Candidate workshop framework!
A tool to get better user experience in the recruitment process
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Abstract

This study is about the recruitment process. It started with a big picture of Work-life and narrowed down at the beginning of the career when candidates are applying for a job. There are different problems in the recruitment process. It is a stressful and uncertain experience for candidates. Also, the organizations will take damage by selecting an inadequate candidate. And, the recruiters have a hard time making a decent decision. This study investigates how to improve the experience of the stakeholders of candidates, organizations, and recruiters.

The model of the design innovation process is the methodology of the project. The result is a candidate workshop framework that is a tool to get a deeper understanding of candidates. Designing a workshop can help to select an adequate person when there are the last few candidates. This workshop is complementary to a job interview, which can be before or after the job interview. It can be a physical or remote workshop. The workshop is about testing the abilities and soft skills that are not easy to measure by a traditional job interview. As a result, this solution can create an opportunity to gain better experience as teams and organizations meet people who are going to work with, and candidates get better feedback.

Key words

Work-life, Innovation design, User experience, Recruitment process, Team building, Employee selection, Framework

Thanks to...

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Glossary of terms

**Candidate**: a person who requests or seeks employment and is a value to a team or organization. (A person who applies for a job, job seeker, applicant)

**Employer**: a person or organization that employs people.

**Recruitment**: the overall process of selecting a suitable candidate for jobs within an organization.

**Organization**: an organized group of people with a particular purpose, such as a business or government department.

**Organizational psychology**: the science of human behavior relating to work and applies psychological theories and principles to organizations and individuals in their places of work as well as the individual's work-life more generally.

**Framework**: a basic structure underlying a system, concept, or text.

**Workshop**: a meeting at which a group of people engage in intensive discussion and activity on a particular subject or project.
1 Introduction

1.1 Brief Project Description and Presentation of Results

This project started with thinking about the big picture of work-life. Different aspects affect the overall life satisfaction of a person. One of the aspects is career (Lee and Sirgy, 2017). Career choices are fundamentally affecting a person’s life by being meaningfully engaged on a day-to-day basis of the life of a person and a family (Marsh, 2011). In general, people who like their jobs and feel that they are in the right circumstances have more job and life satisfaction. These thoughts lead the author to think and choose the recruitment process as an initial point of this journey.

The research is focusing on the beginning of a career in the recruitment process. Some candidates seek a position, and these candidates are a value to the employer. In this regard, the research aims to improve the experience of candidates and organizations in the recruitment process. The research facilitated by building knowledge with the field of organizational psychology to gain insights, understand the context, and developing the whole project.

Recruitment needs some innovation as the world of work is changing. Jens Amdahl Martinsen, organizational psychologist who helped in this research, said: “Even though recruitment is a field that has many players, innovation happens slowly.” The result of this project is a workshop framework that can apply in the recruiting process, along with job interviews. By this workshop, the organization or team may get better adequate candidate to their arsenal for the target group of innovative and collaborative companies. The workshop needs to be designed based on the culture of a team or organization. By bringing some candidates, and members from the inside of the team or organization.
1.2 Author background and motivation

The author’s dream legacy is to connect different people’s talents. He believes that not only should we create sustainable solutions but also use human resources efficiently in every aspect of society. That is why he thinks finding the adequate candidate in the team and organization is one of the most important performances in any organization. He would like to be a tiny part of creating sustainable structure, happiness and win-win situations in companies in order to prepare them for the better opportunities.

Figure 1. Navid on one page

Background: He got attracted to the subject of work-life, in the middle of his Bachelor study. There are some projects related to this issue in his background such as:

- GLANCE, a modular storage for work-space (Turner, 2015).
- Concept design of an office for a value innovation center (Akbarnejad, 2015).
- Design and Limited production work table called ANTRO (Sheth, 2016).
- Recruiting some designers for mine-stationery (2017).
- Recruiting a design researcher for triti.life (2018).
1.3 Aims and purpose

This research aimed to focus on creating a new way of connecting a candidate to a team and organization that is offering a job. The current system of recruitment is not good enough for the circumstances in the future than today as the current system is not adjusting to the changing world. There is a need to find a new way for people to connect through the recruitment process. Therefore, the aim is to understand what factors are making the recruitment process for candidates, organizations, and recruiters difficult. The result is a tool in the recruiting process and may lead to a more meaningful and better career direction.

2 Delineation of field of study (Know context)

Sir Ken Robinson who worked on unlocking and igniting the creative energy of people and organizations, believes that we need to think differently about ourselves and our organizations. Human resources need to be discovered, refined, and applied as it is like the earth’s natural resources. Also, many organizations fail to serve the needs and the energies of people who work in them. In this regard, we need to create conditions for people to flourish (Robinson, 2019). Now, we can work on the way we understand the diversity of human intelligence, creativity, and the process that best attracts and promote them in an organization. In this regard, the focus of the study is about improving the system that an organization attracts new candidates.

2.1 How can this be a design problem

Richard Buckminster Fuller says: “A designer is an emerging synthesis of artist, inventor, mechanic, objective economist and evolutionary strategist” (Lysgaard Vind and Lendager, 2018). The definition of design is learning to rise to the challenges of living, working, and creative decision-making in a world where human experience is increasingly designed (Parsons, 2012). The focus of this project is within the field of service and experience design. The small view of design is a tool of consumerism. But the bigger effect of the design is focusing more on design thinking as an approach and less on the object (Brown, 2009). Design is not consistent or having a fixed pattern. Design can be understood as a value-add, an everyday event, a working method, a byproduct, a literacy, and a complete abstraction (Burdick, 2012).

By taking a look at the characteristics of this project, design-based research and design-based learning can be put into practice. The meaning of design-based research can go beyond an actual product, and it can refine a theory of learning. It can create models, rather than particular artifacts or programs through
innovation. As Anne Burdick says: “Design-based research views an innovation as a joint product of the designed intervention and the context” (Burdick, 2012). Moreover, design-based learning is about the act of designing as a way of knowing. It is a way of learning by doing through the act of designing. It helps to understand by representing ideas and serve them as a tool (Burdick, 2012).

By considering the recruiting process and the definition of design in this project, the outcome of this project is a service joint product to add up in the recruitment process.

2.2 Innovation in this project

There are four Core Principles of Effective Innovation:

Build Innovations Around Experiences. It can be defined as “the act of living through events.

Think of Innovations as Systems. An offering, whether it is a product, a service, or media/message, naturally belongs to a larger system of offerings, organizations, and markets.

Cultivate an Innovation Culture. This principle is about cultivating a mindset among people in an organization that everyone is actively engaged in innovation on a daily basis and that everyone’s actions can add up to the overall cultural behavior of the organization.

Adopt a Disciplined Innovation Process. To reiterate: “innovation planning” is not a contradiction (Kumar, 2013).

2.3 The way we work is changing

To define and analyze the changes in the way we work is beyond this study. But generally, the major shift is the change from an industrial age to the information age (Maclean and Wilson, 2009). This macro shift affects almost every industry because of technological innovation, demographic changes, and globalization. Employers and employees are creating a new environment. In the new environment, long-term employment, structured environments, and standardized roles and responsibilities are affected (Belbin, 2013). Which results in the change of needs at work.

It is crucial to learn about the current needs of the world of work as there are different positions in teams and organizations. Different job positions require different skills. On top of them, people skills or soft skills are important when it comes to recruiting. The needs for soft skills tend to change gradually. There are some skills that the workforce value most, according to statistics on Linkedin. The skills that show we can work with others are important in today’s world of work. Skills such as creativity, collaboration, persuasion, and emotional
intelligence become valuable in this way of working (Pate, 2020). LinkedIn learning offers the top 5 soft skills that companies need most in the year 2020: creativity, persuasion, collaboration, adaptability, and emotional intelligence (Anderson, 2020).

Based on the current general soft skills needs for innovative and collaborative companies and roles, the focus of the workshop is on collaboration, team work and creativity.

When it comes to recruitment, the role of the talent acquisition team is to be responsible for identifying, acquiring, assessing, and hiring candidates to fill open positions within organizations. They go through the process of identifying and selecting candidates to meet organization needs (Chaturvedi and Nagendra, 2016). Identifying needs is vital when it comes to choosing the top candidates for the organization and teams.

2.4 Change trends of work

**Economic meltdown:** One of the big turning points in the history of recruitment happened during the economic meltdown of 2008. Hard times started for candidates. As there is a bigger number of candidates to choose from, employers are the ones in control. This is a reason why it takes longer time to land a job as employers need to prospective candidates (Bolles, 2020).

**Pandemic (covid-19):** Right now (the year 2020), there is a big pandemic (covid-19) in the world. This pandemic causes a massive job loss. The number of people who got unemployed, and the range of unemployment increased (Blustein et al, 2020). It is a fact that many companies are not hiring at this moment. But on the other side of the current crisis, it might be many jobs opening. It is better to be ready for that time (Grant, 2020).

**Remote work:** Another effect of the pandemic covid-19 is remote work. Working from home and using video conferences is a new normal in people’s everyday life (Ozimek, 2020). The effect of this trend in the recruitment process leads to more remote interviews and even remote onboarding of new employees.

**Social media checkup:** As there is an age of information, the candidate’s social media checkup is a norm. 91% of US employers check an applicant’s social media profiles. Interestingly, 70% rejected due to things employers find in their profiles (Bolles, 2020).

“**Me**” to a “**We**”: One of the related trends in work is the shift from “me” to a “we” culture. People are working much more in collaboration and teams (Trends Fjordnet, 2020).

**Human experience:** There is a trend that shows that human experience matter. According to Forbes, 83% of companies that believe it is important to make customers happy also experience growing revenue. Caring about the human experience is a valuable action, and companies need to get on board. In a lot of cases, human experience is a metric that companies do not measure
(Georgiou, 2018). Human experience matters as loyal customers are five times more likely to purchase again and four times more likely to refer a friend to the company (Morgan, 2019). The recruitment process is not an exception in this regard.

**Technology and Artificial intelligence:** Needless to say, the impact of technology and Artificial intelligence is a big topic in recruitment process. These days, companies are using different ATS (Applicant Tracking System) that build algorithms and automate the recruitment process. It performs based on key skills and values of candidates. It measures the information and makes decisions instead of the humans (Grant, 2020).

### 2.5 Recruitment process

The whole process of identifying, attracting, screening, shortlisting, and interviewing suitable applicants for different types of career is called recruitment (Sulich, 2015). The most important component of the employment process is recruitment and selection (Johanson, 2009). The selection is considered as a hard decision making. Mainly, recruitment can boil down to the two questions of “Do you like me?” and “Do I like you?”. The process is about bringing two parties who want to form a mutually beneficial connection (Bolles, 2020).

In general, recruiting candidates is not an easy process, and it can take weeks or even months. Commonly, companies hire improper persons for different reasons. In this regard, identifying what is required for the roles is essential (Ungemah, 2015). Recruiting, interviewing, selecting & orienting new employees has long been the reference on every aspect of the employment process (Arthur, D., 2012). However, is this process enough for finding an adequate candidate in a constantly changing world of work? In a world that technology, unsustainability, and population shifts affect different aspects of work and life.

The job interview is an important touchpoint in the recruitment process. Richard Bolles, who is the author of the most popular job-search book, states that job hunting and dating have the same analogy. By comparing these two, resume and web presence is the same as the flirting stage! Flirting is just a runup to what comes next. That is to say that in the recruitment process, the interview phase is what comes next (Bolles, 2020). A job interview is a formal meeting that measures an applicant for a particular job by asking questions (Waite, 2012). If one interview someone to see how they are doing is a job interview (Grant, 2020). A good job interview requires preparation, focus, and a good portfolio. Both interviewees and interviewers should be aware of different personalities and curious about how they can both fit in (Bolles, 2020).

There are two types of job interviews: unstructured and structured job interview. There is no fixed format in the unstructured interview. The interviewer asks different questions to different candidates. Individual responses are not scored. Summery impression and overall judgment, evaluate the applicant for the job. On the opposite, the structured interview is determined by a careful analysis of the job (Schmidt and Hunter, 1998). As structured job interviews create more
boundaries, many interviewers tend to use this way in their process (Schmidt & Zimmerman, 2004).

Job interviews are broken. The weakness of the job interview hurt all stakeholders. Whether a person who asks questions or is answering them. Not only do interviewers need help to make better decisions, but candidates need a better chance to show their strengths (Grant, 2020).

One of the problems is that candidates try to tell interviewers what they want to hear. They are more fake than a lie. Faking is hugging the truth to protect the image of the candidate (Grant, 2020). Candidates naturally are nervous during the interview. They might do the nervous self-promotion, and it leads them to do aimless rambling (Bolles, 2020). There is a fact that more than 90 percent of college seniors fake their job interviews (Grant, 2020).

