



 **master**™
VALUE PEOPLE

Agenda

- **About Master**
- **Debunking Recruitment Myths**
- **Q&A**





Where are you?

Global Community of Local Expertise

Master operates in more than 20 markets around the world. Find your market and find your opportunity to work with Master or become an expert with data-driven HR solutions.



Improve speed, decision on-quality and success within people management.



Boost quality in recruitment and development



Re-invest man-hours in strategic HR and business partnering.

Efficient and friendly psychometric tools

OPTO



Personality profile for recruitment based on the personality framework Big 5
Maps drivers for performance and job success
Shown to improve results by 200%

- OPTO lets you identify employees who perform

CORE



GMA level (General Mental Ability) is the best indicator for job success
Test independent of language skills or cultural background

- Accurately measure GMA in approximately 20 minutes

BRIGHT



Get the right people for excellent customer service
Based on the personality framework Big 5 and competency framework O*Net

- Screening and selection for Customer Service-related attitudes

EASI

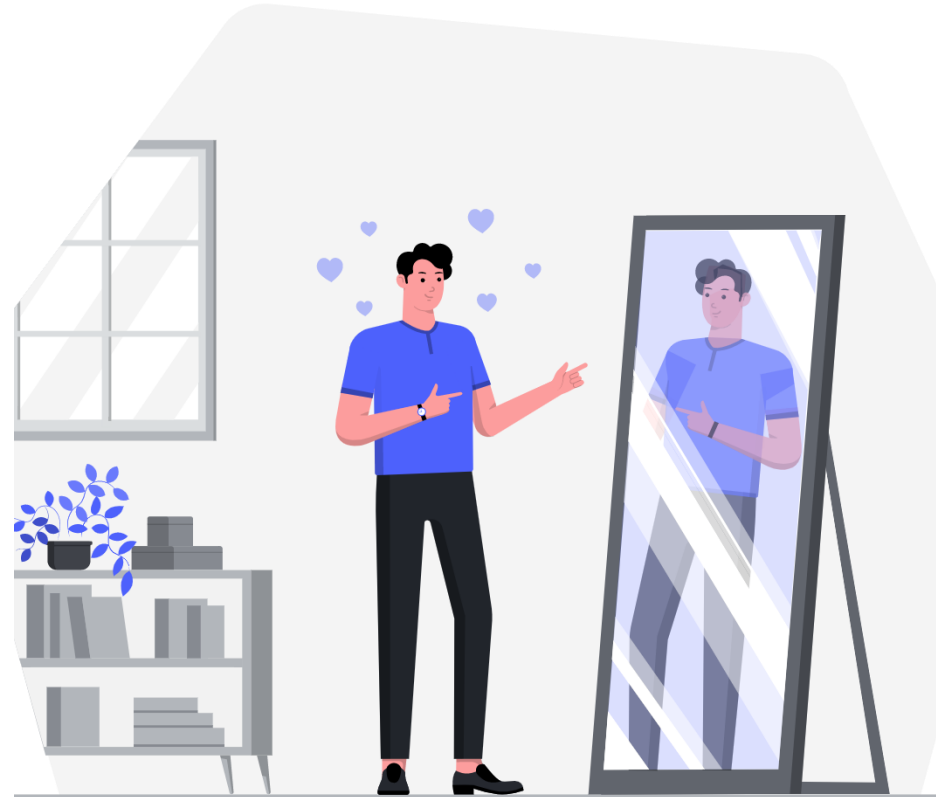


Typology test measuring behavior and motivation
Based on the Big 5 personality framework

