

Effective Decision Making in Recruitment

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Agenda

1

Decision making

2

Effectiveness of
selection methods

3

What makes someone
excellent at their role?

4

Belbin Job / Candidate
Comparison Example

5

Brief Case Studies /
Testimonials

6

Q&A / Close



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A Big Investment Decision...

If I gave you £500,000,
how would you assess
the different / best
options for investing it?



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Over 5 years, an individual recruited on a salary of £50,000 with benefits / overheads will typically cost an organisation in the region of **£500,000**.



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Expense	Annual cost
Median Salary	£34,944
Office rent per desk (in London)	£45,900
Recruitment	£6,988.80
National Insurance	£3,566.47
Business energy bill (for five-person office)	£3,103
Training	£1,530
Pension contributions	£861.12
Work social function per head	£150
Employers' liability insurance (lowest estimate)	£33.12
Total including London office costs	£97,076.51
Total excluding all office costs	£48,073.51



Source: Nerdwallet. Figures based on hiring a full-time employee at the median total weekly salary in Great Britain in January 2024, as detailed by the Office for National Statistics (ONS) and the National Insurance and pension contribution rates for 2024/25.

Hidden Costs Of Recruitment



Hiring Time /
Lost Productivity



Opportunity
Costs



Impact on other
team members



Staff
Turnover



System and
Technology Costs



Legal
Compliance



Training and
Development



Induction and
Onboarding



Poor Hiring Decisions
/ Re-hiring



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Typical Selection / Assessment Process



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Companies often spend
less than 3 hours assessing
a candidate before making
a (**£500k+**?) hiring decision.



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The costs of Hiring / “Bad” Hiring



Average hiring cost in the UK is **£6,125**



95% of UK businesses admit to at least one “bad hire” every year



A “bad hire” at Executive / Manager level can cost **£132,000!**



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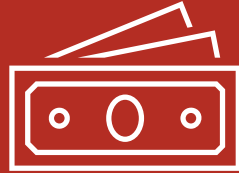
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Source: StandOutCV

Why we make bad decisions



Alternatives not clearly defined / right information not collected



Costs / Benefits not accurately measured or weighed up



Presence of inappropriate self-interest



Presence of misleading memories



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“On Making Smart Decisions”
Harvard Business Review

How might this relate to recruitment?



Alternatives not
clearly defined /
right information
not collected

Accurate / up to date job description?

Best solution - Internal Promotion v External Hire?

Accurate Competency / Behavioural assessment
for each role?

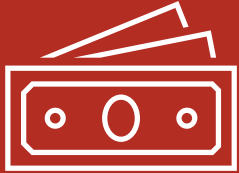
Hiring Manager “opinion” versus actual need for
role?



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How might this relate to recruitment?



Costs / Benefits
not accurately
measured or
weighed up

Staff retention / turnover – could recruitment need be prevented?
(Call Centre – Staff Turnover cost £26m per annum...)

Cost of internal development / promotion v external hire?

Recruitment sources / costs – self managed (free?) v outsourced /
advert / agency / exec search (paid)

Interview (free?) v selection tools (paid)

Are “Bad Hires” accountable / accounted for or accepted?



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How might this relate to recruitment?



Presence of
inappropriate
self-interest

Unconscious bias?

“Mini Me’s” - Hiring decisions based on own
behavioural (Belbin) style?

Favour internal / ex-work / university / school /
“home town” colleagues?



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How might this relate to recruitment?



Presence of
misleading
memories

Perception of employees' current employer –
good or bad?

Repeat use of single sourcing method “because
it has worked in the past”

References – are they genuine?



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Decision Making: The Train Seat



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1. Opposite a parent with a 5 year old daughter who is quietly reading a story book at present.
2. Next to someone covered in tattoos, wearing an old Rolling Stones concert T shirt and jeans. From their headphones you can faintly hear a Pink Floyd song.
3. Beside a middle-aged woman, chatting constantly to the man across from her. On the table is a cup of tea, a sandwich and a box of chocolates.
4. Next to a person in a pin-stripe suit with a laptop, enthusiastically talking on the phone trying to close a business deal.
5. A table of four which is currently empty apart from an old raincoat and 4 cans of lager. You notice the toilet is showing it is “occupied”.
6. A single seat next to a group of 3 women. The table is covered with women’s magazines, crisps and a bottle of Prosecco.



Unconscious Bias



When we reach a decision supported by our subconscious preferences, rather than making a completely objective decision.