Adam Grant believes that individual experiences can leave the person who assesses the candidate to be stuck in the past. While investing in the agile process and using hiring methods can help the assessment and eventually shape the future (Grant, 2020). To that end, the current way of hiring (in this phase job interview) is not the best solution with all the changes that are happening. We can have some offerings based on needed soft skills and work trends in the upcoming years.

2.6 Stakeholders map

The key people involved in the project are presented in the stakeholder map (Martin & Hanington, 2012). There are three stakeholders in the recruitment process. An organization that is offering a job. Candidates who are seeking a job. And the recruitment team that makes these two stakeholders connect.

The recruitment stakeholder map is visualized in the figure 2. The organization is a stakeholder who is holding the foremost power. And candidates are the stakeholder who may be adversely affected in the process. A recruiter or a recruiting team is helping an organization to find and connect a candidate to their team or organization. The outcome of this process may damage all the stakeholders if the selected candidate would not be adequate for the offered job.
2.7 Description of field of study

By reviewing literature and taking a look at the current situation of the recruitment process, one realizes that the process of attracting new candidates is not pleasant for organizations. The statistics tell that 46% of people get fired or leave the company in the first year of starting their jobs (Jain, 2019). Also, as the world of work is changing due to technology, and the way people work and think, sometimes new jobs need some skills that nobody has. In this regard, in today’s need for work, there are more open jobs that exist than unemployed people. And this is a big problem (Jain, 2019).

The data since the recruitment process is in its initial stages. Some companies and recruitment agencies use high-tech tools that are not proven yet and have some errors. Measure the results produced by agencies, and new tools might lead to discrimination and privacy violations. Employers cannot find the answer that they hope for this process (Cappelli, 2019).

There is an approach in big companies that they hire more people and hope that they might bring some benefits later on in a different context (Cappelli, 2019). Also, there is a viewpoint in recruitment that says by clarifying the ideal candidate, an organization can have more capable, loyal, and highly motivated employees (Ungemah, 2015).

The experience of candidates matters. Statistics show that 75% of candidates who applied for careers during the past few years have not gotten anything from
the employer (Jain, 2019). Anne Hansen, a former people partner at DESIGNIT who was interviewed during this research, articulates that it can hurt when we do not give candidates a good experience. We might lose these candidates in the future, or they might just get hired by the client. So, it might be that the ones applying now are not qualified, or maybe they are not senior level yet. But maybe in the future, they will be.

By and large, human resources tend to focus more on contracts, pension, schemes, training, and recruiting (Corey, 2016). Different models exist to attract and select candidates. It seems they are not enough as they are missing some potential and opportunity that candidates might have. That means that there is room for improvement through innovative design in this process. This process can change from the job description process and beginning of why an organization wants those candidates to how the candidate needs to present her or himself.

With an additional focus at the beginning of the process (recruiting), organizations and candidates can have a more gratifying experience and more person-organization fit/add through time. As a result, adding a secret sauce to the process can make the process more gratifying which is the goal of this project. Moreover, this is something that delivers a notable experience that organizations and candidates will absorb and may start better together.

2.8 Formulation of research questions

**How to select adequate candidates to organizations and teams in the recruiting process?**

**How to create better experience in the recruiting process by innovation design?**
3 Theoretical framework

3.1 KSA Theory

3.1.1 Organization and candidates

An organization is defined as a group of people with an actual goal (Waite, 2012). And candidate-organization fit or add, is a state that makes two stakeholders of candidates and organization be on the same page in the standpoint of organization culture (Hearn and Choi, 2013).

Before clarifying what a company is looking for, a company needs to have the right branding of its organization. It shows that employer branding is a great way to attract the right and qualitative candidates. This branding can happen with the current employer value proposition and the internal culture of the company. The company can have better wisdom about itself (Ungemah, 2015).

Two factors the candidate’s personality, and the organization system shape the culture of the work environment. As Marla Gottschalk says: “Ultimately, we are all the architects of organizational culture” (Gottschalk, M. 2019). As a result, attracting an adequate person to the organization as an initiating point is crucial. In the matchmaking story of individuals and organizations, individual contributions affect the stability and change in the balance of organizations. If the individuals find themselves with the mindset of the organization change, the psychological resources such as resilience and optimism will stretch to the limit. Therefore, growth can happen not only in the future of the organization but in the personal future as well (Gottschalk, M., 2019).

If the organization or team is clear about why they are hiring a candidate and what value they can bring to their organization, they need to ask, is this person ready to grow with us? They need to look for potential rather than achievement. So, the high-potential hires can become skilled achievers with some coaching in the fast-changing world (Johnson, 2019).

Moreover, the question of do you fit with me? is affecting people’s assessments of the candidate’s abilities to do the job. The idea of fit is not about who can trade stories with you, or you are excited to hang out with them. Fit is about the similarity in core values such as flexibility or attention to detail. By sharing similar values, a team can build cohesion, coordination, and commitment, which enhances performance and retention (Grant, 2020).

Organizations define culture fit differently. People find out about candidate’s culture fit through resumes or interviews. It is common to weed out the diversity of background and diversity of thought in the job interview (Grant, 2020). As an alternative, the team can dig for culture add or culture contribution instead of culture fit. Then the questions to ask are, what is missing from the current culture? Are they going to enrich it by bringing something absent (Rodriguez and Solomon, 2007)?
3.1.2 Candidates and their talents

Talent is becoming known as an ability (Ross, S, 2013). The meaning of talent is about putting into operation the capabilities, knowledge, social, and personality attributes that embrace the ability to do work. That work of the human leads to produce economic value (Farndale, Scullion, & Sparrow, 2010). By taking into account from an organization’s point of view, talent is about the investment of relative contribution of people or positions to specific employees or jobs of the organizations legitimizes disproportionate (Nijs, Gallardo-Gallardo, Dries and Sels, 2014).

By referring the talent to the abilities of candidates that are arranged in three categories of activities: Things they like, find important, and the one that they invest energy. Candidates can achieve one or more areas of human functioning. In this regard, these candidates are talented to act better than other candidates in the same experience or age to reach their personal best (Nijs, Gallardo-Gallardo, Dries, and Sels, 2014).

Suzanne Ross tells a little factual story: “it is not always the most talented people who achieve success, nor are the most successful always the most talented.” She believes that talent is input. By considering success as distinct and separate; Talent is about empowering every person to understand their core strengths, abilities, and to create an environment that eventually enables them to pull these talents into personal and professional success (Ross, S., 2013).

Candidate in this project is a potential person or team member that will connect to an organization or team. The talent of each candidate is connected to her or his element. Sir Ken Robinson announce: “The element is the point at which natural talent meets personal passion. When people arrive at the Element, they feel most themselves, most inspired, and achieve at the highest level” (Robinson, 2008).

This project partly investigates jobs that requires more collaboration and innovation, and the future of leaderships roles. The career path of every candidate can be defined by three main factors of knowledge, skill, and ability (KSA). The KSA is the base of the theoretical framework in this research.

3.1.3 Knowledge, Skills, and Abilities

KSA is data to identify career pathing opportunities. The KSA is a job analytic methodology known as selection or training principles which can be essential for the development of selection tests or training programs. “The feasibility of establishing career paths between the secretarial/clerical jobs (source jobs) and the managerial/administrative jobs (target jobs) was evaluated by
comparing the selection and training criteria of the source job to the critical (important) knowledge, skills and abilities (KSAs) of the target jobs” (Wooten, 1993).

When one is thinking about the jobs that are about to happen, one can think about different job families. It needs to be considered that a career path can transfer people from defined job to a job family to another specific job or job family (Mangum & Snedeker, 1974). In short, a chance to grow remarkable targets possible jobs for a candidate will be supported by the right career pathing in the job selecting process and the job source (Wooten, 1993).

Candidate by KSA: Each individual can be defined by three factors of KSA. During the process of attracting candidates, the recruiters can learn about the potential candidate with these three factors. Knowledge and skills are defining the PAST of the person. It means that these two are more tangible and they are more about hard skills of the individuals. In the traditional way of recruiting, Knowledge and Skill can be found in the CV, resume, and Motivational letter of the person. On the other hand, ability is about the FUTURE of the person. Ability is more intangible and can explain the soft skills of the individual. The traditional ways to learn about the ability of the person is not adequate in the recruitment process.

Another point to mention is when it comes to recruiting and hiring, the data science is not curing the employers (Cappelli, 2019). The observation of the author is that the existing recruiting data science and books are in the categories of technology and business. Which by focusing more on ability part, there is also a need to move towards Social since and philosophy, and psychology.

3.2 Intersectionality and Bias

Classifying organization culture and values helps to focus and assess candidates in a more structured way. Selecting the right person is not only about the matter of matching the right individual with the right company, but other factors like gender, race, and age effects the process. People are prejudice when it comes to action (Oudshoorn, Neven and Stienstra, 2016).

Intersectionality is a theoretical framework. It is about analyzing how different power structures relate to each other. Things such as gender, sex, “race”, class, sexuality, religion, disability, physical appearance, height, etc. It analyzes how different power structures relate to each other and how people are influenced by the different power structures (Haider, 2019). This theory is matched with bias, which is a leaning of a mind or a fixed opinion about someone or something. A bias may be favorable or unfavorable to an idea (Mast, 1973).

There is a claim in the field of social psychology that tells as people tend to make decisions based on their intuitive judgment, a key source of bias happens in the enrollment actions (Khaneman, 2011). When it comes to a recruitment process, and especially a job interview, in this case, bias affects a lot. Normally, bias is
invisible to job interviewers. They are not aware of the judgments that their brains are making. There are a lot of examples in the recruitment process. Such as candidates with foreign accents are less likely to get called back. Or interviewers think that people who play sports are better in team work. But actually, people can build these skills in other ways too (Grant, 2020).

Blind orchestra auditions is a related example. The recruitment of symphony orchestras changed after the practices from the 1950s. They started to do a blind audition by hiding the gender and identity of the musician from the jury. These changes increased the percentage of female musicians from 6 percent in 1970 to 21 percent in 1993 (Goldin and Rouse, 2000).

Bias happens to candidates too. Candidates can get bias in a good or bad way about the organizations. As candidates try to make themselves likable to the employer with their skills, experience, and personality, they should also find out whether the company and team are a good fit for them or not. They can ask, does the team and organization create an appealing environment for them to use their skills and grow? Will they be able to develop skills and talents in this environment? (Bolles, 2020).

3.3 Meta-analysis theory

There are meta-analysis theory findings that demonstrate the validity and utility of Selection Methods in candidate psychology. This meta-analysis is based on practical and theoretical implications of 100 years of research in candidate selection. These findings can help for the development of theories of job performance and selecting candidates (Frank L, In-Sue, and Jonathan A., 2016).

There is a need to make recruitment decisions, and there is no choice about that. But there are different methods of selecting candidates and predicting future job performance. Figure 3 demonstrates the result of Meta-analysis. It shows that the combination of a GMA (general mental ability) test and an integrity test (composite validity of .78); and the combination of a GMA test and a structured interview (composite validity of .76) are more reliable (Frank L, In-Sue, and Jonathan A, 2016). The mix of different methods will lead to select more adequate candidates. Understanding the effect of validating recruiting selection methods is crucial. It helped to design a better outcome of the final result of this project.
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Note. EI = emotional intelligence; SJT = situational judgment tests; T & E = training and experience; In the Table notes, k = the number of studies a meta-analysis is based on.

**Figure 3.** Meta-analysis. Table of operational validity for overall Job Performance of General Mental Ability (GMA) Combined with a Second Supplementary Predictor Using Multiple Regression (Frank L, In-Sue, and Jonathan A., 2016).
4 Methodological Framework

4.1 Methodology

A system of methods in this project is based on a model of the design Innovation Process by Vijay kumar. This process is about applying the four core principles of building innovations around experiences, thinking in systems, cultivating an innovation culture, and adopting a disciplined process. (Kumar, 2013).

The outline of this process follows the figure 4. This process may start with “Research” which is about understanding reality. Then, “analysis” helps to build insight. In this phase, Information of reality develops in abstract terms and mental model shapes that help to get up and go to Innovation. Later, the “synthesis” phase is time to generate new concepts based on the abstract models developed during analysis. At last, “realization” is about implementing the concepts into an offering. These four phases (research, analysis, synthesis, and realization) are the structure of this Innovation process (Kumar, 2013)

Figure 4. Kumar model of the design Innovation Process
**Modified Innovation process of this project:**

The author designed this project based on the design innovation process of Vijay Kumar. Figure 5 is an overview of the verified process of Kumar based on the characteristic of this project. The left side of the picture is showing the logic behind the innovation process from the Kumar book. And the methods used are on the right side.