- Develop teams and individuals

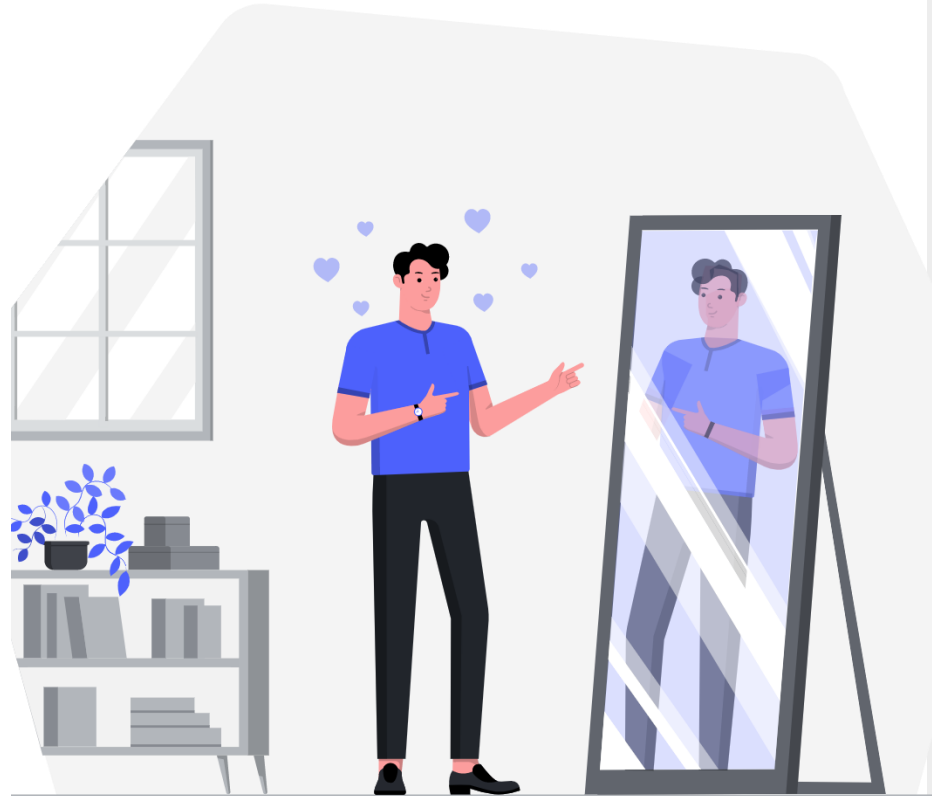
MYTH 1

I can recognize talent within 1 minute



First impression bias!

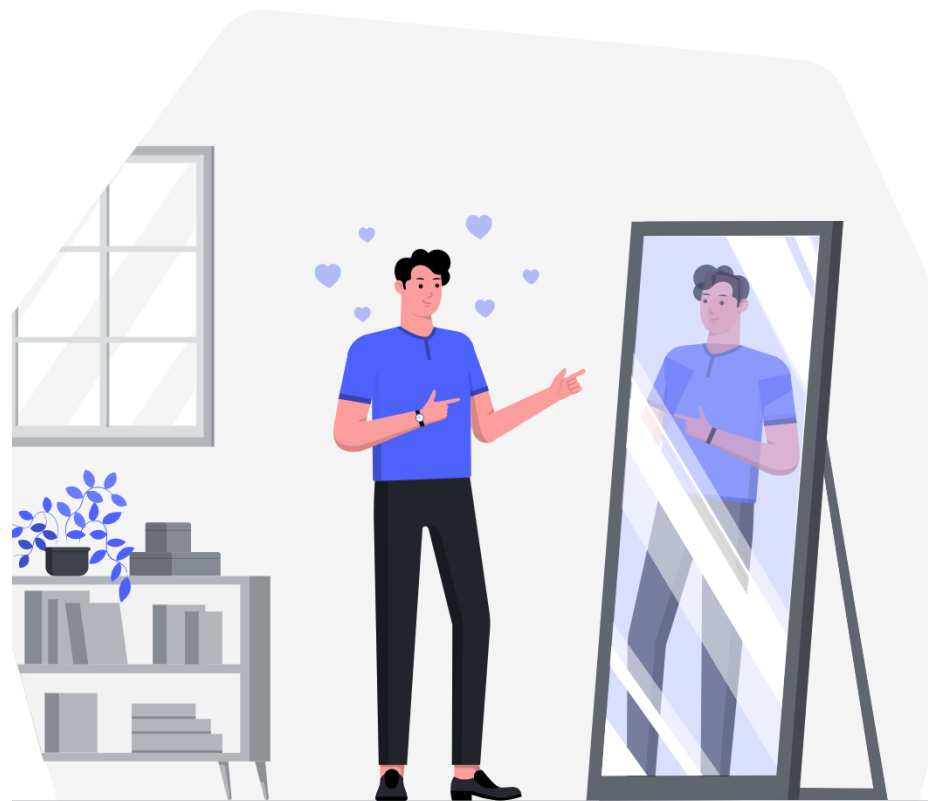
We are more likely to be influenced by other biases



Barrick, M. R., Swider, B. W., & Stewart, G. L. (2010). Initial evaluations in the interview: Relationships with subsequent interviewer evaluations and employment offers. *Journal of Applied Psychology, 95*(6), 1163.