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9 Types of Unconscious Bias

Aesthetic

Affinity

Attribution

Conformity

Confirmation

Contrast
Effect

Gender

Halo Effect

Horns Effect



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Eliminating Recruitment Bias

Understand and accept that we may all have biases, just ensure you eliminate any from the selection process.

Take your time through the selection process - making the right decision is more important than making a fast decision

Ensure you assess each candidate's capabilities objectively, avoid comparing candidates and judge each on their own merits.

Involve several people in recruitment processes to get a rounded / objective view (unless they are similar and think alike...)

Write applicant notes separately before discussing to help reduce conformity bias. Score candidates objectively against criteria for the role.

Use a variety of selection tools and techniques to reduce subjectivity and increase objectivity to the selection process



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Common Selection Methods



Interview /
Competency
Interview



Psychometric /
Behavioural
Assessments



Ability /
Competency
Assessments



Assessment
Centres



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Example Assessments



Belbin Team Roles



16PF5



Myers Briggs



DiSC



General / Graduate Reasoning



Ability Tests i.e. Mechanical



Clerical Test Battery



Scenarios Management Judgement



Occupational Motivation

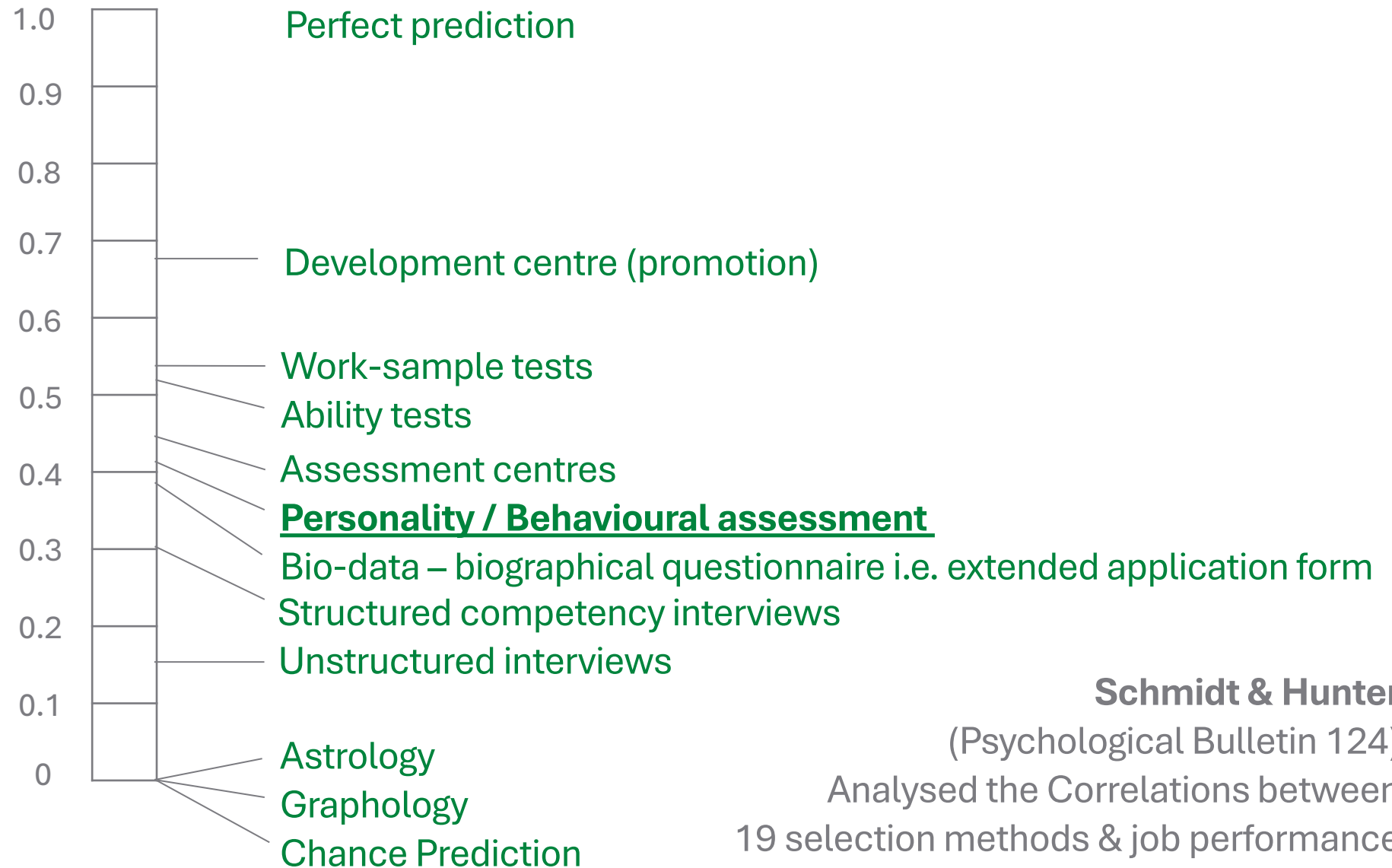


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Predictive success of Selection Methods

Accuracy of
selection
Methods
(approx.)



Schmidt & Hunter
(Psychological Bulletin 124)
Analysed the Correlations between
19 selection methods & job performance



Exercise



Think of someone who
is excellent at their role...