<table>
<thead>
<tr>
<th>Sense INTENT</th>
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<tbody>
<tr>
<td>Know CONTEXT</td>
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<td>Stakeholder map</td>
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<td>Project description and planning</td>
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<td>Theoretical framework</td>
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<td>Know PEOPLE</td>
<td>Subject matter expert interview</td>
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<td>Frame INSIGHTS</td>
<td>Benchmarks</td>
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<td>User journey map</td>
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<td>Explore CONCEPTS</td>
<td>Ideation session</td>
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<td>Frame SOLUTIONS</td>
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<td>Solution Prototype</td>
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<td>Realize OFFERINGS</td>
<td>Proposal of the design</td>
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*Figure 5. Over view of process and method used in this study*
4.2 Method used

**Stakeholder map:** It is a tool to understand the key constituents and the relation between them. It guides the user-centered research and design development by visualizing and mapping the power relations between those who hold power and those who may affect (Martin & Hanington, 2012).

**Literature review:** Reviewing scholarly articles, books, and relevant sources to a certain area of research call literature review. It collects and synthesizes the research on a subject of study and helps to know the context (Martin & Hanington, 2012).

**Subject matter expert interview:** This method is about having a conversation with experts to learn the finest development and ways. This method in this project used to define direction, bring new viewpoint, and hear the latest development. It provides control for where to look for supplementary information (Kumar, 2013).

**Benchmark:** Exploring of comparing industry bests and best practices of companies and similar examples calls benchmarking. It can have different purpose. It this project it has a purpose of collecting data, assist to target the future performances, and Review and recalibrate existing solutions (Camp, 1989).

**Summery framework:** This tool, helps to create framework summarizing key insights from analysis. It brings together key findings, insights, and design principles into an integrated whole. Later, guide the development of innovation concepts (Kumar, 2013).

**User journey map:** Tracking users through the flow map to gain insights into problems of specific context called user journey map that present opportunities for innovators. (Kumar, 2013)

**Ideation session:** This is a session to create concepts based on insights and principles. Creating as many concepts possible without judgment in a short amount of time is a goal of this session. There is a need to follow some rules to have a better session such as: Generating bold ideas. Generate a lot of ideas. Build on each other ideas. Build on another's ideas by adding more value to it. Staying focus on a topic. And of course, no idea is bad (Kumar, 2013).

**Concept scenario:** Generating short scenarios as a series of visualizations to demonstrate concepts in real-life stories, including potential users and contexts call concept scenario. It helps to identify obvious problems that are not clear. It functions as an early field test of concept. Also, it Facilitates discussion around the subject by storytelling and refining the idea (Kumar, 2013).

**Making value judgment:** The focus is on making a judgment and decides which idea brings the most value to the table. There is a need to analyze the pros and cons in light of different criteria by thinking about measures for the evaluation of options. So, adjusting and analyzing the relative assistance of solutions help to
optimize them. Also, envisioning scenarios help others to understand how different components work together (Kumar, 2013).

**Solution prototype:** A method that creates an experience around the proposed solution to see the engagement of people. Collecting information happens by observation and interactions around the proposed solution in the simulated environments. Then, analysis and understanding of user experience impact the proposed solution (Kumar, 2013).

5 Know People

5.1 Subject matter expert interview

As it was not enough to understand the subject and situation on paper, this empirical finding helped to understand the research and further in ideation and decision making.

To get a deeper understanding of the subject, five online expert interviews were held. Three human resource and recruiting experts, a career consultant, and a well-being researcher at work (Appendix 1 to 5). They are all based in Europe and talked about their personal opinion on the subject. For each interview, the interviewer, first thanked the experts for their time and knowledge shared. Then introduced himself and the research to create a calm and relaxing atmosphere for the conversation. Later, he asked for permission to record the conversation. Over-all, the interview was characterized by a flexible conversation with the direction of the research for about an average of 30 minutes.

The questions were on the topic of recruiting, candidates, and organizations. Some subjects and questions during the conversations were:

- How was recruiting in the past? What is happening today? Where is it going tomorrow?
- What are the current problems and bugs in the recruitment process?
- How do you find that it is the right person to fit? And how you find out they are adequate to the culture of the organization?
- What is not clear in the process, and you wish that you knew about earlier in the process?
- How an organization finds out what ability or people they need? (Especially for new roles)?

(And some more based on the conversation flow)
The key insights of the expert interviews:

Some insights and strategies are the outcome of the interviews that later help to build a better summary framework:

- Time is crucial in the recruitment process as recruiters want candidates to experience a good journey.
- Recruiters are helping the hiring managers, and this is as important as solving a big problem.
- Different criteria are considered during the recruiting process such as personalities, bias (in the context of gender, race, and age, etc.), culture fit and culture add to the organizations, the collaborating mindsets, value of the organization and people, soft skills, motivations, passions and why the candidates are applying.
- The meaning of soft skills is different for individuals and organizations.
- Some believe that taking a personality test before hiring is not good.
- Having checklists helps to have a fairer process and structure the process.
- It is a big plus for the candidate if she or he is self-aware.
- Details matter, as the final decision making is by a human.
- For many jobs, personal characteristics are way more important than to be fit together with the rest of the group.
- Bias affects the assessment. As an example, being extroverted or introverted affects the selection of candidates. There are some biases because one cannot see everything in the job interview.
- The satisfaction of employee and employer is important at work.
- Team up with schools and study programs and internships are good ways of recruitment.
- The contact person that you have with a company helps you to view the company. So, it might be that the ones applying now are not qualified, or maybe they are not senior level yet. But maybe in the future. When we do not give them the proper time of day. We need to focus on that it can hurt that we might lose these people in the future, and we might just actually get hired by a client.
6 Frame Insight

6.1 Benchmarks

Two different benchmarks accumulated in the process. The benchmark of similar recruitment methods. And the benchmark of frameworks.

6.1.1 Recruitment methods benchmarks

Different Benchmarks about the recruiting process and job interviews occurred. Here are examples of innovative ones:

**Menlo Innovation:**

They do not apply the traditional job interviews. They do a massive audition or, as they call extreme interviewing. They gather a number of work samples, and current employees select the candidates. First, they only look at a resume for what role they are looking for. People who are doing the interview have no access to resumes. They believe let's look at the human before we look at a piece of paper (Buchanan, 2020).

How: They bring about 30 to 50 candidates. First, they greet them and take a picture with and printing name. Then candidates get paired off. Each pair of candidates get one desk. Then some of the co-founders come in and say you will be observed during that exercise. The first task starts. They are simple exercises. They do not do any coding during those tasks. It is all people skills. There are 20 minutes per exercise that is not enough time. Because people change their behavior when they are under pressure. They only get a piece of paper and a pen. Observers focus on if you hug the source or share the resources. After 20 minutes they switch partners and go to a new chair with a new person watching them and a new pair of partners and they start another activity (Spitz, 2020).

Activities are something like designing a screening lab, or brainstorming test, or case of software projects. They do three different observations by three different people. And those three people who observed you get together and go through and judge all potential candidates. In the end, they vote by thumbs up or down. three thumbs up no discussion brings them back. Three thumbs down, no. and for between discussion about why this person should come in and why they shouldn’t. It is a psychological experiment (Spitz, 2020).

**Raccoon games:**

In general, they make serious games to make learning fun. One of the things they do is a game for recruiting, onboarding & selection. The serious games are suitable for the selection of employees. During the games, someone might go from socially desirable behavior to human behavior (Manenschijn, 2020).

As an example, they developed a full-day program for the new Routz employees with a set of serious games. They focused on the core values of the company by
experiencing them. As the employees there are naturally competitive, they reflect this aspect in the games. They started with social coding that aimed at getting to know the team through information in smart algorithms. Then, they moved to the client quest. This time they played a card game to learn about customer relationships and business cases. Later, they did a treasure hunt that is an active game through the building of the organization. Finally, a Value Pursuit. A puzzle about the core values of the company. The whole goal was to make onboarding fun and effective (Manenschijn, 2020).

**ATS of smart recruiters (Applicant tracking system):**

There are so many applicant tracking systems that exist for the recruitment process. Many companies have their own ATS as well. One of the best examples is “smart recruiters”; They are focusing on attract, select, and hire candidates. They say: “Move beyond applicant tracking towards talent sourcing & engagement with native collaboration, assessment, and artificial intelligence tools. The Smart Recruiters Talent Acquisition Suite provides full source-to-hire capabilities for the modern workforce” (smart recruiters, 2020).

6.1.2 **Benchmarks of frameworks**

**The sprint book:**

It is a process framework to build and test a prototype in five days. One needs to schedule five days and go through the process with a team. It is a faster, smarter, more respectful, and more effective way of solving problems in a short amount of time. It contains five main stages of map, sketch, decide, prototype, and test (Knapp, 2016).

It was designed and developed by Jake Knapp. It learned from many places include the product development of Google. Today, many teams and big companies run sprints to solve big problems in a short amount of time (Knapp, 2016).

**Call to care workshop framework:**

It is a co-creation workshop framework. It is a toolkit guide to communicate, share, and develop a creative solution for sustainable actions. It has different steps of creating a workshop where people meet and share ideas with a prearranged subject. Inclusion and metrics of working together highlighted to solve a sustainable problem (Meesak, 2020).

**Workshopper Playbook:**

It is a step-by-step workshop explained to run a workshop. It teaches how to design a workshop by offering a framework of 4Cs of collect, choose, create, and commit. It helps to make decisions with your team by creating a group of individuals. It functions to advance career seen as the innovation expert with the company and the clients (Courtney, 2020).

**Design kit:**
It is a platform to learn human-centered design, a creative approach to solving the world's problems. It was created by IDEO.org, which is a non-profit organization to improve the lives and livelihoods of people in poor and vulnerable communities around the world (IDEO.org, 2020). It is a toolkit about how one thinks and what to do with it. It contains three-phase inspiration, ideation, and implementation. For each phase, they are offering several tools to apply (Design kit, 2020).

**Service design tools:**

It is an open collection of tools and tutorials that helps to deal with complex design challenges. It has a goal of being a bridge between academic research and professional practices. They offer different tools in the context of when, who, what, and how. One needs to find the best resources based on its own needs (Service Design Tools, 2020).

**Meta designer’s org:**

It is an emerging framework of practice that will enable designers to change or create behavioral paradigms. It is a comprehensive, joint up approach to design. On its website, different tools of languageing, tetrahedron, synergy, and the team have been offered (Metadesigners Network, 2020).

### 6.2 User journey map

This method started by generating a list of all activities. Then by going through the actions, stakeholders, time, and feelings became clearer. Later, the touchpoints became noticeable. In the end, touchpoints, insights, and opportunities along the user’s journey shaped by visualizing the user journey to assist the ideation session (Kumar, 2013). The content of this user journey map is based of observation of some applicant tracking systems such as smart recruiters and the conversations with experts.

Figure 6 illustrates the user journey map of the recruitment process. This process involves three stakeholders of candidate, recruiter, and hiring manager. Although different user journey map exists, this one attempts to show the mutual ways of the recruitment journey. This process initiates by the hiring manager that states we need a new person in our team or organization. The recruiter starts the process and establishes the job add. Different candidates see and decide to apply. A recruiter receives applications and filters the related ones. The recruiter and hiring manager (talent acquisition comity) might analyze candidates and select some for a job interview. This process is stressful for candidates. After the interview, different methods exist. One might choose the candidate, and the process is finished. One might do another interview. One might ask for a sample project. And so on.
Figure 6. User journey map
6.3 Summery framework

This method helped to narrow down all the findings. As a result, the author gathered all the key findings, insights, and design principles as a unified whole to gain a comprehensive representation of a topic to generate opportunities.

Some key findings:

- Need to improve the recruitment experience
- Need to improve the time
- Need to have an adequate person
- Need to consider gender equality and bias
- Create conditions for people to flourish
- Need to understand the diversity of human intelligence
- Right branding of an organization
- Organization culture
- Meaning in job
- Look for potential rather than achievement.
- Understand their core strengths, abilities, and to create an environment
- Personal and professional success
Some key insights:

- Time is crucial in the recruitment process.
- Recruiters want that candidates experience a better journey.
- Recruiters are helping the hiring managers, and this is as important as solving a big problem.
- Different criteria need to be considered like personalities, biases, values, people skills, etc.
- The meaning of soft skills is different for individuals and organizations.
- Checklists make the process fairer.
- It is a big plus for the candidate if she or he be self-aware.
- Details matter (As the final decision making is by the human).

