



The Playbook for CV-less Hiring

A practical guide to hiring for potential,
that'll save you time & money.

[#HireForPotential](#)



ARCTIC SHORES

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Part 1

Scrap the CV and hire for Potential

Scrap the CV and hire for potential

Robert Newry, CEO and Co-founder at Arctic Shores



The digitisation of work, accelerated first by the pandemic and now by tools like ChatGPT, means the skills crisis is only getting worse. As a result, a narrow talent pool is causing spiralling salaries and hindering our ability to make progress on increasing the diversity of our workforce.

Yet organisations continue to recruit as they have always done - **screening out candidates based on a lack of experience – rather than screening in those with the right behaviours and capabilities to be trained.** We are stuck in an experience trap and organisations that don't recognise this and change how they hire risk becoming losing out in the war for talent

Despite the skills shortage, we don't have a shortage of talent. So, what should organisations do to get themselves out of this **experience trap**?

The answer is that we have to find ways to reach out to a broader talent pool. It sounds easy, but when the system is so focused on recruiting for experience, initiatives like changing the messaging on a career site isn't enough. Instead, we have to **Scrap the CV as a screening tool** and put potential at the heart of our hiring approach.

Research has shown that when CVs are screened by a recruiter or hiring manager, there can be up to **150 different biases** in action, and large scale **academic research** has shown that past experience is a poor predictor of future performance.

Even our **latest research** reported that out of

250 senior people leaders surveyed, only one-third believe that CVs are an effective hiring tool - yet 98% rely on them.

The CV is a comfort blanket, and every aspect of the recruitment process is geared towards its use. Furthermore, two-thirds of people leaders recognise that **selecting solely for experience shrinks talent pools and hampers our ability to hire diverse talent.** The question is, why hasn't the CV been replaced? Our **research** found that 74% of people leaders believe it's either the best tool or there is no better alternative.

Now, thanks to the latest breakthroughs in neuroscience, psychology and data science, **there is a better alternative to screening candidates.** It starts with a shift in mindset, and a willingness to adopt a new model that values potential and diversity as much as hard skills and experience. Experience is still relevant, it's just not the central and single factor in finding the best talent.

Scrap the CV and hire for potential

Only by shifting your mindset from being experience-centric to potential-centric, can you take the CV out of the screening process. Once you remove the CV as the central tenet of the selection process, the fears and barriers are that it will create a void and result in a deluge of irrelevant applicants, overwhelming talent acquisition and hiring managers; resulting in a longer and less effective hiring process. **The reality**, which several pioneers have proven, **is that you can and will get better candidates** (in terms of commitment, time to value and retention), **at a lower cost** (reduced agency fees), **and a faster time to hire**.

This Playbook sets out how to rethink your hiring process, putting potential at equal value to specific and learned skills; where soft skills (which we call human skills) and job-related aptitude (which we refer to as workplace intelligence) are evaluated alongside hard skills and experience. Potential-based hiring is a level above skills-based hiring (which typically refers to hard skills) as it brings in and gives value to the special characteristics, and qualities that individuals bring to a role with their learned skills.

This is not theoretical. We've scrapped the CV ourselves, along with companies like WSP, and Siemens Electrification and Automation who have proved you can find great candidates without looking at their CVs - the results have been nothing short of incredible. On page 28 we'll tell you how Siemens followed this process, and saw a 542% increase in applications, with a perfectly equal gender split in final stage candidates.

By sharing our experiences, we hope that you will join us in transforming your approach to hiring. Taking a bold first step out of the Experience Trap, to create more adaptable and diverse organisations.





Part 2

Hire for potential: The six-step Playbook

Introduction

How to use this Playbook



Introduction

We've designed this Playbook for talent acquisition teams, recruiters and hiring managers in companies with 1,000 to 10,000 employees. It can be adapted for both smaller and larger organisations, whose processes tend to be either shorter or longer depending on the volumes (our team of Business Psychologists can advise you on this).

For the purposes of the Playbook, we've assumed that you already have a Talent Acquisition Manager and Applicant Tracking System in place. We've also assumed a simple hiring process, starting with 'attraction'. This is followed by a screening stage, managed by a talent acquisition resource, and then an interview with a Hiring Manager, who makes the final decision.

To illustrate how the Playbook can transform your recruitment KPIs, we've also shared the process and results that Siemens saw when they followed this Playbook. This explains the challenges faced, the implementation, and the outstanding results they saw from this new hiring process.

While the process of hiring for potential does require getting buy-in from others, this Playbook will show you how to go about implementing this easy to follow six-step process. We know not every talent team has time to manage this process themselves so if you need additional support, our Professional Services team can provide all the services you need to implement the Playbook successfully.

Step 1

Changing your hiring mindset: Uncover potential, not polish or privilege

The common hiring approach has embedded itself over many years, developing around the need for skills and experience today and creating a pipeline of talent for tomorrow. Larger organisations often supplement this gap with early career schemes (apprenticeships, grad schemes, etc) to upskill people in specific and established roles. This method worked well until the start of this century when the technology boom caused a rapid shift toward digitisation – and now, there are insufficient skills for thousands of roles.

The experience-centric hiring model, which once worked so well, is now only amplifying the problem and driving up recruitment costs. At the centre of this experience-centric hiring model sits the CV. This document is so ingrained in how we hire that the thought of removing it as the starting point of our selection approach causes concern, especially for those with more experience. It has become our comfort blanket. But it's increasingly clear that the CV is now a barrier, and Hiring Managers need help to overcome it. Scrapping the CV doesn't mean that experience doesn't matter – it's just no longer the best way to decide who to interview.