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2 Key Concepts

Eligibility

Experience
Qualifications
References

Suitability

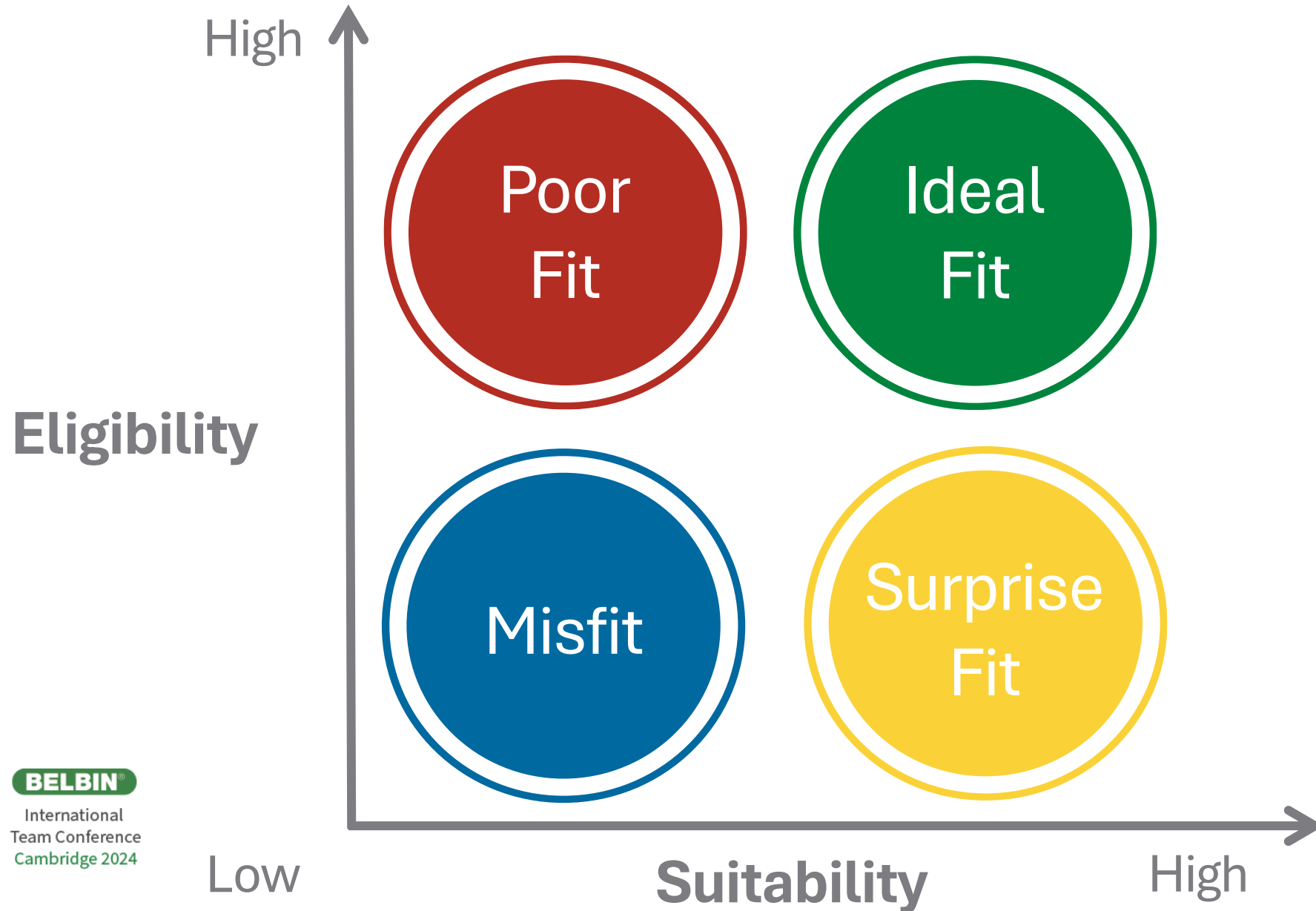
Behaviours
Aptitude
Versatility



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Eligibility v Suitability



A Big (Recruitment) Investment Decision...

If you were going to invest £500,000 on a new hire, would you be willing to spend c£200 to double your chance of success?



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Cost to profile 3 candidates

Belbin Report

Cost (Ex VAT)

Job Profile Report	1 @ £39.00	£39.00
Self-Perception Report	3 @ £39.00	£117.00
Job Comparison Report	3 @ £19.50	£58.50
Total		£214.50

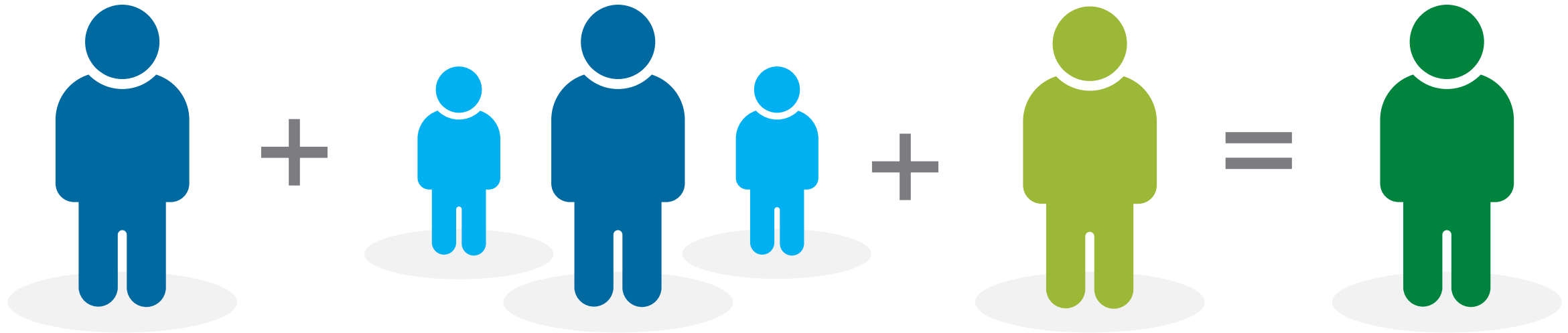
