



# Leveraging a Decision-Making Digital Twin in Hiring



## Leveraging a Decision-Making Digital Twin in Hiring

### Unlocking the Hiring Problem

Over the years, much has been said about the substantial cost of a bad hire. Usually, hiring mistakes are blamed on the employee's performance, manager, and other organizational or environmental issues.

However, these reasons for hiring mistakes do not satisfactorily explain why a medium to large organization hiring many people each year for similar roles can get it so wrong. For example, recruiting software engineers, salespeople, professionals, financial advisors, insurance agents and more.

Why do decision-makers with the same specific hiring task, including the same set of facts, circumstances, information, analytics, guidelines, or questions, respond differently and select differently from candidates?

The problem is "Behavioral Variability" caused by the imperfect makeup of the human minds in the recruiting team. Research shows that when a person's intuition is not fully informed by independent data produced by experts, it is only 28% accurate. The result is a 35% to 38% variability in hiring performance caused by random and non-systematic decisions. Picture this variability. Chances are you can see it within your organization.

As a consequence, the following can happen:

1. There is a failure to follow consistent hiring processes for every candidate.
2. Judgment calls are made about the candidate based on the individual recruiter's pre-conceived thinking, perceptions, biases, money attitudes, and emotions.
3. The intuition of the recruiter has not been powered with sufficient independent information to make a fully informed decision.
4. The recruiter fails to understand and use behavioral instruments and established benchmarks most relevant to the hiring decision at hand.
5. The recruiter does not have the knowledge, skills, and (particularly) experience necessary to have developed an expert perspective and a more highly-tuned intuition.
6. Inconsistencies occur in interviewing techniques and questioning.
7. A dominant individual overly influences the team's decision.

### Using a Decision-Making Digital Twin in the Hiring Process

Leaving recruiters to make their own subjective decisions makes it difficult for any organization to build a scalable hiring process that will produce relatively consistent, quality results and ultimately damages



its competitiveness as an employer. Yet, in medium and large organizations, many decision-makers are necessary, and they must make their own decisions. How can AI support this?

DNA Behavior and Merlynn Intelligence Technologies have teamed up to pioneer a new AI technology to support subjective and diverse HR decision-making. Merlynn's Tacit Object Modeler technology is used by an expert decision maker to create their own decision-making "clone" – a Decision-Making Digital Twin for the Hiring Process. For the hiring decision, Twins can be developed by cloning the hiring decisions of the best recruiters for specific roles and producing a standardized benchmark response. All the hiring elements that the best recruiters draw on in making their hiring decisions would be incorporated into their Decision-Making Digital Twins' algorithms. All decision-makers would have access to hiring experts' Twins to aid their assessment of candidates.

To this end, DNA Behavior worked with Merlynn to develop Twins to support hiring decisions.

The Hiring Digital Twins were developed using the following framework:

1. Require an overall "Yes/No" decision on whether to hire the candidate. Candidates receive a "Yes" if they are an excellent fit. A "No" indicates candidates who, at this time, are not a fit. Those candidates that receive neither a "Yes" or "No" should be investigated further to determine if they are a fit.
2. The decision on whether to hire the candidate is made based on 40 elements in the following five areas which are carefully worded to obtain a clear "Yes/No" response for the decision, "Is this candidate a...":
  - i. Behavioral Fit?
  - ii. Cultural Fit?
  - iii. Cognitive Fit?
  - iv. Competence (Technical) Fit?
  - v. Background Fit?
3. The Twins report the hiring decision of five diverse experts with regard to sex, race, life preferences, and behavioral style.

We recognize that each organization's hiring decisions will include unique considerations. Twins of internal and external hiring experts can be used to assist recruiters' decision-making. Organization-specific criteria are the responsibility of the recruiters, and using the Tacit Object Modeler. The organization can create customized Twins that assist recruiters further with internal experts' guidance.

The Hiring Digital Twin is intended to be used as a consultative tool by an organization's recruiting team to gain independent input on the validity of their decision. The power of this approach is that each recruiter's intuition is powered by expert guidance before making the decision.

## Additional Optimization of the Hiring Process

Organizations can use Decision-Making Digital Twins to deliver expert decision support to all decision-makers tackling the same task. Using Twins is immediately beneficial within any existing workflow – installing expert guidance at any targeted decision point.

# DNA Behavior®

An organization's recruiting process would be further optimized with the following approach:

1. The DNA Natural Behavior Discovery Process is deployed to align the candidate's DNA strengths (talents) to the role defined based on benchmarks for successful performers.
2. The DNA Natural Behavior style of the recruiters is known, so they have greater self-awareness of how their perspectives and biases influence their recruiting decision. Further, a recruiting team with diverse styles can be assembled to provide a more balanced perspective in the hiring decision.
3. The organization undertakes a Behavioral Variability Study to audit their hiring decisions so that the costs of hiring errors can be reduced by building a more structured hiring process with the right inputs, which are built into hiring Decision-Making Digital Twins.
4. A structured decision-making process is used to obtain independent judgments by the hiring panel, which are not unnecessarily swayed by an authoritarian member influencing the conformists.
5. Each decision-maker is supported by Decision-Making Digital Twins created by internal and external experts, ensuring that each decision is supported with consistent, high-quality, explainable expert judgment.



## Additional Information

To learn more about the use of a Hiring Digital Twin, please get in touch with us as follows:

DNA Behavior International at [inquiries@dnabehavior.com](mailto:inquiries@dnabehavior.com)

Merlynn Intelligence Technologies Corporation at [mark@merlynn-ai.com](mailto:mark@merlynn-ai.com)