Key Design Principals: (Keywords to help the ideation phase)

- The outcome can be a service-joint product to add up in the recruiting process.
- Social Innovation design
- Service design
- Framework
- Workshop
- Online workshop
- Webpage (career page of a company, service app, game)
- Little book
- Boardgame or online game
- Playful interview
- Design-based research (It can create models, rather than particular artifacts or programs through successful innovation.)
- Design-based learning: is about the act of designing as a way of knowing. It is a way of learning by doing through the act of designing. It helps to understand by representing ideas and serve them as a tool.
7 Explore Concepts

It is time to jump! from the world of inquiries into the world of possibilities to envisioning the possible future (Kumar, 2013).

A HINT: When it comes to ideation and brainstorming, it is hard to get people to let go of their favorite ideas. When multidisciplinary teams brainstorm, the outcome can be influenced by biases and preferences of different disciplines (Kumar, 2013). Now it is time to mention that ideas here are not exceptions from reality.

7.1 Ideation session

Step1: This session started by planning the ideation session by preparing the summary framework and the ideation session itself. (It is worth mentioning that due to the pandemic of covid-19, we had to hold this session online and over skype.)

Step2: Select participants with a variety of expertise: This session held with three people: Master student in strategic product design at Delft University. Master student in design for play at Kolding University and the author is an innovation design student.

Step3: The session started with some casual conversation to break the ice to create a comfortable environment to talk to each other. Then the researcher asked participants if it is fine to record the session. Further, he presented the subject and the summary framework. After, the participants started to generate ideas and build on each other ideas. Participants discussed and ideate possible opportunities. The whole session took about one hour.

Step4: After the ideation session, the author captured and summarized the ideation output. Categorized the opportunities based on journey touchpoints and framework. Needless to say, valuable solutions and strategies are nonlinear, continuous, and iterative cycles (Kumar, 2013). In this regard, exploration continued by merging and adapting relevant ideas and removing some of them. And at last, five main ideas choose for further development.

The five main Ideas are:

Opportunity Idea 1: Timeline story

Improving the experience of time! Showing the whole process to the candidates through the recruiting process. Showing what step, they are right now and what is after by gamification the recruiting process.

+ It keeps the candidates motivated and better experience of waiting in the journey occurs for them.

+ It can motivate the hiring manager to act faster.
+ Simple and effective.
- Not changing the process but visualizing the process for candidates.

Figure 8. Picture of timeline story idea

**Opportunity Idea 2: Talent and Organization Pool**

It is a service base pool that defines candidates and organizations. It has different criteria.

+ Work on the brand images (candidates and organizational)
+ Focus on the ability of people
+ Opportunity to connect to LinkedIn (LinkedIn plus)
+ Or connect to several organizations (LNU Since park, Avalon, and university students)
+ Idea can be effective with a company to strength some specific part of an organization
+ Get candidates to improve their weakness
+ Extend the bubble of thoughts (make our bubble closer to reality)
+ Marketing Motivation for companies to get better candidates

- It is complex
- Need to create a database

Figure 9. Picture of talent and organization pool idea
Opportunity Idea 3: Candidate workshop (Interview touchpoint)

One or two-day Workshop inspired by the Google sprint process that is the mix of new candidates and a few team members of the organization to do some projects. The idea is to act as a bridge between any organization in need and some candidates.

+ HR can analyze candidates for adequate. (checking personality, ability, perspective, skills, etc.)

+ Creating some projects that might benefit the organization.

+ The judgment is hard to analyze, but it is better than existing solutions like the first job interview.

+ There is a motivation for companies to get better candidates.

- Does not work with every job and is still as stressful as a job interview.

Side Ideas: one day travel. Make something together. Drink a beer together.

Figure 10. Picture of candidate workshop idea

Opportunity Idea 4: Meaning of words

Meaning of words are different for people and companies. It is more of an intervention idea against common understanding.

Meaning of words are different for people and companies.

Figure 11. Picture of meaning of words idea
Opportunity Idea 5: Wing person (Dating app for work)

A dating app or party for work. The recommendation is super effective! It focuses on the ability and perspective of people. It can act as a license. You cannot talk about yourself. You can only talk about friends (Because they can say about you more positively and realistically).

+ Connect it to a LinkedIn or Arbetsförmedlingen in Sweden.
+ It can act as a recommendation.

The Mindset: The mindset to choose from the top 5 ideas to build a scenario around them was about adding value to the current system of recruitment. Innovators need to seek ideas that add or create values for the user, business, economy, society, environment, or any combination of these. That is why there was a need for a higher proportion of focused and context-sensitive concepts than scattershot brainstorming (Kumar, 2013).

7.2 Concept scenario

From the main five opportunities, two of them were more plausible and related to the real world were selected. Both concepts are about candidates' experience and journey in the hiring process. It is needed to mention that they are at the beginning level and not baked yet.
**Scenario number one: Talent Journey**

As the hiring process can be an exhausting experience for candidates, we are offering a playful talent journey to make this process a bit clearer. And maybe reduce the time a bit by simplifying!

**Key words:** Time

Automation / Clarity of the process / Journey / Fairness / mental wellbeing / candidate experience / Organization change / Brand building for a company

**Figure 13.** Page one gives an overview to the audience by explaining the problem.

There is a platform (Web base) that contains all the Stages of the hiring process. The recruiter can define the different phases and personalize the process. Or use the default offering to run the Hiring process. (Awareness, Consideration, Application, first selection, second selection, Interview, Etc)

**Figure 13.** Page two, the concept platform is explained.
The moment the applicant sends the application receives an email that she or he can follow up the whole process by clicking the link! When they enter the link, they see a personalized journey process for themselves. They are in the game now.

**Figure 14.** Page three, continue of concept platform.

**More details:**

The helpful point is that in case of rejection, candidates will know when, where, and why they rejected.

**Motivator messages** if they check the web process frequently! As “waiting” in this process is hard for the applicant, they will receive some notes from the company/recruiter that they care about the applicant and know it’s a frustrating process.

Another point is that as hiring managers are busy and they might not consider the process as an important factor, they will get a deadline and alarm from the recruiter to make the process faster.

If the process takes more time than expected, it will be some messages from the company to applicants why there is a delay! Such as Humans are not a robot and the right decision making is hard.

For each step in the process, there are some tips for the recruiters and hiring managers! For example, Tips of BIAS (gender, race, age) and how to consider them in the process.

**Figure 15.** page 4 tells some details and side ideas related to the scenario of talent journey.
Scenario number two: Talent workshop

Talent Workshop

As job interviews are broken on many levels (Adam Grant), we are offering a playful workshop instead. This whole workshop is about people skills!

Figure 16. Page one gives an overview by explaining the problem.

There are few candidates (like four/six/ten people), and there are few people from inside of the company (four, six, ten)! In the beginning, the HR responsible person and Hiring manager come and say, we are observing you during this workshop.

Few steps exist!

Figure 17. Beginning of the workshop concept scenario.
For example, Step one is to pair with another candidate. Then join a group of 4 people with two people from inside of the company! It will be a simple game that four people play for 20 minutes (like card game).

For the next step, candidates change partners and join another group and this time they might do brainstorming for 20 minutes. It might be more stages as well...

Then there is an individual task for each person to see how they work individually. That they work on it for 10 minutes and present in 1 minute for everyone.

At the end, the whole team decides about the more fit talents to the organization. They have a checklist to reduce the bias. Everyone has a same shot!

More details:

This is a solution that reduces the stress for the interview as it's fun and playful.

It creates collaboration with candidates and employers and not a competition.

As more people are engaging in the decision-making process, the outcome will reduce the bias. And the result will be a person that is more match with the culture of the organization! It is fairer than a normal interview.

It focuses on the ability of people (not much in knowledge and skills)

The workshop is inspired by google design sprint but for hiring and building a new team!

Target should be companies with 10 to 50 employees and more!

The idea is to act like a bridge between any organization in need and some talents. (instead of first interview)

HR can analyze talents for adequate. (checking personality, ability, perspective, skills and ...)

Making some projects that might benefit the organization as well.

The judgment is hard but it's better than existing solutions like first deep interview.

Marketing Motivation for companies to get better talents

Figure 18,19,20. The workshop concept scenario explained.
8 Frame Solutions

8.1 Making value judgments

To learn about the rightness and wrongness of two scenarios, some conversations with experts occurred. The author tried to get more experts to give feedback on a subject and evaluate a better solution. The solution was selected and developed at the end of these feedbacks. Needless to say, that one discipline or field of study is not enough to make a valid value judgment. Different disciplines of business, engineering, design, and organizational psychology assist to evaluate the solution. Some people and expertise that affect the final decision: (All results in appendix 2)

- Jens Amdahl Martinsen (Organization psychologist and CEO at test hub)
- André Francois (CEO at happy at work)
- Minel Aykut (Organizational psychologist)
- Rasyad Aqiy (Organization psychologist)
- Payam Aghaee (CEO at Triti.life)
- Pooya yousefi (Founder of Talk innovation)
- Saeed Ildarabadi (Strategic product designer)
- Amin Saadat (Playful designer)
- Ehsan Khani (Marketing student)
- Keiu Meesak (Innovation designer)
- Niklas Dahlberg (Business innovator)
- Moritz Braun (Innovation engineer student)
- Misako Watanabe (Innovation design student)

Some key takes away from these judgments are:

- The recruitment, in general, is facing a lot of misconceptions.
- There is no need to know every detail about the candidate’s previous work life. What recruiters need to know is what the candidate’s attitudes towards the job is, and if they possess the necessary skills.
- In the workshop, one can add some elements to measure the deeper level of match.
- Ranking a person individually and anonymously has more validity. In this way, one can see how a member personally perceives the candidate. Everyone else will do that. Then, there is an algorithm that some set up and use score, that could be a social match. (In the group dynamic, very often, there is a dominant person.)
- Even though it is a field that has many players, innovation happens slowly. Very seldom people on recruitment are updated in research.
• When there’s more work than workers then the companies start putting in more effort and headhunting more.

• The workshop solution can not only be a cost to recruit a new employee, but it can also be an opportunity for the company to get a new perspective and mindset on their current projects. If they will be included in the workshop. For example, like a focus group or co-creation. There are more opportunities for creating something new, and more useful from the workshop with its potential to be more than just a recruitment tool. For the journey, there is an opportunity to create a more beneficial and efficient process.

• The biggest lack in the recruitment process is proper onboarding methodology. So, the workshop can facilitate something that forces the company to help the new person get involved in their culture.

8.2 Solution prototype

Step 1: Identify proposed solutions and experience to be prototyped

In this case, a workshop is a combination of exercises that work together within a framework in order to select an adequate candidate to connect to a team and organization. When it comes to design a workshop, having a few flexible recipes will help to design a better outcome. Without a doubt, having a facilitator is crucial in the workshop. A facilitator is a person who guides the workshop (Courtney, 2020). For this prototype, the author himself is a facilitator.

Step 2: Build prototypes and prepare an environment to test.

When it comes to design a candidate workshop, an important aspect is to find a team or organization, and of course, the right candidates. The feasible act to test the idea for the author was to connect some alumni innovation students who had been working successfully together as a team and some current innovation students as potential candidates to add to their team. This prototype shaped by bringing these people to the same room.

The brief, in this case, is to decide on time, place, members, and subject. It is time to invite participants. The author also asked for some backup people both from the candidates' and team members' side in a case that someone would not be able to join. Next is to prepare the workshop supplies. There is a need to think about materials needed, such as big papers, sticky-notes, stationeries, board, coffee, snacks, etc.
Step 3: The prototype workshop

The workshop started by entering the participants in the room, tag their names and seat (Figure 21). The duration of the whole workshop was less than 3 hours.

Figure 21. Pictures of the prototype workshop before start
The start point was introducing the research and aim of the workshop and briefly the introduction of the whole process in an informal way (Figure 22).

**Figure 22. Pictures of introductions.**

Then, it was a time to talk about the workshop principles (Figure 23).

**Figure 23. workshop principles**
First phase of the workshop called introduce and ice breaker. The ice breaker was an activity that help people to be more comfortable together. It should be fun, quick and easy to do. The author designed a ridicules first impression (because first impression does not matter here!) Participants said a meaningless word and the next person adds up to that until the end person (Example: Yo / Yo ya / Yo ya uyo bi / Yo ya yo bi da / etc).