(Volume discounts available...call me. 😊)



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Belbin Job Profile Process



Job Profile

Job
Observer
Feedback
(optional)

Candidate
Self
Perception

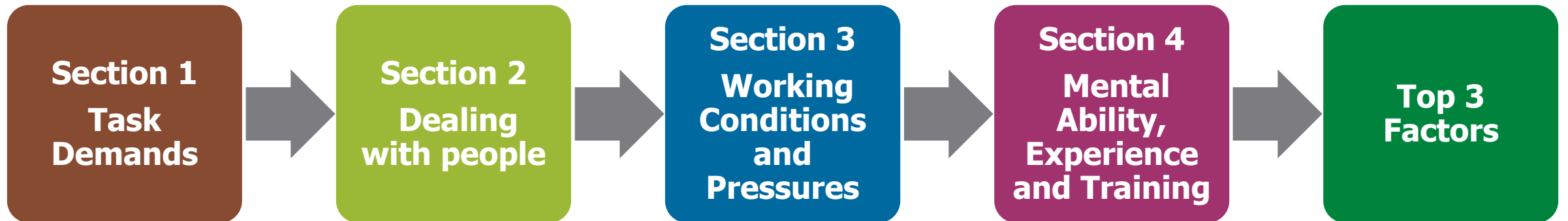
Effective/
Objective
Candidate
Selection



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Belbin Job Profile Process



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Welcome to the Job Requirements Inventory

The object of this exercise is to identify the 'make or break' features of a job in terms that can be related to people characteristics. The results are not valid unless the person who completes the exercise is directly responsible for the job concerned or for the composition of the team.