There are three key elements to changing your organisation's hiring mindset:**Executive stakeholder commitment**

There are two valuable senior executives you should look to convince from the start. First, the CEO. By recognising that hiring for potential is a competitive advantage, they can put the necessary pressure on Hiring Managers to change their mindset. This is about more than just improving diversity – it's about workforce planning, skills gaps, and accelerating digital adoption. Secondly, you should look to convince your CFO or Head of HR of the business case – even more important in the midst of a recession. Try to quantify key metrics, like cost-of-hire, time-to-hire, and quality of hire, to signal the impact of the proposed change.

**Hiring Managers' awakening**

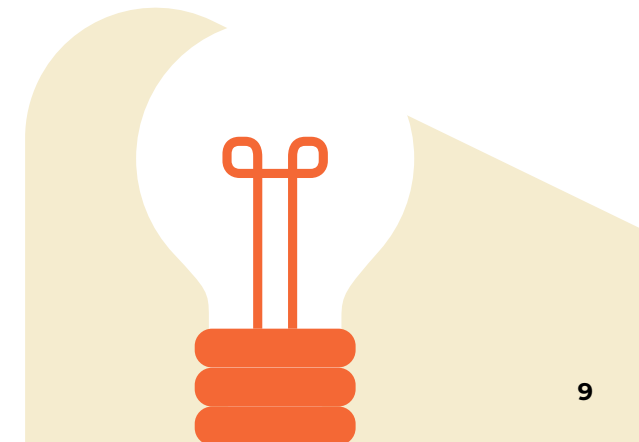
There will be some Hiring Managers that jump at a new approach. But many more will be sceptical, and resistant to move away from the CV. Remember that scrapping the CV sends a message – it's meant to make people feel uncomfortable. This isn't about humiliation, or rejecting the value of experience. Rather, it's an opportunity for Hiring Managers to re-evaluate their own experiences. Hiring for potential is about awakening your Hiring Managers' desire for better results, and meeting your organisation's strategic objectives.

The best approach is to run a workshop with key stakeholders, to expose the challenges of the CV. For example, [Design Hacks](#) have a useful infographic showing every cognitive bias that's active when we review a CV. This is also an opportunity to explore other methods of screening, such as psychometrics, video assessments, and screening questions. The objective is to discuss alternatives, and also to bring out objections and concerns about moving away from the CV.

**Pilot, not pronouncement**

On the whole, humans are slow to embrace change. We want evidence of the benefits, before putting in the cognitive effort to adapt to a new set-up. The greater the departure from established thinking and accepted behaviour, the greater the need to demonstrate that value – and the higher the barrier to acceptance. With that in mind, start with a pilot, enlisting an enthusiastic Hiring Manager to show the value of a different approach. By establishing some evidence that the change is both positive and relatively simple, it'll make broader acceptance much easier for the wider team.

Your pilot will be even stronger if you're hiring for two identical roles at the same time. Use the old approach for one role, and the new one with the other, and compare the results. This is an easy way to capture the value.



Step 2

Redefine success: Make potential the core of your job description

In most organisations, the job description is the backbone of a successful recruitment campaign. But the traditional approach focuses solely on experience: which platforms have candidates used? What professional qualifications do they have? How have they dealt with specific stakeholders? And so on. They're typically designed to screen out candidates, limiting your talent pool. There was a time when this was necessary – but not now, when new digital jobs are arising faster than people are learning to fulfil all their criteria.

Rather than focusing on what candidates have done, hiring for potential means looking at what they can do. Instead of thinking about where they have been, let's look at what they could become. **Once every job description has these principles at its heart, you can stop screening candidates out, and start screening them in.** This lets you uncover great candidates you'd typically overlook with a traditional hiring approach.



How to write a potential-based job description

A traditional, experience-based hiring approach starts with a job description listing specific hard skills, educational qualifications (often specific grades), and a time period of experience related to the role or industry – the purpose is to **screen out** anyone who doesn't meet the criteria.

What does potential mean?

In the past, potential has largely been linked to 'high-potential', and associated with finding high performers suited to promotion. But potential is so much more than that.

The potential to succeed in a role is a combination of someone's human skills (otherwise known as soft skills) and, for knowledge-based roles, their workplace intelligence (often referred to as aptitude). Depending on the role, this individual may need more human skills or more workplace intelligence. The point is that the tasks and responsibilities a person will need to perform in the role should clearly link to the behaviours that'll drive success.

Many organisations who've done this work use the term 'competencies' to describe the behaviours that define success. We prefer 'success criteria'. But whatever your terminology, the job description must link the human (soft) skills with the task skills, removing any years of experience requirements.

This can be a difficult transition. But our team of Business Psychologists can support you, by conducting interviews with high performers and key stakeholders, reviewing your job descriptions, and considering industry trends and research. This way, you can define success in terms of both human skills and workplace intelligence, move away from any dependency on experience, and open the door to hiring for potential.

For example, job analysis for a sales position may reveal that strong influencing and driving skills are vital – meaning the success criteria needn't be defined by experience or qualifications. You could then plug these skills into your whole process as success criteria, threading them through everything from the job ads, to assessment, to your interviews.