Second phase was a value quest tool. It is a meta design tool that helps a team identify and agree on their common/shared values (Backwell et al., 2008). Participants were asked to choose and write the top three values or qualities that is important for them. They wrote them on the sticky-notes. The facilitator collected the sticky notes and placed them on a board in a circle (Figure 25).
Then, participants ranked the values from personal perspective. They vote every value by giving a score of one to four (4 = most important, 3 = second most important etc). Then, the facilitator positions the 2nd set of sticky notes onto another circle on a new flipchart according to the highest scores. At the end, result of the shared values was created by agreement.
Some interesting discussion happened during the value quest. They had different opinions about passion at work. The team was more interested to do necessary project and having fun out of work, while one of the candidates believed in having a passion in what you do. They negotiated about the top values and selected the top five of them.

**Third phase** of the workshop was a sample project with limited time. For this prototype, choosing a design kit approach to reach an innovative solution and assist the candidates, supported the workshop. Design kit method is a step-by-step guide that puts people in the center of the process to come up with new answers. It has three steps: inspiration, ideation, and implementation (IDEO org, 2015).

For each step the mix of participants was changing. As an example, in the inspiration step, the participants of A, B, C were in one team, and D, E, F in another. Then in ideation, A, E, F were in one team and B, C, D in another. The same for implementation. In this way, everyone works together and learn about each other’s behavior in the collaboration.

The inspiration step is about having a conversation. The team wrote down some problems related to the subject on a piece of paper together for nine minutes. Then, they selected one area for brainstorming in two minutes.

![Figure 27. Picture of inspiration of sample project](image)

The ideation step is a brainstorming on sticky notes in ten minutes. The facilitator mentioned the rules of the brainstorming before starting. They are simple rules made by IDEO: defer judgment, encourage wild ideas, build on the ideas of others, stay focused on the topic, one conversation at a time, be visual, and go for quantity (IDEO org, 2015).
In the implementation step, they selected the best idea in 5 minutes and presented it together (Figure 28).

**Last phase:** The workshop is done. Candidates say goodbye and leave. It is time for the next phase, the assessment. Now the teammates, analyzed and discussed who is the more suitable candidate to join their team. Here they talked about soft skills, and their personality. They did not analyze these candidates based on their expertise knowledge and skills.

Primary, the team looked at some questions for assessment. But mainly they had more general conversation about the candidates. Conversation such as: one was more expressive and took more initiative, and the other one needed more time. One of the candidates was not fast enough to get the atmosphere. One adapted more socially, and one adapted more methodologically, and the third one was more of an observer.
They discussed in any normal job application, there is bias against introverts and shy people. We should be careful what position we are using this method for. If you are picking an innovator, not everyone needs to be an extrovert.

They also talked about how they should decide. Two of the candidates were more extroverted and took more initiative. Does our team need someone to disrupt the team in a good way or someone to blend in to the team?

The facilitator talked about the theory of give and take of Adam Grant. That we need more givers in the team. Effective hiring and screening and team building is not about bringing in the givers; it's about weeding out the takers. If you can do that well, you'll be left with givers and matchers. The givers will be generous because they don't have to worry about the consequences. And the beauty of the matchers is that they follow the norm (Grant, 2013).

At the end, they realized they need a balance in their team. For finial decision, they need more input such as CV and letter.

**Step 4: Feedback about the prototype**

It was asked from all the participants to give feedback about their experience in the workshop.

In general, they liked this idea in the recruitment process. One of the candidates said, it was about two hours but it felt like it was twenty minutes. We were quick.
and it did not feel like it took much time. And one of the team members said it was fun. They all said that the process was easy to follow. Another one added, it is good that is short. Not assessment for days. It is hard to be creative in that mood. It is hard to simulate. It is not mind friendly to be creative.

One of the participants said it is a nice atmosphere and interesting way to see the recruitment. It is more informal site to the job interview. However, it can be a problem in reality. It will be different if you want a job and go somewhere than doing an activity like this on Saturday. It would definitely be really draining as the job interview also is. In “real” job interview, you will be stressed, nervous and have performance anxiety during such a process.

They thought icebreaker was an important step to begin with. It made participants get more comfortable in the workshop and with each other. They were also questioned themselves that did they used value quest in the project or not. Value quest was not really smooth in the beginning. It would be nice if we discussed it. Specially because that was point. We discussed a value and what we are looking for. Then it just became numbers and we did not discuss it a bit more. We just really discussed it together what is important to us.

Some of the candidates explained some of the values like building, Power of action, and explaining the passion. Honesty, it could have been more to skip numbers and decide by discussion. One person offered instead of numbers, put in them in order, then the whole group can move them around and we realize this one is not that important and we put them blow. Another states that actually numbers gave pretty good picture. When we see something is 4.5 or 4.6, it shows that this is something that everyone feels that is important.

They also feel that this would be a good way for the ones hiring to observe how the potential coworker acts on a randomly given task. It was mentioned that it is good to have an individual part in the process. If you do not do a job interview, adding individual phases can help people to assess the candidates better.

The fact that it is a new way of hiring can both be good and bad. It can make you feel pressure, because you have no idea what will happen during the interview, and that can scare away people from applying to the job. But the good part is that you will easily see which candidate can adapt and solve random tasks.

One of the participants also made a SWOT analysis which is a technique to identify strengths, weaknesses, opportunities, and threats related to an idea (Vaněk, 2012). It is worth to see that participants perspective related to the idea:
Figure 30. Picture of SWOT analysis of one of the participants

At last, in the judgment, it has been discussed that it might be different in reality. The checklist is necessary as people have different backgrounds, but in the prototype workshop people shared the background of innovation.
9 Proposal for a design (Realize Offering)

9.1 The candidate workshop framework
The final result of this project is in form of a context called: “Candidate workshop framework. A tool to get better user experience in the recruitment process.”

The first page, simply, is telling the title of the framework.

<table>
<thead>
<tr>
<th>Table of content:</th>
</tr>
</thead>
<tbody>
<tr>
<td>What, Why, When</td>
</tr>
<tr>
<td>Process overview</td>
</tr>
<tr>
<td>Before the workshop</td>
</tr>
<tr>
<td>During the workshop</td>
</tr>
<tr>
<td>After the workshop</td>
</tr>
<tr>
<td>References and Credits</td>
</tr>
</tbody>
</table>
The picture in page 3 is inviting the audience to enter this world. It explains what is this workshop about and what is it used for.

Page 4 is an introduction and is telling about the why behind this workshop.
When applying this workshop:

For types of jobs that require more collaboration and innovation. And the jobs that seek the future of leadership in an organization.

After pre-screening (When you have 2-4 final candidates)

Along with the job interview.

It can be either in before the job interview or a replacement for the job interview.

A facilitator:

There is a need for someone to coordinate the whole process (Marie the capacity).

Page 5 is telling when this workshop is practical. Also, that there is a need for a facilitator.

Process overview:

Before Workshop
1. Team up
2. Team meeting
3. Supplies

During Workshop
1. Introduction and activity
2. Explain and telling principles
3. Value quest tool
4. Sample project

After Workshop
1. Assessment
2. Selection

Page 6 is the overview of the whole process in one picture. It demonstrates the different stages.
Page 8 to 14 are describing what needs to be done before the actual candidate workshop.

1. **Team up**
   - There is a need to have 2-4 candidates, and the same number of team members from inside of the organization.
   - The facilitator and hiring manager should be present in the workshop.
2. Team meeting

2.1 Set the principles with the team: Write down two different principles pages. One is for the team from the organization that sets the mindset for the workshop. (Example on page 59.) And the other is for during the workshop and candidates. (Example on page 17.)

2.2 Set the checklist with the team: It is an important step. Prioritizing the soft skills of your team or organization and come up with a common ground. This checklist is a measurement to assess candidates in the decision-making process.

2.3 Come up with a subject for the workshop: Decide on the subject or a research question that is common in your organization for the sample project. (It is also an opportunity to gain some insights.)

When the candidates and the team are collected, send an introduction email, and clarify the workshop. You can mention the principles and the subject of the workshop to the candidates. But don’t tell too much.

2.1 Set the principles with team EXAMPLE

- Think about their people skills (more like their potential and ability than their knowledge and skills)
- Think at a professional level
- In the workshop, communicate with the candidates that they feel comfortable
- Act like you are in a normal situation in a project. It is all about people skills. (There is not enough time in the workshop for each exercise. It is on purpose as people change their behavior under pressure.)
- Not every candidate is the same. They are all different. It is difficult to know exactly that person is.
- Any more? (from your team values?)
### 2.2 Set the checklist with team: EXAMPLE

Our people skills checklist questions (rate from 0 to 7):

- Can they work in our team?
- Are they humble?
- How they perform under pressure?
- How they adapt to new situation?
- How much are they competitive?
- How much their perspective is close to your team?
- Do they have a similar chemistry with your team?
- Any more?
3. Supplies

Prepare the workshop environment and supplies that are needed during the workshop.

**Physical version examples:**
- 4 big papers for the sample project.
- 2 big papers with circle or a whiteboard for value quest.
- Post notes for brain storming and value quest.
- Markers to write.
- Name bags for every one.
- Drinks and snacks (Top: Vegan and nuts free that everyone can consume).
- Visible Timer clock.
- Projector for presentation.

**Remote version example:**
- Set online link and time.
- Focus on what kind of digital services you have access to.

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**Tips on room layout:**

Simply sitting in a circle promotes unity and strength. It is a good physical arrangement in the beginning.

Board for presentation and timer.
Having some tables beside the circle with clearance for a sample project time.
During the workshop:

1. Interdiction and ice breaker activity
2. Explain and telling principles
3. Value guest tool
4. Sample project

Page 16 to 24 are presenting the actual workshop stages, and steps.
2: Explain and telling principles to candidates.

Here you present the principle of the workshop to everyone. Like:

- Everything happens in the process is right!
- Be yourself!
- Creativity is nice to have, but it is not essential.
- We collaborate together!
- You can eat and drink during the workshop.

3: Value quest tool

This tool helps a team identify and agree on their common-shared values and learn about each other’s values.

Test Purpose:

- Discover its shared values, when working together.
- Achieve a set of shared values through a process of negotiation.
- These shared values become the keystones for this group’s collaboration and help foster a common culture.
- The maps can prove valuable reference points as the group progresses into executing their task and can be a helpful reminder in case of disagreement.
3.1 Generating values

Participants are asked to collect a list of three values/qualities that are important in their practice, and note each value on a post-it. Each person tells a bit about the values they choose.

The workshop facilitator collects the post-its and places them on a flipchart in a circle in no particular order.

3.2 Ranking values

In turn, each participant is asked to vote on every value from a personal point of view by giving a score (one to four): 4 = most important, 3 = second most important etc.

Whilst the voting goes on, an assigned person (scribe) notes the points on a tally and helps to count up the scores.
4: Sample project

The goal of sample project is to learn about people skills.
Here, one can design a quick, collaborative sample project that everyone works together. One can learn by google sprint, workshop, play book, design thinking, etc. process. The example here adopted from designkit.org.

4.1 Inspiration:
Problematises the subject in 10 minutes. Then 5 min decide on the topic.

4.2 Idea:
Brainstorm a solution for the problem you address in 10 minutes.

4.3 Implementation:
Decide and present a topic in 10 minutes. Then present it together in 2 minutes.

As time is not enough, just start and move on. Also, it is good to switch teams for each exercise that everyone works together.

4.1 Inspiration:

This part is about having a conversation.

Subject: [Tell the subject.]

What to do: Write some problems related to the subject on a piece of paper together for 10 minutes.

Then, select a focus area for brainstorming (at least one thing) in 2 minutes.

TIP: Don’t forget to change the teammates.
4.2 Ideation

Brainstorm on sticky notes in 10 minutes. Brainstorming rules:

- Deter judgment
- Encourage wild ideas
- Build on the ideas of others
- Stay focused on the topic
- One conversation at a time
- Be visual
- Go for quantity

TIP: Don’t forget to change the teammates

4.3 Implementation

Select the best idea in 5 minutes and present it together

TIP: Don’t forget to change the teammates
Page 26 to 28 is about the assessment and selection which happens after the workshop.

1: Assessment

It is an important step. Use the checklist that was made in the team meeting and make a sheet for each candidate.

Then team members and workshopers fill out the sheets. And get an average score of people skills of the candidates. This assessment needs to be done individually and anonymously after the workshop. (Thinking slow)

As an example, the sample checklist design in google forms is presented here. That three team members and a workshopper scored the candidates, and the average result shows which candidate is more suitable based on the workshop.

Recommend to use google forms for this step.

The assessment is containing two phases of thinking slow, which is individually, and anonymously, and the thinking fast, which is a discussion with a team.
Continue assessment:

This step is optional. But, a meeting can be held a day after with the team members to discuss the result (thinking fast)!

2. Selection:

Now the one can use the result to measure the candidates based on the recruitment process that they use.

