees, advisors, and clients with DNA Behavioral.

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