To show how effective this approach can be, here's a 'before and after' example of a Job Description for a UX Designer.

| Before | | After | |
|--------------------------------------|---|---|---|
| Qualifications / Skills / Experience | Details | Qualifications / Skills / Experience | Details |
| Key Capabilities | <p>Required</p> <ul style="list-style-type: none"> 2+ years of experience in Design, UX or similar in a B2B SaaS organisation. Experience of working as part of an agile Scrum team or Squad A portfolio of in-product UI and UX designs, applied to mobile, desktop and web applications Experience of analysing or conducting insightful user research resulting in recommendations. Experience in analysing user needs, emerging design and technology trends in order to develop and improve designs Proven ability in wireframing and concepting Experience of organising, planning, co-ordinating, communicating, and escalating priorities, as well as managing one's own time effectively. A strong communicator who is comfortable collaborating with, or presenting to, a variety of audiences (small and large, internal and external, technical and non-technical) <p>Desired</p> <ul style="list-style-type: none"> Recruitment or HR domain experience | <p>Required</p> <ul style="list-style-type: none"> Strong interest or background in Design, UX or similar. Ability to organise, plan, co-ordinate, communicate, escalate based on provided priorities, as well as manage one's own time effectively. A strong communicator who is comfortable collaborating with, or presenting to, a variety of audiences (small and large, internal and external, technical and non-technical) An existing range of designs applied to mobile, desktop and web applications e.g. portfolio <p>Desired</p> <ul style="list-style-type: none"> Examples of analysing or conducting insightful user research resulting in recommendations. Examples of analysing user needs, emerging design and technology trends in order to develop and improve designs Recruitment or HR domain experience Experience of working as part of an agile Scrum team or squad | |
| Key Qualifications / Skills | <p>Required</p> <ul style="list-style-type: none"> A minimum of a 2:1 undergraduate degree in HCI Human Centred Design, or equivalent professional experience Native English speaker Proven experience in problem solving, supported by innovative thinking and intellectual curiosity Excellent research, time management and organisation skills Experience with Adobe Suite, Figma, Sketch and InVision. Good interpersonal / user relationship skills Examples of user testing and analysis with recommendations Experience with Prototyping and user testing tools, interaction design and information architecture <p>Desired</p> <ul style="list-style-type: none"> Experience of Six Sigma and Lean methodology | <p>Required</p> <ul style="list-style-type: none"> Excellent communication skills including English language; written and spoken / presentation skills Problem solving aptitude supported by innovative thinking and intellectual curiosity A self-starter who is comfortable working independently well as part of a team Learning agility Excellent research, time management and organisation skills Good interpersonal / user relationship skills <p>Desired</p> <ul style="list-style-type: none"> Examples of user testing and analysis with recommendations Familiarity with software within the Adobe Suite, Figma, Sketch, InVision etc. Familiarity with Prototyping and user testing tools, interaction design and information architecture | |
| | | | <p>Method of Assessment</p> <ol style="list-style-type: none"> 1. Screening Call 2. The Assessment 3. Interview with Senior UX + UX portfolio or equivalent 4. Practical assessment exercise with panel review / interview <ol style="list-style-type: none"> 1. The Assessment 2. UX Portfolio or equivalent 3. Interview with Senior UX 4. Practical assessment exercise with panel review / interview |

Instead of asking for industry experience, we could, for example, require a strong interest in Design, UX, or similar. This may come through experience, but it could also be a hobby or a recent training qualification for some candidates, who now wish to transfer into a new role.

If you want to broaden your reach, and uncover new, larger talent pools, then the job description has to reflect this desire and need. Remember: you don't need to completely remove experience from your job descriptions. But it shouldn't be the primary focus. Finally, you may want to include some previous experiences as 'desired', rather than 'required' to illustrate this point further.

To help you get started, we have included an [editable job description](#).

The job description is a go-to source of information for all stakeholders to refer to during the recruitment process, so it's fundamental to creating a potential-based approach, and worth investing time into.

Your final step is to agree how you'll select the best candidates. What should that approach look like? Getting alignment at this stage will help you secure early buy-in for the rest of the process. While we'll cover some more specific details later, here are some considerations:

Application review:

- What questions, if any, will you ask? Are there any essentials, like a right to work? Who will prepare the questions, and what will a great answer look like? Who will review the candidate applications, and how? In many cases, this will be an agency in the first instance, and then your Talent Acquisition team.

Application scoring:

- If you're not requesting CVs, then you need alternative data points to screen candidates on. We'll cover these new data points in Step 4, but, at this stage, consider what you need for each stage in your process. How many face to face interviews can you accommodate? How many screening calls can your TA team manage? And lastly, how many candidates will you need to screen in from the application stage?

Screening stages:

- Telephone or video interview:
 - Interviewer(s): Talent Acquisition
 - What are the success criteria that you'll need to assess?
- 2nd Interview (F2F):
 - Interviewer(s): Hiring Manager
 - What are the additional criteria that you'll need to assess?
 - + Culture fit
 - + Team fit
 - + Career aspirations

Best practices:

- ✓ Do focus on human skills and behaviours that drive success in the role and organisation.
- ✓ Don't default to requesting previous experience evidence.
- ✓ Do emphasise what you want the successful candidate to become and how you'll support that growth.
- ✓ Don't depict the ideal candidate as meeting *all* the criteria.
- ✓ Do make this a collaborative process. Don't assume that your Hiring Manager will know how to do this. Offer to help write the new job description, and remember our team of Business Psychologists can guide you if needed.
- ✓ Do take the time to get this stage right, as it's a core part of the process.

Step 3

Potential-based job adverts: boosting your employer brand

Objective

Broaden reach to increase the visibility of job adverts

KPI

100% increase in job advert views

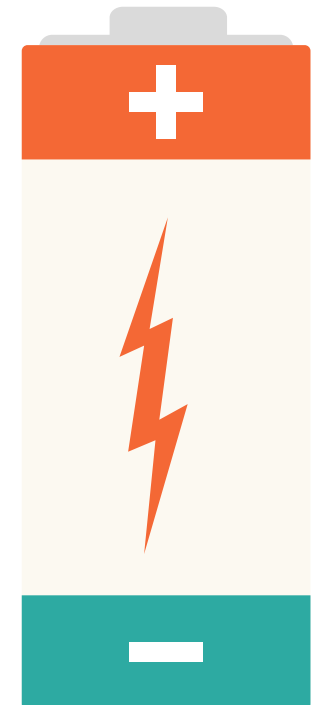
Our results

250% 

250% increase in job advert views

Candidates are tired of sifting through job adverts that emphasise hard skills and experience over their human skills. The most engaging message you can use to attract candidates is one that speaks directly to jobseekers' future aspirations – to their unique potential. A message that makes them feel like you are open to transferable skills, capabilities and motivation. This will transform your reach, and open up new talent pools.

