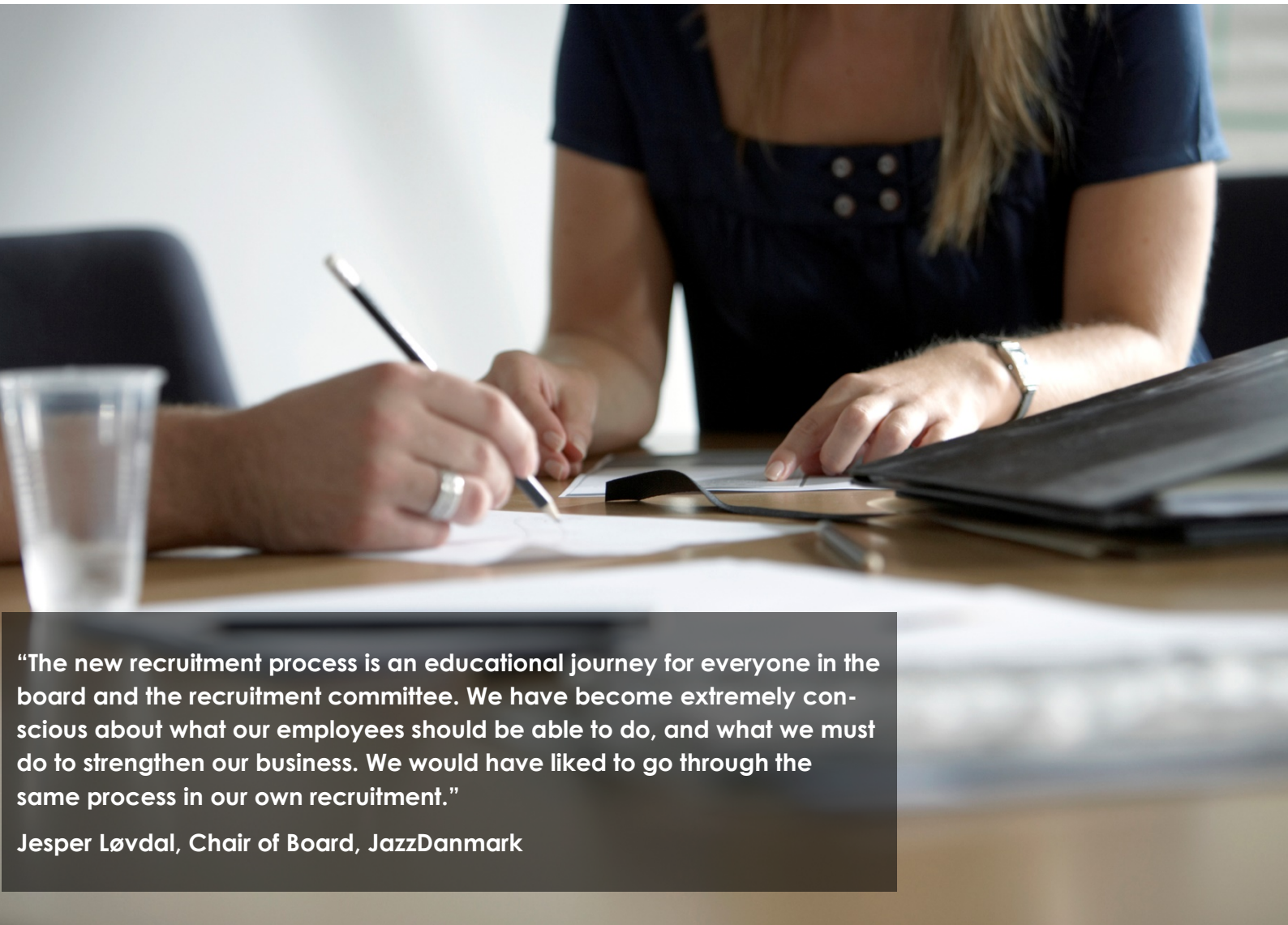


THE JOURNEY TOWARDS A RECRUITMENT PROCESS FREE FROM “UNCONSCIOUS BIAS” IN JAZZDANMARK

JAZZDANMARK WORKS WITH LIVING INSTITUTE TO FIND STRATEGIC TALENTS QUICKLY AND AVOID EXPENSIVE BAD HIRES



“The new recruitment process is an educational journey for everyone in the board and the recruitment committee. We have become extremely conscious about what our employees should be able to do, and what we must do to strengthen our business. We would have liked to go through the same process in our own recruitment.”

Jesper Løvdal, Chair of Board, JazzDanmark

THE JOURNEY TOWARDS A RECRUITMENT PROCESS FREE FROM “UNCONSCIOUS BIAS” IN JAZZDANMARK

SITUATION

Challenge

Faster & efficient identification of the pool of talent crucial to the business & fewer expensive bad hires.

JazzDanmark is a non-profit organization that aims to contribute to the artistic diversity in society by challenging itself and the jazz community, strengthen its position as pivotal for and center of excellence in art and culture and impact the political agenda.

The recruitment committee in JazzDanmark finds it challenging to identify the necessary pool of talents quickly, and with a total of five employees, one bad hire translates into a 20% decline in performance. Against this backdrop, the recruitment committee wishes for a new recruitment process that increases the added value to the business.

SOLUTION

JazzDanmark chooses to work with LIVING INSTITUTE to design a new recruitment process. LIVING INSTITUTE contributes with structure, process, tools and expert knowledge about best practices and pitfalls in recruitment processes that cost organizations millions.