Example:
The final candidate can be selected based on CV, Letter, GMA test, Interview, AND now the workshop. And using the meta analytic findings to calculate.

Based on current assessment, we think that the workshop has the same value as an interview in the meta analytic findings table.

Meta analytic findings is summarizes the practical and theoretical implications of 57 years of research in personal selection. Learn more!
And last two pages of 29 and 30 are the references and credits.

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10 Summary and discussion

The objective of the research has been about the recruitment process. It has been found that there is a mutual need for employers and candidates to find themselves, which is similar to dating, and the decision making will lead to a long-lasting relationship. This process of giving and taking a job is focusing on connecting and assessing certain features, especially during the job interview.

It is necessary to understand the position given to make this process pleasant for both employers and candidates. And it is necessary not only to learn about knowledge and skills of candidates, but also the abilities of them to adapt to different situations and work collaboratively with the team and organization.

This research project proposes a candidate workshop framework that aims to initiate a deeper understanding of the candidates by assessing their abilities and soft skills. This workshop can be used when there are the last few candidates in the recruitment process. It is complementary to a job interview, and it can be before or after the job interview. As well, it can be a remote or physical workshop.

This open-source framework is built to be applied and customized in the different recruitment processes. It is more effective for types of jobs that require more collaboration and innovation. Or the jobs that seek the future of leadership in an organization.

The candidate workshop framework is a concept at this time. It needs to develop and be tested through time. There might be some challenges that need to be addressed. Different problems can occur in the workshop. For example, for the physical workshop, not all the candidates live in the same area, and this distance makes it hard to have everyone in the same place. Or it is possible that someone gets sick and does not make it to the workshop. These types of problems occur in an actual job interview too.

There are some pros and cons in the remote candidate workshop as well. As social interaction is the base of this workshop, the remote version is less effective than the physical version. Brittni Bowering, a design thinking workshop facilitator, states that remote workshops can be frustrating and less collaborative (Bowering, 2020). But of course, there are some advantages of time and money consuming, and being able to record the session.

Additionally, bias still exists. While comparing to the normal job interview, the bias is less as candidates take more action than talking. Also, there are more people to assists candidates in an individual and anonymous way.

Some analysis can learn by taking into account the recruitment process and the theories behind this field, interviews during the process from knowing people to value judgment, and what was learned from the prototype workshop.

The selection process is vital. For example, both humans and systems are vulnerable to hacking the safest approach. Similarly, a trained perfectional may
choose a good candidate in the selection process (Frank L, In-Sue, and Jonathan A., 2016). Some methods in the recruitment process have more validity according to the meta-analysis (figure 3). The combination of different methods, can bring more predictive validity and reduce human bias that leads to the organization's effectiveness (Frank L, In-Sue, and Jonathan A., 2016).

Meta-analysis theory shows that the GMA (general mental ability) tests have the most validity, but it is not enough. Also, the structured job interview is a method that a number of organizational psychologists agreed upon near the end of the recruitment process. They believe that structured job interview gives better data and helps to find out about misjudgments easier but not all of them. One can define the essential skills and values related to the job and the team (Grant, 2020). Also, sometimes interviewers get over confident and put more wight in their own assessment than other source of information (Kahneman, 2011).

In the structured job interview, two kinds of questions of behavioral and situational can be asked. For evaluating leadership and interpersonal skills, situational questions can come handy (Grant, 2020). However, the offered workshop, can bring more validity to the behavioral and situational questions as the candidates are in the similar simulated situation. Instead of asking questions such as tell me about a time when you were in this situation and what you did, workshop creates that situation. Recruiter and team are observing the behavior of candidates.

Also, the behavior of current team members or employees are observed during the workshop that can help to see the candidates in a more realistic way as they are participating in projects. Workshop is creating a situation for candidates who have less experience to shine comparing to the interview when an experienced person has more stories to tell.

A work sample, which can be simple and powerful, shows the skills and values of the candidate. Adam Grant states that are a concrete way that structured interviews and most algorithms cannot (Grant, 2020). Job sample in the suggested workshop is focusing on collaboration, team work and creativity as they are some of the needs for current world of work (Anderson, 2020).

The author thinks that to select the adequate candidate, according the current existing knowledge of human in the recruitment process, is to have GMA tests in the beginning of the process as it has been suggested in the meta-analysis. In this step different applicant tracking systems exists and artificial intelligence is helping this method. After, when there are the last few candidates, there is a need to have a deeper level of understanding about them. Then a structured interview, or the suggested workshop, or the mix the workshop with the structured job interview can help to select an adequate candidate and reduce the bias.

Potential for future developments includes testing the workshop framework in real contexts. By gaining more validity and improving this tool through time, one can start running these workshops as a service for companies who seek candidates. The world of recruitment has many groups of actors. Therefore, finding a key partner can help the idea to grow faster and better in this context where innovation happens slowly.
Moreover, as Jens Martinsen said during his interview about the concept, there is a lack of proper onboarding methodology in the recruitment process. In this regard, by facilitating a similar workshop framework, one can help the new selected candidates get involved in the culture of the company. Besides, transferring employees between companies is one of the new actions that some companies do. This action needs the onboarding of temporary employees in the new environment. Thus, onboarding workshops and even retention system frameworks are a potential direction for further developments in this path.
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Appendix

12.1 Subject matter expert interviews

Summary of interview with Hanna Barski (Recruiter expert based in Sweden)

(Due to the corona virus quarantine, this conversation holds over skype)

She believes that she put people and relationships in focus through creativity, responsibility and competence.

What are the current problems and bugs in the current way of hiring?

Some companies look too much at resume rather than who is the person! But we (maxkompetence) are good at that.

At their company they work hard to get to know the company and their values. Working with values and company stack for and get the personal match. Of course we need a doctor to understand that!

For so many jobs we found out that personal characteristics is way more important than to be fit together with the rest of the group! And together with the company values that can be successful in the long run. Because we look for the person that will be fit in the long run with the company.

2. In the attracting talent process, what are you most looking into the person? What is important to you?

Depends on what position / first spend a lot time with the company and what recruitment they looking for / then we come criteria / does the person fit the criteria / + encourage company to lower their status… look at absolute most have… maybe if you have the right personality there is also chance to learn…

Also, there are some non-negotiable like being student for maxkompetence.

3. How organization find anility they need?

Working with talent Q / test / more senior position we have test… to fit the personality / some test to learn the ability you can see the logical talents that they have and you will be understand what / also we look at the staff that company is working with today… / their personality treat and working together… / see what they are missing like imagine they don't have a person who ask questions in team then we might find a persona with analytical standpoint. /

What are the tests?

5 different test> personality test / motivation and drive test / on time … good team working … / ability test . logical thinking and test… finding how group works… what sort of people are fit in …
If you have a lot of supportive... it is not fit with the person who don’t care at all. so it’s not good team dynamics...

How effective are the tests?

It is really close... also requires... test is not enough... also you have to implement your strategies and assumptions so depend on time and effort... (I spend on recruitment and reference...)

Ability / How do you find ability in people?

How many correct answers they have... each test 15 minutes... short time... logical... different patterns... directions and arrow...

Mathematical test and problem-solving things... pretty general to understand how you absorb info...

Like developer... always ask write code for example... this is expert recruiting which is not my specialty... we only focus on personality and so on.

#Personal attracting process needed based on skills

How do you analyze people before you meet them<>?

First is resume and that is so important... not so harsh... I rather have extra phone calls, in my case for phone interview 5=4 minutes... focusing on why person is applying for the position... So, I’m not going to deep things... but I go do you really want this job or you want A job... usually main focus... are you really write truth... or some main things like way and is the person is polite...

Presentation of interview to the company

How do you feel about it?

I liked that you offered online conversation or send out question... it is fine for me and it was a great experience for me >)

Summary of interview with Fanny Elheim (Career Counsellor at Linnaeus University)

(Due to the corona virus quarantine, this conversation hold over Zoom)

Summary: 1. What are the current problems and bugs in the current way of hiring?

Depends, competence experience...

Students question?

Typical mistakes of students during applying?

They believe that they think they know. They are support to know what the job is... if you don’t have experience you don’t know. You should not have known... be curious instead of being that you know.

Tell more about interests... open minded and ...
They key to get a job is to be self-aware! And it takes time… / more reflective… inside, outside, and forward. Who are you… what is fun what is your interests… focus on that you might know… what was fun on course and what I learned?

What is your core… / inside and outside… labor market… / You should be able to present yourself in a right and wrong way… / if you are good at something say it in what way… like if you say I am good at presenting things… in what way? /

What to do before start the application process?

How people can present themselves in soft skills?

The cover letter is a place to show soft skills before interview…

Exemplify the words you say in soft skills… (My Analysis from everything: details matter)

How recruiters work and how they make decisions…?

It is so different… sometimes is just competence… right education and experience…

Sometime is feelings… there are some robots… it’s happening… I think the meeting is important… but I think the robots are good…

In the attracting talent process, what criteria recruiters should look in the person…

In Sweden personality is so important. Sometimes they look for someone who is like them… that’s bad thing though… /

Extrovert and being initiative is important in Sweden…

Any Story?

Something that highlight you can be helpful to be remember like a sushi chef… first impression.

Contact organizations and talk to them is so important… you will learn information… like. Contact… and talk about things… it is an exact information from the source.

Appendix 3

Summary of interview with Maaz Khan (Student researcher on wellbeing at work at TU Delft, Netherlands.)

(Due to the corona virus quarantine, this conversation holds over Skype)

Summary: lots of literature is out there… but what to use is hard… /

How person fits in the org and how people feel happy at organization… he believes that people should like to go to work instead of waiting for weekend.

(This conversation mostly connected me to more experts! But the conversation itself was great but not related to the subject.)
Summary of interview with Hussain AbuBaker (Senior Headhunter - SAP at Deloitte - Recruiting in Europe)

(Deut to the corona virus quarantine, this conversation holds over Skype)

It is good to focus on How to Reduce the time to hire. Because that effects the business performances. It is a quite crucial thing.

How was recruiting in the past? What is happening today? Where Is it going tomorrow? (In your opinion)

The big difference to my mind is automation. It makes recruiters be more productive, make their lives easier. Focus on administrative. Automation improved the communication style. Automation and AI have a critical way of working these days. Much smoother, and faster. It helps us to focus on pure recruiting because technology is doing the other half.

Helping tools nowadays:

SAP, Software.

google chrome extension. Human address, it helps has lee effort for human contact. GDPR. General Data Protection Regulation. It gives details about candidates. (Also, it asks for people permission for sharing data base)

What are the current problems in the current way of hiring?

Recureting for one department or hiring manager is not. Some hiring managers when they see Cv or talk on the phone, they move straight away to other applicant, and they are speeding up the process. Who take the time, make the decisions. And they know whay they want, and there is best of the best. Sometimes, they are not sure and wait for more applicant to apply. And they make decision by combining another hiring manager or colluge in the team. A lot of people get envolve and just extend the process. (Time…) main problem is the time. I mean, how quickly a candidate can get an interview. Because is about the candidate experience and journey. Someone applies two months a go and the didn't get any feedback until cupple of mouths. It is bad for the company. The candidate lose her or his intrests. It might find another job. They might lost intrest to the company. Sometimes they take unnecessary time to maker the process.

( Crucial Time touch points from initiate to interview and interview to offer.) It might be a one week or a month.

What are the solutions for the time?

We, speak regularly. Send them report. Send extra report. Talking. Also, different departments are different. One-month notice. The process is a lot rely on hiring manager. Time. Sometimes also the candidate is not available for some reasons. Transparency is also important.

In the attracting talent process, what are most looking the the person? What is not clear.
From the recruiting perspective, depends on hiring managers. We always spend
time to what the hiring manages want. The things is that not every candidate is
the same, they are all different. It is difficult o know how exactly that person is.
Only hiring manager might know how exactly that person is. By asking more
specific questions. Sometimes, is direct questions, to know how deep they are in
the specific knowledge. It is very hard to know.

How do you find that it is a right person that fits in the Organization culture?

This is one of the key questions to ask. / First we try to find out the motivation.
Why they are applying for that company. What is it that they are looking for? Find
out how they work in the company and benefits again in the company. Are they
thinking about flexible working hours, or working from home? Do they have,
parties or social gathering. We try to find out what they like about the company.
And benefits again. You can kind of determine if it is a right culture or not. For ex:
different company allow candidate work from home or not go on time. Traveling.
That would be a criterion that we look. Like flexible org or not. And person. We
try to match the person with Deloitte as much as we can.

How person is that. Coca-Cola person is different for Deloitte or other.

Team culture … small team… big org… hiring manager looking for entrepreneur,
problem solver… confidence… desire… big org or small org… enjoy the role or
not.