Do we even know
what we're looking
for?

Importance of a
good job analysis



MYTH 2

If a candidate's not motivated for the job, they won't be motivated in the job



What does
«motivated» even
mean?

How do we measure
this motivation?



Woolley, K., & Fishbach, A. (2018). Underestimating the importance of expressing intrinsic motivation in job interviews. *Organizational Behavior and Human Decision Processes*, 148, 1-11.

Passive candidates are better than active candidates



No support in the
litterature



You can see a candidate's potential in a CV



DEBUNKING MYTH 5

A CV gives a curated look at what a candidate has done – and can give a good idea of what the candidate can do – today!

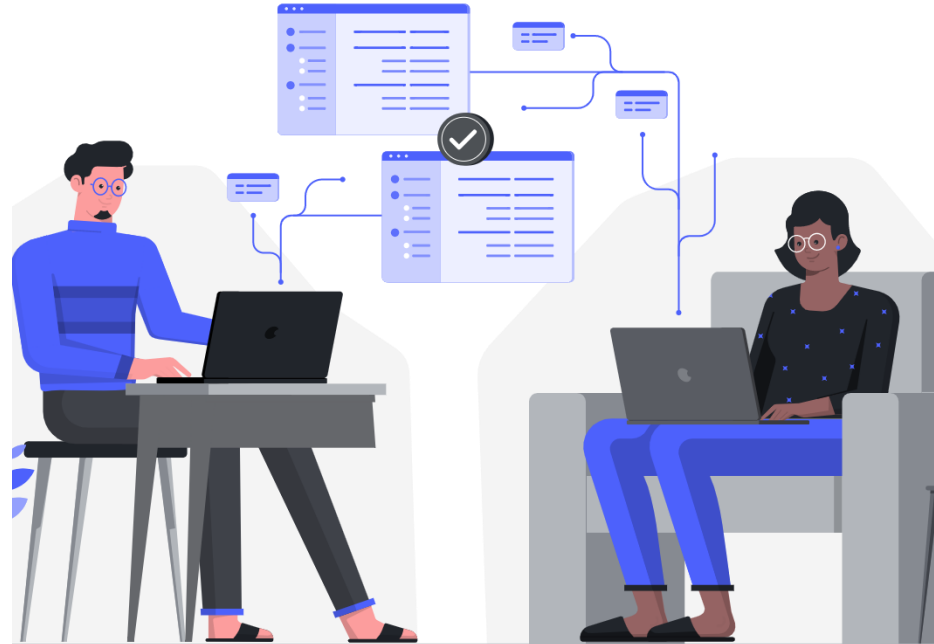
Future potential is what we measure with a GMA-test, like CORE



Sackett, P. R., Zhang, C., Berry, C. M., & Lievens, F. (2022). Revisiting meta-analytic estimates of validity in personnel selection: Addressing systematic overcorrection for restriction of range. *Journal of Applied Psychology*, 107(11), 2040.

MYTH 6

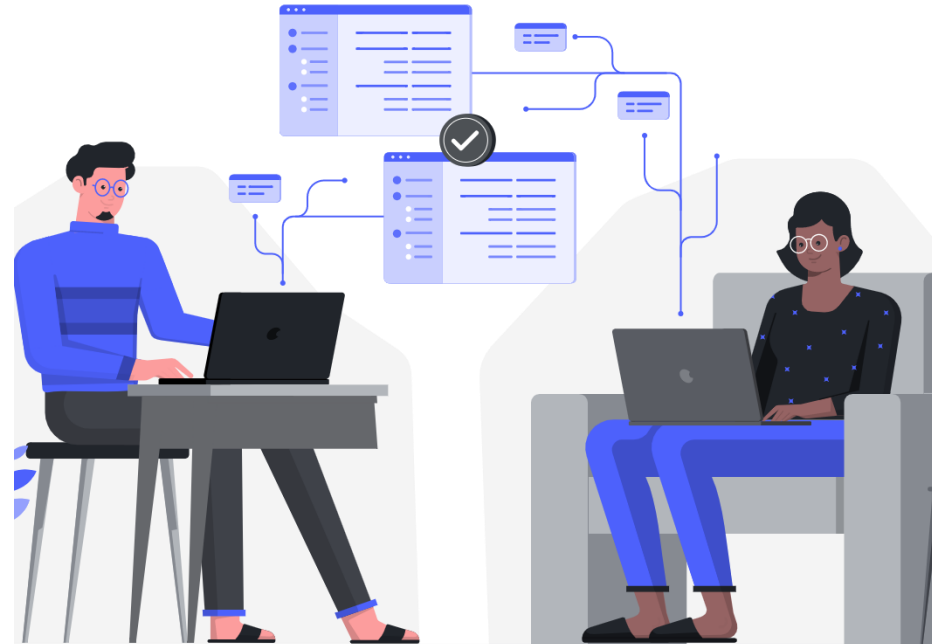
You can deduce personality from a free text section about motivation