Advised by LIVING INSTITUTE, JazzDanmark introduces, among other initiatives, a checklist for “unconscious bias”. The checklist is a market leading recruitment tool that assumes a central position in JazzDanmark’s new recruitment process. In addition, JazzDanmark introduces personality tests and a competency score card.

Personality tests



All candidates complete a personality test in order for the recruitment committee to assess the candidate on an evidence-based foundation. In addition, the personality test aids the recruitment committee to assess the degree to which a candidate’s skills complements the skills of the existing pool of talents early in the process, which ultimately creates value.

Competency Score Card



Prior to and after every interview the recruitment committee fill in a competency score card. This secures that the committee does not overlook competencies critical to the success in the position they recruit for.

“Unconscious bias” checklist



In addition to personality test and competency score cards, a checklist for “unconscious bias” is introduced. Unconscious bias refers to our unconscious preference to select candidates similar to ourselves. The checklist ensures that the recruitment committee is made conscious about and discuss their preferences to avoid distorting the assessment of candidates.

Preferences can be related to gender, personality, ethnicity, education, competencies or relations between a candidate and one or more members of the recruitment committee. To secure sufficient time for discussion and assessment of candidates, new timeframes are introduced – as of now there is the same interval between candidates, and interviews are scheduled at times that do not collide with nor lean against the lunch break or the end of the workday.

EFFECT

Fewer expensive bad hires

Personality tests, competency score cards and the “unconscious bias” checklist ensure an objective assessment of candidates, that decisions are not based on gut feeling and diminish the risk for expensive bad hires:



“I have participated in recruitments, where the determining factor was our gut feelings. That does not happen now that we have introduced the competency score cards and the “unconscious bias” checklist. Instead, we detect the relevant candidates early in the process, which translates into a considerable gain on our economic bottom line.”

Eva Frost, Head of Secretariat JazzDanmark

First cultural organization to introduce “unconscious bias” checklist

JazzDanmark decided to introduce the “Unconscious-bias” checklist in every recruitment process. That positions JazzDanmark as the first Danish cultural organization to systematically apply the tool in recruitment processes:



“Thoroughness is essential when we recruit. It often occurs that people are hired based on personal relations. Now, we implemented a process to ensure that we recruit properly, and it creates credibility to our investors.”

Eva Frost, Head of Secretariat, JazzDanmark

Increased self-awareness in the recruitment committee

The “unconscious-bias” checklist initiates a dialogue regarding “blind spots” in the recruitment committee, whose members have realized that it can be expensive to let unconscious preferences affect the assessment of candidates in the recruitment processes:



“The checklist ensures that we stick to the direction we set from the beginning. Although we tried to remain focused before, retrospectively we have to acknowledge that our attention oftentimes was diverted by personal relations, prejudices about education, relevant experience, gender, etc. The checklist is extremely value-generating for all of us in management. It helps us break with the prejudices and tendentious thinking, which we have become aware that we all unconsciously carry.

Jesper Løvdal, Chairperson of the Board, JazzDanmark

Enhanced focus on strategic goals

Candidates are assessed consistently in relation to the strategic goals. For example, the competency score card is used to determine which competencies are already present and which need to be supplemented to ensure more effective strategy execution and better business results – for the benefit of the artistic diversity in society:



The new recruitment process is an educational journey for us in the board and the recruitment committee. We have become extremely conscious about what our Head of Secretariat should be able to do and what we must do to strengthen our business. We would have liked to go through the same process in our own recruitment.”

Jesper Løvdal, Chairperson of the board, JazzDanmark

ABOUT JAZZDANMARK



Jazzdanmark is a non-profit interest organization that aims to contribute to the artistic diversity in the society by challenging itself and the jazz community, strengthen its position as pivotal for and center of excellence in art and cultural life, and impact the music-political agenda.

Situation

Practical tools to deal with "unconscious bias" and create business value

The recruitment committee in JazzDanmark finds it challenging to identify the necessary pool of talents quickly and with five employees it is essential to find the right candidates. Therefore, the recruitment committee wishes for a new recruitment process that increases the business value creation

Solution

Greater accuracy – right pool of talents suitable for the business needs

JazzDanmark chooses to work with LIVING INSTITUTE to design a new recruitment process. LIVING INSTITUTE contributes with structure, process, tools and expert knowledge about best practices and pitfalls in recruitment processes. Among other tools, the introduced "Unconscious bias" checklist assumes a central position in JazzDanmark's new recruitment process.

Organizational journey, where candidates are systematically matched against strategic goals

Effect

The introduction of personality tests, competency score cards, and "unconscious bias" checklist has led to fewer bad hires and a strengthened economic bottom line. JazzDanmark is the first Danish cultural organizations to use an "unconscious bias" checklist systematically in recruitment processes. The "unconscious bias" checklist starts a dialogue regarding "blind spots" in the recruitment committee, which otherwise would not be articulated. The checklist and dialogue facilitate the committee's work with the assessment of candidates in relation to strategic goals and ensure that the necessary pool of talent crucial to the business is identified quickly and efficiently - for the benefit of the artistic diversity in society

SELECTED CLIENTS

SIEMENS

Carlsberg

Danske Bank



PANDORA
UNFORGETTABLE MOMENTS

LIVING INSTITUTE enables organizations to leverage diversity to meet and exceed business goals. Founded in 2004, we have delivered more than 2000 diversity programs across the world and are now considered a market leader in the field of applied diversity intelligence - the practical application of research-based knowledge to promote and manage diversity in a way that delivers tangible business results – at all levels.

Interested in finding out more? Visit our website at www.livinginstitute.com