Remember to highlight that you don't require a CV to apply. Our results have shown that putting your desire for potential at the forefront of your messaging is the most effective way to cut through the regular job advert noise.



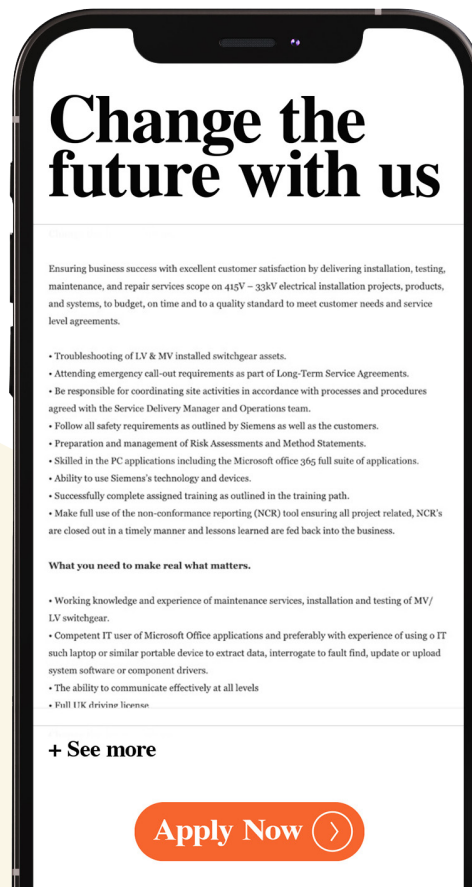
Here are **four key elements** to a successful potential-based job advert:

1. Be bold – say that you don't need a CV, or even a degree

To guarantee maximum engagement with the job advert, try to focus your language on the candidate's potential – their human skills and workplace intelligence – rather than listing the experience they must demonstrate.

Here's an example of a typical experience-based job ad. You'll notice that it explains the role through the specific processes and platforms that the applicant must have used.

The issue with this approach is that it **screens out** candidates who may lack a specific skill set, even though in many cases these hard skills can be taught – so they're not actually a predictor of success in the role. Instead of asking for someone who can prepare and manage risk assessment (specific experience), you could say that the ideal candidate is good at organising themselves and others (human skill), and is able to evaluate different priorities quickly (workplace intelligence).



2. Be transparent

Recent research shows that there's up to a 35% drop-off after viewing the advert if there's no salary listed. Meanwhile, job listings with salaries get around twice the number of applications. Salary transparency shows that your company is committed to social mobility and diversity, as it illustrates fairness and openness.

Transparency should also go beyond the traditional offer of salary and benefits, to include what training and guidance you'll provide. This is especially important if the role will be completely new, as it allays any anxieties like imposter syndrome, and suggests a keen focus on the candidate's growth.

3. Champion training & career development

Your job ad should create a bridge for the candidate, linking the human skills they have today, and the ways they could develop in your role and organisation in future. Too often, this key factor for the candidate is overlooked. Instead, use it as an opportunity to bring learning culture to the forefront, by mentioning any initiatives like 'own days', 'study days', or development budgets.

“Out of all 8 candidates that made it to interview - none would have made it through the traditional Siemens recruitment route, where we were relying exclusively on experience and the CV... The final candidates showed a perfect 50/50 gender split, clearly the assessment and job advertisement from Arctic Shores enabled us to maintain a diverse talent pool throughout”

Jon Turner, MD of Siemens Electrification and Automation Business.

4. Outline the hiring process

Hiring for potential will be as new to your candidates as it is for you, so it's essential to explain the process to your candidates in detail. Clearly stating that you're hiring differently is a good start, as is saying that you want people with potential, not experience. Remember: how you deliver this message can make all the difference.

To support the candidate, we also advise creating separate landing pages for the process, which explain your approach and the reasons underpinning it. See [this excellent example](#) from Advanced for inspiration.

Supporting candidates in this way will help boost engagement with your job advert, as well as the number of completed applications you receive. It can also be a useful exercise for internal alignment, as you'll need to communicate with all of the stakeholders who'll provide this support.

These elements don't just help your job advert stand out – they'll also boost your employer brand. Here's an example of what it could look like: [Potential-based Job Ad](#)

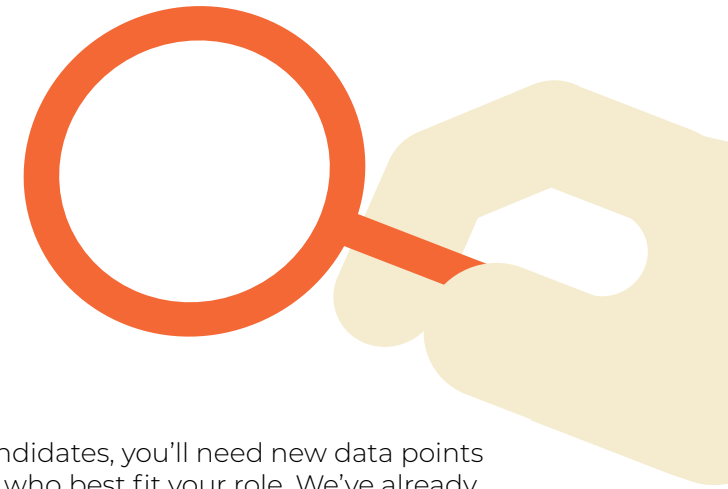


Best practices:

- ✓ Do show a salary range. This helps applicants visualise themselves in the role - and shows that you value natural strengths more than experience.
- ✓ Do highlight the learning and development opportunities for successful candidates with lots of potential, but limited experience.
- ✓ Do lead with the human skills and workplace intelligence traits that'll bring success in the role.
- ✓ Do emphasise that this role could be the beginning of an exciting new career, and any mention of what the role entails should excite, not intimidate.
- ✓ Don't focus on the most technical activities of the role. Candidates with the potential to succeed in the role can learn these quickly.

