In the world of recruiting, software stupidity is replacing human common sense.

Contents

AI is Not A Replacement for Human Social Intelligence in Recruiting

Why Recruiting Software Vendors Shape their Marketing Pitch The Way They Do?

What is it that allows experienced human resource professionals to believe the claims of recruiting software vendors? AI algorithms are NOT better predictor of on-the-job performance. They are simply better analyzers of how well a particular resume matches the vendor's preconceived idea of how well the words in a resume match some theory that the vendor has about this.

After having hired hundreds of people myself and led my staffs in the hiring of thousands, I've come to three conclusions about why this travesty continues.

1. **First, recruiting software vendors use the idea of artificial intelligence**, a concept most people don't understand, to push what really ineffective software solutions.

   After all, they so-called piece of artificial intelligence is really just a set of if then software codes combined with an electronic | mechanical based ability to rapidly scan large volumes of data. The pattern matching involved is not based on systematic research about actually leads to new performance on-the-job. That is difficult to do, and involves some many human and organizational culture factors that there are simple 'programmable' answers.

   Programmed code which scans the words in a resume and bases its predictions about performance on the job based on a match to patterns in other resumes, or some academic theory about job performance sounds great. But it is NOT intelligence in the human sense of the word. It simply relatively simple word-based pattern identification at done at a speed which humans cannot themselves do.

2. **Second, HR leaders in the past decades, in their desire to show that they are making a real organizational contribution** in their recruiting work, have become fascinated with two metrics. The first is average time to hire. The second is average cost per hire. Unfortunately, neither of these have anything to do real objective of recruiting, which is finding people who will eventually performance well on the job.

   Driven a real need to measure contribution, but by these two inappropriate metrics, human resource organizations around the world are failing to meet their fundamental hiring objectives. Finding the right people to do a good job in your particular organization remains a complex task.

   Hiring well is not easy. Recruiters need to dialogue effectively with hiring decision makers. Everyone involved needs a clear and shared picture of what new hire performance on the job means. Everyone involves needs an effective and shared view of what skills and capabilities are required to produce that level of performance on the job. Creating this shared reality is not a simple process.

   The interpersonal skills required to engage effectively in this process are far

beyond the everyday level of people skills that most people bring to the job. The time needed to do it exceeds the time that is allowed for the recruitment under the pressure of metrics like average cost per hire an average time to hire.

3. **Third, People perform on the job, not resumes.**

A resume is at most a few thousand words. Today, many resumes are crafted by professional resume writers, rather than the individual themselves. The resume scanning software vendors' basic idea is that these few thousand words are sufficient to accurately predict eventual performance on-the-job is in appropriate, even ludicrous.
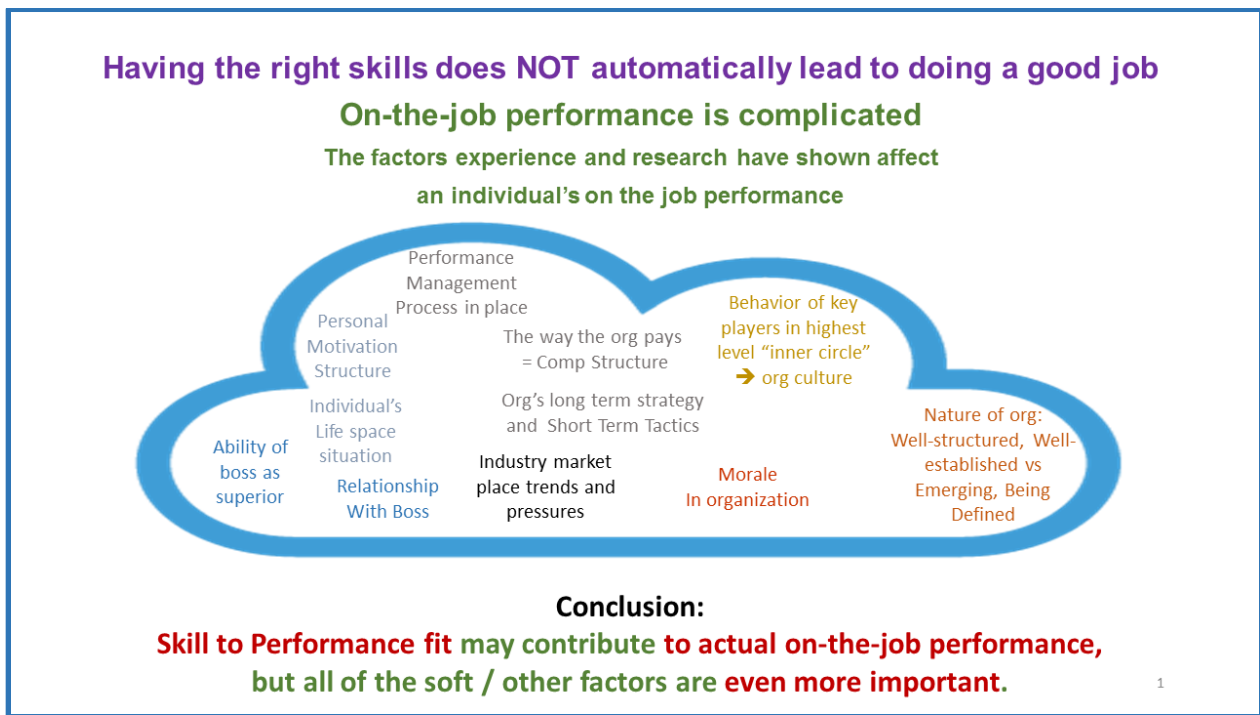
Performance on-the-job is much more complex than this. Any thoughtful manager will tell you that an individual's performance on the job is impacted by some complex interaction among the factors show above. A specific person's performance is always a function of that person's personal and local organizational situational conditions. The idea that performance can be predicted by some coded algorithm is a nice piece of marketing, but simply not realistic.