How you understand soft skills. How you distinguish?

Hard to find out. May not be a right example. =scenario. How do you react to the
situation… what the problem was and how they react… and we know… politics
in the office is hard… director /?

The subject is the hot topics in the work. Also, you can talk with other expertise
too…

Anything to add?

I think good questions and good directions.

Hiring managers needs us as much as we need hiring managers. Recruiters need
candidates… as much as candidates needs recruiters. / bridge and connection.

Look up social talent website … find good articles… a lot of change of how people
work from home?

Summary of interview with Anne Hansen (People {HR} Partner at Designit /
Central Region, Denmark

How was recruiting in the past? What is happening today? Where Is it going
tomorrow? ( In your opinion)

Based on creative industries like ours, Past: based on portfolio and cv. Person in
to the role.
Our part: we hire more people based on their personalities and the fit in team. Instead of competences. We don’t say ok they don’t know this program. What we put actually as starting point. We don’t let that it pulls us off. Chemistry is twice more important than competency. That’s been really working out now. What I have seen. The future is Chemistry is one thing but how to see thing and person that add on to the team. And adds on to the culture and don’t just fit in to the culture. Little bit tougher. You have to see task and biases that you haven’t been in interview. And I thing that’s the other thing that developed a lot, people in the past, didn’t belive in biases, and a lot of reseach shown that you have all this biases that you don’t even think about, even me, I think I am a pretty old minded person, of course I have biases. Earlier you though you can eliminate those biases but now become more obvious you have to live with them. And you have to design a process works with that than try to say no no no than not happening. So I think, in the recruitment, the act of interviewing, is pretty almost the same, but everything. In design it after the interview that has changed. So, instead of just us seating thet and after interview we have checklist now, ok. how was this skill, how was that, how they communicate, this things is not, that just related to the role, and everything else is a person... writing a note to every single candidate to make sure, when we have interviewsd everybody. They had same shot at it. It shown that it is is easier to remember first and last. And its not daire to the rest,

Hope to see in the future to look at this even more. And we hrcommunity is really work on that. But also recruiters who often run that be aware of this. And I know London, they go one step farther, they hired people and they had a lot more, diversity in londed than cities like Copenhagen. Is it somthing in the hiring process that we don’t know. NOW, they have it equitment available, people come in for interviews. Not just expecting that candidate have the fully functioning update macbook, they can just see drawing skill, it doesn’t have to be on the computer,

+ Nowadays companies (London and US) team up with schools, to actually, study program, more than intern, take part in education.

We also did a collaboration with colling design school. Not just a recruitment strategy, (because is much more) but as a part of the recruitment strategy.

What are the current problems and bugst in the current way of hiring?

Time and scheduling/because hiring in a vacuum would be really really easy if everything would go.

I have dream scenario, when I post job add to getting people, getting candidate in, getting back to people, having interviews like that. It is a time line for me to give the best experience to the candidate. But often, that time doesn’t happen. For many reason. Like hiring manager get a big project that they have to solve, then they don’t have time to deal with them. So to find someone else to deal with the recruitment. Or do we just wait for that people.? Or someone is ill on the day they supposed to come for the first interview. Ther is so many things. That is less the ideal process for the candidates. And that gives a really bad repitation. And I
think, what hiring managers often fail to see, or maybe we as HR professionals, fail to make them see, is that this is just as important a solving a big project. so when you hire someone, is actually I am helping a hiring manager not that I don’t want hire someone, you want to hire someone, I want to help you with that. And that could be really difficult. For them to see, because I think normal thing people can talk about, not enough food. Not enough talented candidate or too many talented candidates, so this small things come that to how recruitment process, can hurt or can help the employer brand. And you know, in any situation,

The contact person that you have with a company it helps you to view the company. So, it might be that the ones applying now are not qualified or maybe they are not senior level yet. But maybe in the future. When we don’t give them the proper time of day. We need to focus on that it can actually hurt that we might lose this people in the future, and we might, just actually be hired by client and the person say ow desiget, they are unreliable, we don’t want to work with them. And yea. That is really really difficult and I don’t/ I tried to fix the problem but I could not see the solution yet. So, if you find that, …

How do you find that it is a right person fit? ///

They always differ I would say, so, it sounds stupid and not professional, I always use that as my first good feeling, can I seat and drink a beer with that person? So, do I like this person for who they are. Do They interesting to seat with. And just like the start of good feeling. Ok this is someone we want to talk more, then we do ask a lot about their mindset when they are working. So mindset in terms of collaborating. In terms of how do they approach a problem in a team or with a client. In things like the try to get to things like who they are as colleagues and how they fit in the team. Another thing can not be ask, but we figured out different way. How do they fit in the team. So we always have a / for the first interview is always me and the hiring manager. And second interview me hiring manager and someone from a team. We take someone from a team. It doesnot have to be someone with the same skills, / is this a person that I could see myself work with. Then I think a lot of group things come out of the not formal interview. That’s ofcourse is a question that what do you do when you are not working. But its also the time from shaking hands, not now ofcourse.say hi . grab a cup of coffe and just go to the room. And talking about non sense almost, it feeling that how they feel in that situation. Try to bring them and ease. because people are really nervous when they come. I always try to start with joke and just they see that I am a real person and im not scary. And Im not judje them. Often I reveal something about myself. OMG I couldn’t get up in the morning. Or anything that they see I am a real person. Interview on its own isa pretty rare set up in a way, because its so phony. Because I ask question, and you try to get what I want .so you can answer something as close as possible. It would be really difficult to get pass at. That kind of transaction that I want something that you want. Actually, the best interview often is that one that recommended someone. Then they say yea I gonna come and have chattt with you. And also is us that wanting a person so, its mutual in a way. I also try and ask set up question like what are your strengths and weaknesses. To have them the answer, because in have all that in have. You probably already thought about thoses answers. / Actuallt it drives
back to your manager, and feedback you haven’t been performing. And how do you do of them. This kind of question I have to think about them. How do I actually deal with it. Because everybody say yes I am a team player, yes I am a …

I don’t belive that people will lie in the interview, they are humble in the long run. If they say something and good at something, they are. But We have different ways of seeing this thing (like soft skills and adjectives…)

I don’t like using personality tests. Because people think that you are into… I am not a big fan of recruitment situations. That’s totally fine, but I feel like can be / they are very like / how to say. Is a singe way,. Is a temprecture almost how Im feeling on this date, is also always I would say, comfort by the role that I heard in the first interview, because its always between the first and second interview, things like almost always, and, it could be like ok you want someone structured. / I am structured and … so on, I would probably play it a bit up, and say, yes yes ofcourse I do. And its just so easy to twist it a little bit, and has a lot of influence on it. I am a fan of personality test in a work place and as a way of incrising team building and understanding each other. But I think in recruitment it can be/ it shouldn’t be stand alone and it shouldn’t be what I or design or how your personality based on. That relies on other things.

What tests you use?
I have used disk and MBTI / in the team. Insights ( same thing…( color instead of work… she lovethat.

What you wish you know earlier before the interview?
I think it can back tyo the personality. Knowing more about that. I think cv and portfolio does grat things for show skills and capabilitieis of the people and ( these is really important for grapgics and for example.) it give perspective where have you worked, what have you done, and I see rtha tand also a lot of questions like, very good at explaining that but the whole, personality even in application can be… very difficult to … So we developed… last year was, we developed 5 questions… instead of getting an application from an candidate… we asked them to just answer this 5 questions. Its why designit?… why this role… what outside or learning work… and…

That’s just questions that it pushes people into …

Why design it as an example it shows more about the motivation... normaly I would say about myself, skills and application. Instead of saying I want to work for you because you are awesome. You I loved the project you did on this or that… its amazing and I want to learn more and I think your culture is great. Also just what are you ready about. Just people live so many different common stand and helps me see them much clearer. So just saying I love jappanies manga and I have 20 books on it and im practicing one hopur every day. Or I love snowboarding and its just people write this answers give super valuable and also it helps people that might not be good at writing application to answer this questions instead… its just / I enjoy that but still is very difficult to get people based on what you see in the computer screen…
Anything to Add?

Video application. I have been ok with camera but some people are very shy and they might come wrong compare to encouraging… because we just look at screen and say hey Anne and .. But munikh designit office is in the hiring pick ATM and they just didn’t have time so they did the first interview on the skype for a half an hour… So its more efficient doing it here… not going up there… … is more efficient… but in some way I see who are your for next invitation… So if you have to do with 10 people and you have 10 recruitments… its crazy… So, that’s a way I see this . I think comes closer though the video application…

Just reach out for followup questions… and solutions…

12.2 Value judgments

Keiu Meesak (innovation designer)

Both ideas have potential. Also, their different strengths and weaknesses. Overall, I think the second idea (workshop) has more innovation potential, but I will elaborate below.

p.3 Absolutely agree! The application and interview process have so much potential for connection-making and networking. At the moment, it does feel that there’s more weight on the candidate to work and impress. But I am aware that that is first of all my personal bias but also that this shifts with the economic situation – when there’s more work than workers then the companies start putting in more effort and headhunting more.

p.4 “Automation” is a word that for me as an applicant equals to “impersonal” and not so much with “mental wellbeing”.

p.6 IKEA (at least a big part of their entities in Älmhult) use a similar platform. I would say that it’s a good experience because it allows me as a candidate to track the process and go back to the application if necessary. It’s called Smart Recruiters (https://www.smartrecruiters.com/). I will share some screenshots from the candidate view, but I can also have you explore it when we can meet again.

This platform also sends notifications when the applications has been received and when someone from the company is checking out your profile. I have nothing bad to say about it, really, it’s very convenient and transparent.
The negative part of the application process is still the fact of receiving automatized rejection letters. I understand that if you have 250 applications then in the first round it is inevitable. But I also received a clearly generic rejection letter for the position that I did an interview for and that is not okay, in my opinion. If I am already putting in extra effort in the next stage, then it would be respectful from the recruiter to also put in the effort of giving feedback to why they chose not to continue after the interview.

By the way, the automatized on-demand video platform they used is called HireVue (https://www.hirevue.com/)

p.7 If you can really elaborate in a detailed manner HOW you deal with the problem of letting the candidate “why” they were rejected then this idea would be golden, because that’s what the IKEA system is lacking right now.

IKEA does that. And some other companies have also sent e-mails informing the candidates when they start going through the applications and giving indication to approximately how much time it would take. Just a comment, it’s very good!

p.8 I really like this idea! I know of group interviews, but this would be on a such another level from that. Very interesting! Definitely wouldn’t work with all kinds of positions, but you cannot change the whole world at once anyways, right!?

p.12 I agree with what you have but will add one more positive aspect from both the HR and the candidate perspective, what I mentioned already with p.3 – networking! Even if in the end only one person is going to be hired, then after spending a few hours to a day workshopping, then as a result:

The HR people have access and knowledge of other potential talents for the future;

The candidates get first-hand information, experiences, feedback from their potential colleagues;

And people move between organizations all the time! Having these contacts in their network is
enrichening for everyone involved. Also beneficial if there’s a necessity for someone with a specific skill-set for just one project or smth.

p.13 I would say that the workshop can have a very strong impact (you have less there), also when concerning building employer brand (ah yes, you say that on p.15).

That's all, good luck!

P.S. I would love to participate in a workshop for the second idea if it's something that you’re going to try out!

Niklas Dahlberg (Business Innovator)

I agree with Keius comments and there is another example from IKEA, with their “group interviews” that have some similarities with the workshop concept.
I have not participated in them, but based on conversations with friends they are held by HR and employees and center around potential situations that the candidates might face in their work life.

There is also a form of peer review, where the candidates have to recommend one other from the group, which could be interesting, especially if there are hiring for multiple positions.

I would also warn you a bit from saying that there are same kind of costs, since the journey have a development/acquisitional cost to get it going, but then lower, since it is not as demanding of time.

Whilst the workshop has a cost over time mostly within the company, since the employees are usually a company’s biggest cost. It might seem unattractive towards more rigid organizations.

however, I definitely think you should create a solution that focuses on one type of company (SME and flexible, or larger and more rigid). Since the demands of PWCs recruitment process are very different from DESIGNIT.

However, the workshop can, if used correctly not only be a cost with the goal of recruiting a new employee, it can also be an opportunity for the company to get a new perspective and mindset on their current projects, if they are included into the workshop. Kinda like a focus group or co-creation I think there are more opportunities for creating something new, and more useful from the Workshop with its potential to be more than just a recruitment tool, but for the journey there is an opportunity to create a more beneficial and efficient process.

Think about the differences between effectiveness and efficiency.