Step 4

Selecting for potential: Measure what matters

**Objective**

Create an intuitive, streamlined application process that reduces candidate dropout

KPI

150% increase in completed applications

Our results

300% 

increase in completed applications

Without a CV to screen candidates, you'll need new data points to uncover the candidates who best fit your role. We've already explained what we need to measure in the job description, so now the task is to find a repeatable, scalable and fair way to review all the applications.

There are three selection steps to consider, each building on the previous steps:

- 1) Initial application (screen in between 40-60% of applicants).
- 2) Telephone or video interview (screen roughly 10-20% of those progressed from stage 1).
- 3) Face to face interview (this will be dependent on how many candidates your Hiring Manager wants to see; the average is 5-7, but 3-4 is desirable, with at least 2 being a strong fit).

This section focuses on stage 1 in your process – the initial application. In a traditional experienced-based and CV-centric process, this is the most time-consuming and manual part of the process. CVs are a minefield of subjective bias – from exaggerated descriptions by candidates, to selection bias from employers. Blind CVs are not the answer, as [research](#) has shown that the bias simply shifts to other parts of the CV.

A particularly tricky problem at this stage is measuring workplace intelligence. We know that, for many knowledge-based roles, intelligence is the best single predictor of success. In the application stage, workplace intelligence is traditionally measured by looking at a candidate's school, university, and academic qualifications (e.g. whether a candidate has a degree result of 2:1 or higher), and making inferences from these data points. But this data is hugely influenced by socioeconomic factors, which are both out of the candidate's control, and hard to compare fairly.

The outcome is obvious: too many candidates from underrepresented groups feel the process is rigged against them, meaning they're unlikely to complete their application.

We've found that replacing CVs with two specific data points is most effective. The first is a series of questions that candidates answer subjectively, and the second is an objective measure of how they'll perform in the role. This objective measure is especially important for overcoming the unconscious biases of traditional recruitment methods.



Application questions:

You can present these questions in any order without affecting completion rates. That said, we know that the most effective questions fall into four core categories, with an optional fifth category for more senior roles, where you might mention a specific business challenge. Here are some examples to get you started:

1. Motivation:

Why do you want to join the organisation?
What interests you about this role?

2. Fit for the role:

What strengths / qualities do you feel you can bring to the role?
What made you want to apply for this job?
How do you feel you'll help us grow or succeed?

3. Culture fit:

Why are our organisation's values important to you?
What about our mission inspires you?

4. Role-specific questions:

How do you think this role adds value to our business?
Give an example of where you've made an impact in a way similar to what success looks like in this role?

To boost completion rates, we suggest asking a maximum of four questions in total and scoring all questions for applicants using the same scoring grid.

By encouraging candidates to reveal their passions and motivations with open questions, you can better assess if they're the right fit for the role. This will make it easier to recommend who to progress to the next stage.

Scoring responses & respecting diversity

*One important factor here is to make sure you score candidates on the content of their answers, not grammar or spelling (unless it's relevant). We don't count spelling as an indicator of potential, as we feel that it's not a trait that would significantly impact a candidate's ability to complete the tasks in most roles. This way, you can **screen in** more candidates for the right reasons.*



Psychometric testing:

Psychometric tests (i.e. timed tests of candidates' aptitude & ability) have been around for decades, and most leading employers use them in some form as part of their recruitment process. Psychometric assessments, meanwhile, are a well-established, and evidenced way to measure human skills (or so-called soft skills).

When combined with other data points across the whole process such as application questions and job-related tasks, psychometric results can be highly predictive of performance.

The key with psychometric tests/assessments is to measure what matters, without disadvantaging any groups. They should not be used to make the hiring decision, but rather to inform it. Much like goal-line technology in sports, the ultimate decision must be made by a human.

There are two types of psychometric assessments: **question-based** and **task-based**; and two formats: untimed (assessments) and timed (tests).

Question-based assessment providers

The approach

Candidates complete a questionnaire on how they think about themselves. Usually, candidates will be asked to state to what degree a statement aligns with how they see themselves, on a four or five-point scale.

Examples:

SHL, Thomas International, AON.

Pros

- Provides some insights into candidates' human skills
- They're scientifically validated

Cons

- Relying on candidates to report on their own behaviour requires them to truly know themselves, and to avoid the temptation of responding in a socially desirable way
- Often require training and accreditation, or the oversight of a trained Psychologist to interpret the results

Task-based assessment providers

The approach

Candidates complete a series of engaging, puzzle-like tasks. These are based on well established neuroscientific research, and uncover innate human skills.

Examples:

Arctic Shores, Pymetrics, Equalture.

Pros

- By asking candidates to complete tasks, rather than answer questions, you can capture candidates' true and natural responses
- Tasks better reveal human skills such as determination, resilience, and curiosity, which are harder to measure reliably through a question-based approach
- The feedback from the new task-based assessment providers is instant and avoids the need for accreditation

Cons

- The user interface varies considerably between providers – from 'game-based' assessments, with strong colours and stories, to more neutral, bland alternatives
- It can be difficult for the candidate to understand how the tasks relate to performance at work. So it's important that the tasks in any assessment clearly show their relevance to measuring someone's capability (so-called 'face validity')
- Some providers do not offer the support of a Business Psychologist, so it can be hard to understand how the scoring is configured

Timed psychometric tests

The approach

Candidates face different types of scenarios (reasoning-based or situational), and ask them to work out the correct answer in a multiple choice format.