4. **Four, the leaders of recruiting software companies are great marketers and poor researchers**. They don't really understand the dynamics of hiring. They do however, understand the pressures that their client human resource executives are under.

As a result, they have been able to pitch a so-called solution to the growing problems of resume spam that appears to work, but really substitutes programmed foolishness for required interpersonal effectiveness.

So what's the solution?

Our Social Psychology Evolved in Tribal Settings

First and foremost, people need to understand that our evolved tribal instinctive social interaction capabilities push us towards simple in the moment solutions to complex organizational problems. We have an antidote for that called careful consideration. We need to begin to understand that different recruiting processes required for different kinds of candidate to eventual new hire performance predication. I cover this extensively in my e-book "Recruiting Realities" (Download your copy by clicking here.)

Secondly, we need to educate recruiters about different hiring processes. The decades-old resume- scan, resume based interviewing process simply does not address the underlying dynamics of predicting eventual performance on the job. Instead, it depends upon the fact that previous performance in a similar role is an effective predictor of future performance in the same kind of role. That kind of recruiting works for well defined roles and well-established organizations. Today, given the relentless pace of social and technology driven change, an ever fewer number of jobs meet this criteria. The Great Resignation is just one of the signs that support this.

What you should not do if you truly want to find a job which is satisfying?

The leaders of the of the recruiting software vendor companies are full of tips about how to craft your resume to meet the needs of their so-called resume processing algorithms. Don't! By doing so you're making the situation worse.

1. Instead. network extensively and use your contacts to get your resume directly in front of the hiring decision maker rather than a recruiter.

2. Take steps to demonstrate how well you can perform on a desired job, rather than crafting your resume to meet the needs of a resume programmed processing software algorithm. Put together a portfolio that demonstrates your abilities. Take the steps needed to support the intellectual property and anonymity rights of your previous employers. Demonstrate that you response the needed balance between your right to display your abilities and their organizational rights.

3. Educate yourself about the recruiting process. Become more informed about what kind of job you want. Get a copy of the Recruiting Realities e-book yourself. Scan it for the parts relevant to you. (Download your copy by clicking here.)

4. Finally, it's easy to just click that button on an online job board and submit your resume to as many jobs as possible. DON'T! All doing so does is aggravate the resume spam situation which drives these recruiting software vendors to pitch their inappropriate solutions

See Hilke Schellmann's great piece on this in The Guardian

https://www.theguardian.com/us-news/2022/may/11/artitifical-intelligence-job-applications-screen-robot-recruiters

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