DEBUNKING MYTH 6

Research shows that this is less reliable and valid than using specialized personality tests

Also – what about candidates using AI to answer these sections?



Fan, J., Sun, T., Liu, J., Zhao, T., Zhang, B., Chen, Z., ... & Hack, E. (2023). How well can an AI chatbot infer personality? Examining psychometric properties of machine-inferred personality scores. *Journal of Applied Psychology*, 108(8), 1277.

Only humans can screen candidates



DEBUNKING MYTH 7

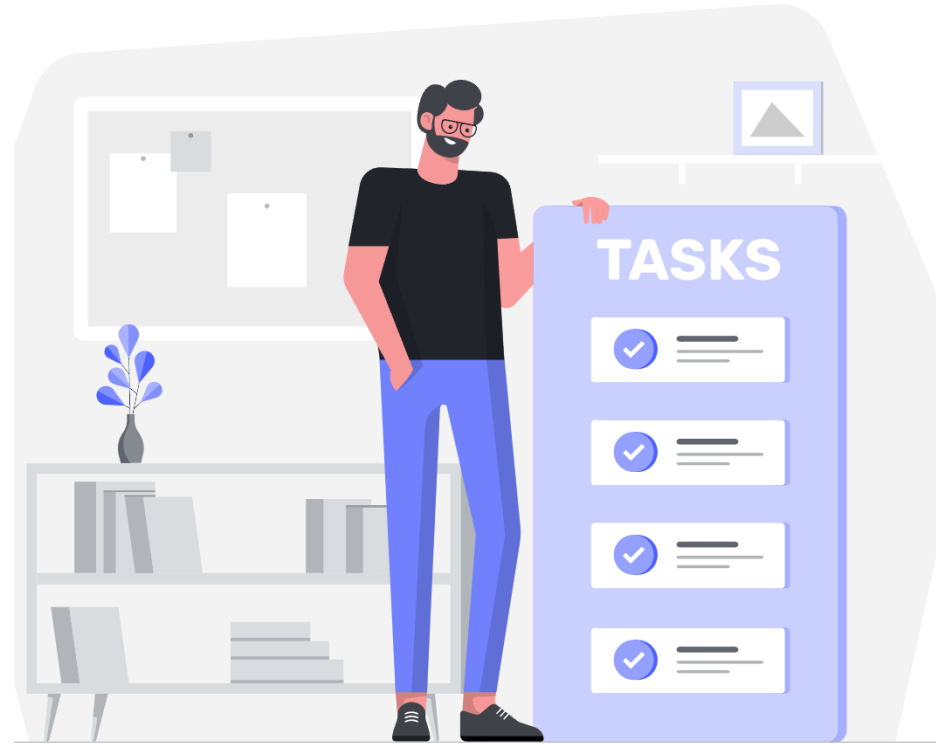
The human touch is invaluable in recruitment – but we are human, and bring with us biases and personal preferences.

Use multiple tools!



Kuncel, N. R., Klieger, D. M., Connelly, B. S., & Ones, D. S. (2013). Mechanical versus clinical data combination in selection and admissions decisions: a meta-analysis. *Journal of Applied Psychology*, 98(6), 1060-1072.

Best Practice Recruitment means using tests



Use the tools that
find the
information you
need!



Judge, T. A., & Zapata, C. P. (2015). The person–situation debate revisited: Effect of situation strength and trait activation on the validity of the Big Five personality traits in predicting job performance. *Academy of Management Journal*, 58(4), 1149-1179.

MYTH 9

Recruitment ends
when a candidate is
hired



Results from a recruitment process can be used to improve on-boarding for both candidate and manager



THANK YOU !



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