Examples: Numerical, Verbal, Inductive reasoning; Situational Judgement Tests (SJTs).

Providers: Watson Glazer, SHL, Aon, Test Gorilla.

Pros

- Good measures of cognitive ability
- Shorter than personality assessments (typically 15-20 mins)

Cons

- Timed approach, especially a countdown rather than a 'count up', can make some candidates anxious
- Prone to cheating once answers are known among candidates
- Paid practice tests are available which can mean higher-socio economic applicants can pay to practise and over-perform

There's a lot of choice out there – so choose carefully. Make sure you're clear on how any assessment actually evaluates your candidates' suitability, in terms of the human skills, and/or workplace intelligence needed to succeed in your role.

Scoring the application stage:

It's important to consider how you'll score and interpret the application questions and psychometric results. A good ATS can help you here, by capturing candidates' results and putting all their scores in one place.

You'll also need to decide how to balance the two scores (one from a candidate's application, the other from their psychometric assessment or test). For example, will you weigh both scores equally? Is there a hard cut-off if a certain threshold isn't met? Again, a Business Psychologist can do the hard work for you here if you're not sure.

Take the following example. A candidate for a General Manager role scores 75% overall, suggesting they're a good fit. But the individual workplace intelligence score is lower than the average from other candidates. If your role is more focused on people management than budget planning, this may not be an issue. But it's important that you can see this more nuanced view of a candidate's score, and filter easily based on these sub-scores, in order to make quick, objective decisions.



1

Below Average.

Very few of relevant points addressed. No examples given.



2

Average.

Some relevant of points addressed. Some example given.



3

Above Average.

Most relevant of points addressed. Good examples given.



4

Excellent.

All relevant points addressed. Good examples given.

Best practices:

- ✓ Do revise the data points used to screen candidates.
- ✓ Don't use the CV – it's riddled with bias. Instead, use application questions and an assessment.
- ✓ Do use a maximum of four questions.
- ✓ Don't succumb to subjective bias when assessing these questions. Use a standardised scoring approach for all questions, across all applicants.
- ✓ Do research to find out what the best assessment provider is for your needs.
- ✓ Don't assume all providers are the same. Do you want a self-serve model (quicker set-up times, but less support), a traditional provider (more support, but also more bias and longer set-up times), or a company that combines the best of both?
- ✓ Do see if you can integrate any psychometric assessments or tests with your ATS - this will save a huge amount of time in your process.

Step 5

Interview for success: Bringing potential and experience together

Objective

Ensure bias isn't re-introduced into the process, and the Hiring Manager interview process is consistent and objective

KPI

20% decrease in time-to-hire; diversity in candidates put forward for interview and hired

Our results

35% 

decrease in time-to-hire

Having **screened in** candidates based on their potential, now is the time to give them a chance to bring their capabilities to life either through a telephone interview or a video interview – before putting them in front of a Hiring Manager.

The interview stage is where all of your great work in the previous steps can come unstuck, as bias can creep back into the process. Even without subjective bias from CVs, interview questions can inadvertently favour certain groups or individuals with particular experiences.

Telephone or video interview questions should build on the information gathered in the initial screening step, and ideally use that information to learn more about the candidate.



Telephone or video interview stage

Too often, telephone interviews focus on past experience and the CV, rather than using the information from the application form and the psychometric assessment to probe into the candidates' strengths and development areas.

There are two approaches to this stage: synchronous and asynchronous (basically, whether the candidate and the interviewer are connected, or separated).



Synchronous screening interviews

These are where the candidate and the recruiter or TA manager have a live interview. Typically they are 10-15 minutes long and seek to establish:

- Motivation
- Language skills
- Culture fit

Pros

- The candidate gets to speak to someone
- A chance to identify any candidates that were incorrectly screened in
- Present the organisation and the role in a more human way to the candidate

Cons

- The interview is detached from the role and focused on areas not related to role success
- Extroverts are scored higher than introverts
- Scoring can be based on appearance or accent
- It takes time to schedule the calls

Asynchronous screening interviews

This is where the candidate can respond to questions in their own time, typically in a video interview format with three timed questions. As with synchronous interviews, they're generally 10-15 minutes long, and look to establish motivation, language skills, and sometimes present a cognitive challenge.

Pros

- Candidate gets to answer in their own time and no scheduling is required
- You can review many candidates in one sitting, and the task can be outsourced
- You might be able to add a general company introduction, or branding

Cons

- The timed approach makes some candidates anxious
- Extroverts tend to score higher than introverts
- Scoring can be based on appearance or accent

To ensure this stage is successful, you'll need to think carefully about what it should achieve, and how it supports the candidate. It should be independent of the application stage, and you should reference any answers or insights from that stage. Lastly, try to choose interview questions based on the role's requirements, and what 'potential' means in that context.

As with the other stages, a consistent, objective approach to scoring the answers is vital.

The face to face interview:

This is where the Hiring Manager is brought in – and it's also the step where all the hard work you've done so far can come undone.

As with assessing previous stages, the Hiring Manager needs to standardise their scoring to create consistency – levelling the playing field, and allowing the candidates with the greatest potential to shine. This means focusing on job-specific success criteria, whether that means particular human skills, workplace intelligence, or both. **The goal here isn't to catch candidates out** - but to let them explain more about the natural strengths they revealed in the previous stages.