**Moritz Braun (Innovation engineer student)**

It is a bit detached from reality! Seems a bit like fantasy land. If you figure something out! Sounds nice, I can’t have workshop for a day for this and I have hundred people applied! For this job now,

The first idea is also nice in theory but it has lots of difficulty in practicculity! I have a example for it that I quit my job and 400 people applied for that. And Im sure there was a lot of good people and so on. You cant go through all of them. You cant have a workshop for all of those. You cant send a mesesage to all of those people. And so on. It might be an extreme example but, you know there is a reason why most of people not even get an answer why they get rejected. Ikea has something...

Automatic message but it is nice! In reality you cant send those message individually or anything like that! The workshop and I will say for most majority of job we say we need a person to do the very specific job! We need a person to create this manuals… and …

My reason: this is why I am focusing on SMI companies, because in smi companies and more innovative roles, companies need people that able to do different tasks and collaborate. Like innovation program.
M: there are a lot daily task and documentation. It is often people just do very specific thing. It is hard to do.

Maybe you can focusing on companies that want kind of generalist! That makes more sense! It is seems the workshops can be really stressful for people who are applying and it can be a terrible experience for people who actually applying. They cannot relax! It is super stressful.

The ideas can go together! They are not excluding each other. I think the workshop is more interesting!

M: the whole think about more focusing on talent and fit on a team rather than others…

It’s not gonna work with every job! I would like it to be in our direction but its not!

It is a good longterm strategy! And most of companies want for short term stuff!

**Misako Watanabe (Innovation design student)**

What is incentive for recruiter/companies to apply?

Takes time for recruiter / that can be annoying!

Lack of time we don’t answer!

Ask recruiters/ companies care about talents experiences?

**Ehsan Khani (Marketing student)**

1 is new but 2 is supplementary.

1 has more risk because is new spatially big companies /

There is potential to combine them.

Limitation 1 scenario: not working on people skill and ability / is not much humanized / they don’t give right reason why they got rejected! /

1 is analytic / 2 is qualities

2 has more trial errors / 1 is process /

He votes for 1 scenario.

**Minel Aykut (Organizational psychologist)**

Regarding workshop she know that some companies bring everyone in the same place and ask to come up with a creative idea. If I will be in such a place, I block my mind. But working together is different. If you are not in the competition, but you are in the collaboration, that would work. She questioned how they expected of us to collaborate? She is against competition, but agrees with collaboration. She would also be comparing her self with others in the workshop. Clarification is important.
She thought the scenario of journey is good. She told about the on-boarding app that tell welcome and other things on an app in turkey. This app should be adoptable to all companies. In app I had a template that I could write everything.

She was mentioning that you need to define what this idea does and include. How to help candidates about the timeline the talent journey scenario. She mentioned that how much is really important to the process?! Does it make a great different or not! Like 20%. Would be nice to add more features. Like, My friend is waiting for an answer. They supposed to give her an answer. But they did not and said time is extending.

Generally, recruitment process is always a stressful situation and you cannot do much about it. You need to be careful because different criteria affect this process. The workshop might be helpful for some but not for others. It depends a lot on the position offered. Think about the future of the person as well. Workshop can combine with the company culture.

Amin Saadat (Playful designer)

I am not an expert to have a view on the effect of ideas, but the workshop idea has more room for playfulness from my point of view. The scenario idea has a room for gamification

Payam Aghaee: (CEO at Triti.life)

He was the only person who did not like the idea of bringing everyone in the same room. Which is a good critical thinking toward the concept.

André Francois: (CEO at Happy at work AB)

Overview!

Talent journey, you get more bias from the last! So, I go back!

I really like the first idea! And I believe in gamification. I like that part of the first journey! I think the recruiting process has some challenges. And I think you don’t get much out of job interview! You are sitting there and you are lying. You know no one has a bad morning and everything is great and you know the worst side of you still is a good thing! My bad thing is I let people too much forward. It is quite pointless. And actually, it is interesting guide for you to call or opinion! Norway!

Their idea: you have the whole recruitment anonymously! Because thee are so many factors! And you get many bias. You can get very manipulative. I really believe in idea of seeing the person is a last thing you do! It is smart as well!

The combination of this and with the gamification. It feels that this two ideas are moving in the same space! Maybe good compliment to eachother!

This ideas are employee journey! It can be a feather in their recruitment process!

Workshop! I like theory about it and in practice! Some people are very nervous. They are not very competitive. It should be a thing that people forget that they are meseard. Like Minel that she is really talented. If you put her in a room with people that are really pushy, she will back off! For person like her and agresive person!
You will miss the talent of talent like Minel! The workshop can be the last step after anonymous thing…

Let say you have choose 4 people completely anonymous. And the last thing you do is do the workshop! [https://testhub.tech/](https://testhub.tech/)

**Pooya yousefi (Founder of Talk Innovation)**

Like the talent workshop! The scenarios are related to each other. Different steps. But they are for different types of companies. Talent journey is more for, what to kind direct you. It saves a lot of time,

The workshop. Saves time instead of interview. And it create change by sxprinces. For me experiences are important but

I will use the workshop because the most important thing for me is to know the person! Who that person is doesn’t matter how much she or he knows, it is easier to reach a person who is willing to learn. For me personality is the most important thing. It is well-planned. Because it tests the person in different levels, like team collaborations, individual work! And team dynamic with the rest of the team! I think it is really important to find people who are willing to work with the team!

He thinks that off lines is better!

If companies look for bright minded people, the work shop is more important. He thinks that personality types is important to investors.

**Saeed Ildarabadi (Strategy designer)**

1 is more big picture! / more surface /

2 has a human connection. / he chooses second idea! / deeper

Job Interview guide for dummies:

**Jens Martinsen (Organization psychologist and CEO at test hub)**

Test best of giver and taker paradigm of Adam Grant.

Interview in most scenarios are broken. Having said that proper structured interviews still most valid.

In meta analysis used the most valid methods you should use look for or doing during the process. This is quiet new. The most famous meta analysis in this field is 85 years of research and there are some varifications that re published in 2016 as a working paper. It is not official yet. But still has good result. The result is based on GMA and proper structured job interview. Second best predictor of job performance. Yes. Most organizations don’t do the interview correctly. But if you do it correctly, still is very valid. I am not sure if the best solution is to change the process completely, but if you are going to change the process completly, I would have the same elements in that workshop. It is important the every candidates has the same questions for example. So, there is ways to do the workshop interview. / I think the idea is very cool by the way. But you should play
ip[on what research really shows. And work is working. / example of structured
intercew. / I like the idea and I think you are on to somthoing there. Im just trying
to rap my hand on how you push this into softwear. / the physical workshop is
abit hard to scale if you actually thinking of doing this as a business later on.
Could become a digital tool. / and also because of COVID19, people are not
gonna meet. Can become a tech solution. That become a framework fro people
for intracting. So,

I think it can be a add up step to the recruitment process.

Jens: I think the biggest lack in the recruitment process is a proper on boarding
methodology. Because a lot of the time the recuritmnet happens, and say here is
the job and then nothing happens until long time / and that is a really big gap.
What andre is doing right is what happening after you are hiring. First phase. I
think here is good to have workshop and facilitate something that forces the
company to help the new person get involved in their culture, get involved . the
norvwegian article said, the group that has a hardest time with covid in the home
office os the young people, because a lot of this ways to integrating into an
organization, are not really, specified and structured, it is really, fluent process
that just happens, in to the office, eventually you know how everything works in
that company, but right now, that is not the case, because people are home. They
need structure. They need to have sort of structure to properly integrate those
young people into their company.

The main ides are workshop. I think that you are tacking a key issue here. I think
you are really on to something. Specially talent journey. That is something that
we are doing as well. Less time consuming for candidate as possible. Because
people much expect to long their whole life into different platforms. Platforms are
similar and have 2-3 percent chance of getting a job anyway. So, spending half
an hour is insane in my opinion. So, I think this is cool and basically what we are
doing. This is something that needs innovation eventually. How many ATS
(Applicant tracking system) system have you checked out. They are often a bit
hard to navigate. If you come up with an easy alternative there, something like us
that prescreen, you know people have what they need to have. Then every detail
of your work life isn’t really. Now I am bias. / If you see meta-analysis you see
work experience is really low relation with job performance. This is an assumption
that most companies have, you need specific industry experience, to be able to
succeed in the job. But that is wrong. That is really hard to say to people. But it is
true. So, that means we don’t really need to know every detail about your previous
work life. What we need to know is how is your attitude to this, and do you presses
skills that are necessary. This is something you might use as argument in your
thesis that according to this meta analysis, work exprincess are actually not that
important. What is way more important is trades that are listed, and a proper
method. So, that is arealy key point that sensor to pick up on. You see that the
industry is facing a lot of miss conceptions.

How you analyses the unconscious bias?:

Unconscious bias in unconscious. The only way for us to do is to screen face,
and make it anonymous. If I see you, I have bias, I have no choice, it will just
happen. So, it is sounds simple, but this is out trick. Blind screening. The employer choose this from an anonymous list. The test metalogy is something you should choose from. You have a result, choose top 5 or whatever. And then in interview you know who they are. That is the part that we can see that we don't have unconscious bias of that person. Of course, as soon as you know the identity.

Ass soon and you meet the person you, bias happens.

Cultural fit is bullshit!!! don't like people you work very well with them. And the other part of that which is really though to realize is that, if you do not love your coworker you have a bit of a .of your personality is a bit different you have that odds, that is great for innovation. Because it means I am not agree with you all the time. I am questioning you. You are questioning me. We have that dynamic. We will reach much more innovative answer. if we two are alike, we will agree with everything. It is actually a bit of a mistake to hire for social fit. I am getting that question, and I’m yea I understand that you want that. But you are not looking for best friend here, you are looking for best person to a job. And that is hard to get through.

// I still say that your itch is sharing value with us, because when I get the question, I say we are only do the prescreening. You meet this people, and you choose the one. To be friends or what you want to do. But in that point, we can say well, we have this partner who has meet, a framework for a workshop to match on some aspect. And that actually will be a good add on for our service. And in this workshop you can add some elements of deeper level of match I would say.

I was asked to evaluate an onboarding process of a very big Norwegian company. They had a broken process of on boarding because, they were getting recruit, to evaluate a people who were interviewed. And got up dynamic and group bias. It gets complicated when you say 10 people, that make it fucked up. You are running to the workshop. But in the metalogy here, make sure that the individual from other side, individually rank this person. It is not like group decision it is more like, ok we have a work shop I need some sort of survey. I will rank how I personally perceive that candidate, and everyone else will do that. Then you can have algorithm that some set up and use score, that could be a social match. This person has individually, anonymously, people from the workshop ranked them actually. That is super valuable and that is much more of a data driven, culture fit than just having group of people, discussing.

I had a meeting with a head of un mops. She is a doctorate and she was quite shocked when I said. How we analyze the process. They clime to have very bias process. I said are you sure you understand what bias is. / They have this process that ends up in the interview board. And group of people interviewing at the same time. And they don't really have a structured. They just talk within themselves. Good or bad. What do you think? And you know, and that kind of dynamic is really novel. If they istead have a kind of workshop that you are describing, the individually, annanmusly, rank people, that will have a much more validity. Because you know in the group dynamic, very often there is a dominant person. Some time I am that person. People will align with me because I have the loused
or dominant person and say I agree with Jens, although they might have different perspective. Captured their perspective. And influenced by my opinion. So if in this workshop have this element of evaluation that is anonymous and individual, I think it is a lot more valuable. The whole idea of having an onboarding workshop, as a last part of the interview process, I think is appealing.

//White paper is the assumption that they are working on and where they are coming from. If I use for my assumptions, you will have a references and you can just copy and paste and add value to the process. //

Interesting thing about meta analysis is most lecturer have not read and they do not know even exist. And wow this new, and look at it and

The meta analysis is from 98 and we are using the 2016 one. What change is business are not the same anymore, people are not updated on the latest research. Very seldom people on recruitment are updated in research. So, by implementing meta-analysis in thesis make it valuable. And the one who sees tsayis wow, this is the future.

Rasyad Aqiyl (Organization psychologist)

Summary of the conversation: Look at recruitment agencies and existing solutions so the scenario number 1 is already existing somehow. The scenario number two is more interesting. To match is great. That is always a bigger problem. Matching still a problem. Also, the talent finding is a problem. And Think about how to digitalize the workshop instead of meeting face to face. Now it is pandemic. How to design this experiment on line. It solves the distance problem also. This can be also for employees jumping to another level. from junior to senior for example. How to design measure and design a skill set for that thing.

On line is better as you can record and come back to certain part later. Don’t list every skill. Focus on two or three skills and stick to that.

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