## **INCLUSIVE HIRING PROCESS**

Recruiting & Interview Process

Recruiter & HM discuss open position & identify 3-5 key criteria

Recruiter posts role & reviews applicant resumes Manager reviews "blind resumes"

Recruiter phone screens candidates

Diverse Slate built for Interviews 2+ women; 2+ diverse

### **Structured Interview Process & Components**

#### **Before The Interview**

- Recruiter & HM will align on the structured interview questions
  - Can be customized to role
- Interview panels scheduled
  - HM + 2-3 additional interviewers
  - Diverse; includes trained interviewer
- Candidates receive a "pre-interview" guide to prepare them for structure panel interview
- Unconscious bias refresher training provided to HM + Interviewers

## Panel Interview <u>First rou</u>nd in-person interview

- Interview Panel reviews and aligns on key criteria for the role
- Interview Panel interview candidates (HM + 2-3 additional)
- Interviews are structured using pre-selected questions for all candidates
- Interviews continue for all candidates.
   Interview panel remains the same for all candidates

#### After the Interview

- Panel will debrief all candidates after each interview, followed by a final debrief (led by Recruiter with debrief guide)
- Panel will align on a recommendation
  - 1-2 finalists to advance
  - Or extend offer
- Further interviews after panel interview can be conducted with candidates by HM, team leader, etc.

# FROM HERE TO THERE



**DENIAL** 

**RESISTANCE** 

WHERE WE NEED TO BE

**COMMITMENT** 

**EXPERIMENTATION** 

**DISORIENTATION** 

Adapted from Elisabeth Kübler-Ross

## FORCE FIELD ANALYSIS

Driving Restraining What rational forces are driving change? What rational forces are restraining change? Rational facts, data, overt What emotional forces are driving change at GlobalTech? What emotional forces are restraining change? **Emotional** political, cultural, covert

# MODELS FOR LEADING CHANGE



UNFREEZE
Creating
Motivation
Establish Urgency
Create a Coalition
Develop Vision & Strategy
Communicate the Change



CHANGE Learning New Ways

Empower Action Generate Short Term Wins Make More Change



REFREEZE
Making New Ways Normal

Anchor in the Culture



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