Top tip: Record keeping

Keeping records in your ATS when interviewing candidates is important, as it enables constructive feedback to be compiled throughout. It also provides evidence of the reasoning behind a selection decision, and helps interviewers have all the information to hand when they are attempting to reach a decision



For example, if driving change is a human skill that's essential to your role, then a relevant interview question would be:

- Can you describe a situation when you had to achieve an ambitious long-term goal? What was the situation and how did you approach it?

This question doesn't need to focus on a workplace situation. The goal is to tap into the candidate's natural strengths, which may not have developed in the workplace. For example, someone might have driven change in a volunteering role. The key aspect to assess is how they present their answer, and the outcome of their action.

Prepared follow-up questions are also useful, such as:

- What made this goal ambitious in the long term?
- Which challenges did you foresee, or face? How did you approach them?
- How did you monitor your progress towards your goal?

A well-structured interview will also have these three elements:

- **Candidates are supported to perform at their best**

Ask them if there's anything they'd like to add, and remind them that nobody's seen their CV. Then let the candidate talk about their experience or education, as well as their potential for the role.

You might even consider sending the interview questions in advance. This is not cheating – it can boost trust, and make candidates more likely to engage with your process.

- **Candidates are given the opportunity to ask you questions**

High-potential candidates are often curious about the company and role. Pay close attention to the questions they ask, as this can give you a good idea of their values, interests, and priorities.

- **A work-related task or activity**

A well-designed task can assess the skills necessary to be successful in the role, and gives you a way to objectively measure a candidate's suitability. This may be a technical test, presentation, or another work sample, depending on the role.

Best practices:

- ✓ Do give candidates a chance to bring their capabilities to life - either through a telephone interview or a video interview.
- ✓ Do structure the interview questions around your success criteria.
- ✓ Do prepare open follow-up questions to assess candidates' natural strengths.
- ✓ Don't forget to be transparent with the candidate, and remind them that you haven't seen their CV, so that they know how to bring their experience to life.
- ✓ Don't forget to encourage questions, and pay close attention to what candidates ask you.
- ✓ Do make sure all candidates are asked the same questions and use the scoring key for fairness.

**Step 6**

Respect the Candidate: Managing diversity and giving feedback

Hiring for potential means uncovering and giving opportunities to candidates who have what it takes to succeed in your roles. That means a good process will ensure that no groups are disadvantaged, and every candidate is respected as an individual – not a number.

This means that there are two key aspects to supporting the candidate throughout the process:

- 1) Providing accommodation for those with specific needs.
- 2) Giving meaningful feedback.

Creating an inclusive hiring process

To be able to attract and hire the best candidates, you'll need to make sure that your hiring process feels inclusive to everyone — from those with backgrounds not traditionally associated with the role they're applying for to those across different spectrums of neurodiversity.

Take some time to think about how you'll accommodate candidates with different needs. Hiring for potential is about letting candidates shine, so make sure you offer them every opportunity to express any concerns. This might involve making adjustments to the process for some candidates. For others, you may consider letting them skip a step. The important thing is to ensure the candidate feels comfortable, and has had the chance to ask for accommodations without fear of being disadvantaged.

Giving feedback

The number one complaint from candidates is that feedback is either generic, or non-existent. Because candidates invest considerable time into hiring processes, feedback is a great way to improve their experience. This does pose a challenge for Talent Acquisition Managers as well as Hiring Managers, as the volume of applicants might mean there's no time to give the majority of candidates anything but automated feedback. That said, you can consider the form, language, and value of any feedback in advance, saving time.

Giving candidates constructive, thoughtful and useful feedback is one of the most important things you can do to encourage a positive candidate experience. Some ATS platforms let you send feedback to every candidate that's meaningful and accessible – this is where you can turn applicants into advocates for your company.

If your psychometric assessment provides a candidate feedback report, this is a great time to remind them of that document, while also tapping into the results of their interview stage. As with the previous stages, all feedback should be focused on how the candidate did or didn't meet the success criteria for the role. That said, it can also be useful to highlight any strengths you identified that sat outside the role's success criteria, for additional context.

Here's an example of how you can empathetically tell a candidate that they've been unsuccessful:

"Unfortunately after careful consideration, we have decided not to proceed with your application. Some of the other applicants were more suitable for the role specification and this disappointing message doesn't change the fact that you are:

- *A great candidate*
- *Good at what you do, with many strengths*
- *You might be just as good as someone else, and in some areas even better, but you're not quite the right overall fit for this specific opportunity*

We've picked out the requirements for this role after deep analysis of what it takes to succeed in the role, and we've been careful to ensure that there's been no bias in those requirements.

We believe you deserve a job where you can thrive, and we hope that you've learnt a little bit more about your capabilities from this process. Good luck in your search, and thanks again for considering us."



Best practices:

- ✓ Do provide psychological safety so that people will disclose any needs or requirements they may have.
- ✓ Do provide candidate feedback, they've invested their time in your process, and it provides a better candidate experience.
- ✓ Do set your feedback process up so that it's efficient, fair and personal.



Part 3

Siemens solves skills-crisis by scrapping the CV

Siemens solves skills-crisis by scrapping the CV

30

days of
recruiters'
time saved

50%

of final stage
applicants were
female

91%

completion
rate for the
assessment

Jon Turner, the innovative Managing Director of Siemens Electrification and Automation, came to Arctic Shores for help filling a business-critical role open for over **200 days**.

Jon suspected a reliance on CVs was hindering the recruitment process, so he wanted to move away from traditional recruitment methods and asked Arctic Shores to support on:

- Expanding talent pools
- Increasing female applicants for engineering roles
- Reducing cost and time to hire

Together, they switched the focus of the Siemens recruitment process from experience-centric to skills-centric.

After overcoming his team's reluctance to shift away from a reliance on CV-based hiring with the help of an Arctic Shores Business Psychologist, an open-minded hiring manager, James, volunteered to trial the 'Hiring for Potential' method.

Together, they revamped the role description to focus on competencies, capabilities, and transferable skills, rather than experience. They restructured the interview process allowing candidates to demonstrate their skills and give the interviewer a realistic example of work quality.

James and Jon couldn't believe the calibre of the 8 candidates selected for the interview. A 50:50 gender balance was unheard of for this role. The focus on skills, not experience, encouraged candidates from diverse backgrounds and industries to apply — one candidate worked for KFC, one for Aldi, and one was an internal apprentice.

The project addressed all of [Siemens' key pain points](#):

- *Broaden talent pools*: The Arctic Shores method **attracted 542% more applications** than previously, with candidates from diverse backgrounds, roles and sectors.
- *Improve diversity*: The final interview was an **equal mix of men and women**.
- *Reduce costs + time to hire*: Two hires were made in 41 days, compared to the **242 hours of manual CV screening**.

Lastly, the calibre of candidates was so high Jon and James could have hired any of them.

The project proved Siemens' new CV-less hiring approach and collaboration with Arctic Shores effective. It delivered a step change in the quality and diversity of candidates, plus filled business-critical roles faster than the Siemens team imagined. Hiring for potential is now critical to Siemens's digitalisation talent strategy.

“We took 8 candidates to interview, and if we could have hired everyone, we would have! The quality of candidates was extremely high with Arctic Shores”

Jon Turner, MD of Siemens Electrification and Automation Business

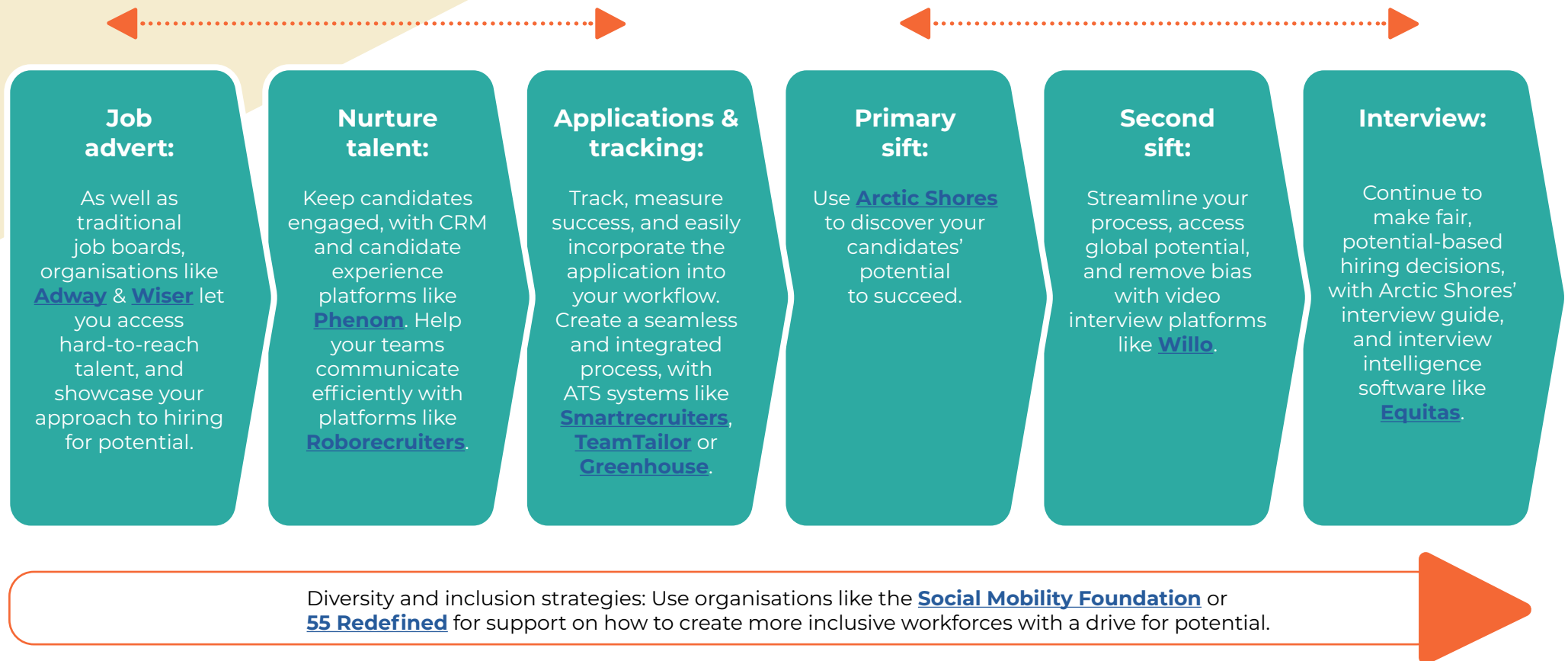


Part 4

Your ecosystem to support potential

Your ecosystem to support potential

Your ATS supports the overall process through integrations with other platforms



About Arctic Shores

Arctic Shores is the market leader in hiring for potential. Our task-based assessment, powered by science, gives everyone a way to show their potential, and every employer the means to see it.

Proven to counter natural bias during the recruitment process and build the diverse, successful workforce of tomorrow, our next-generation assessment widens talent pools and unearths high-quality candidates in any economic climate.

We've given over two million candidates worldwide something different: a stress-free, unbiased candidate experience that truly rewards them for their time. Join the leaders in our community of pioneering customers, including Vitality, RSA, Burness Paull, TalkTalk and Siemens.

Want to learn more about how Arctic Shores could help you start hiring for potential? [Get in touch with us today.](#)