Completing the Job Requirements Inventory will enable a report to be generated showing a job in Team Role terms. To complete the Job Requirements Inventory, you will be asked to grade 16 statements from A to D, depending on how relevant you think they are to the job you are assessing.

First, please read through the descriptions of the different grades.

A: Critical. Essential for excellent job performance.

B: Important. Needed for a good job performance.

C: Useful. Welcome in a general sense, but not of great relevance to this specific job.

D: Irrelevant. Neutral in terms of job performance: it confers no advantage or disadvantage.

A reminder of these grades will be shown while you are completing the inventory. Please ensure that you use a range of grades across the 16 statements.



The sixteen factors are defined below, with examples:

Section 1 - Task Demands

		A	B	C	D
1. Autonomy	The job holder is required to develop the individual field of work; to determine how the job should be tackled without needing to draw on the advice or direction of others. (Dentist, Sculptor)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Persistence	In order to do the job well, the holder needs to work relentlessly and untiringly in pursuit of a particular objective or set of objectives. (Telesales/Marketing, Credit Controller)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Meticulousness	The job requires consistent high-quality work in circumstances where the consequences of failure could be serious. (Quality Control Manager, Auditor)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Preparedness	The job demands that much time and attention are given to anticipating needs, forward planning and practical preparation. (Conference Organiser, Stock Controller)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

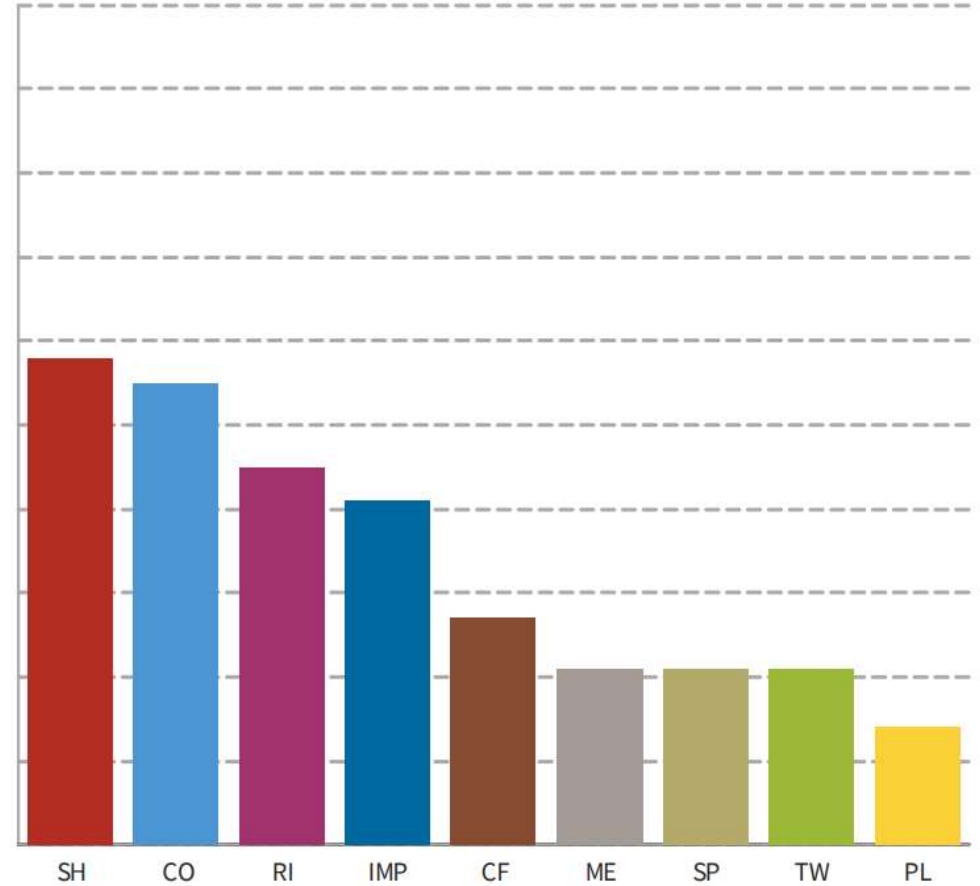


Sales Manager as specified by Ali Blue

The job as it is specified requires someone who possesses considerable drive. The likely candidate will have the strength of character to overcome opposition and the self-confidence to get round obstacles and rules that stand in the way of progress. This specification underlines the need for a high achiever. The job also demands someone who has the capacity for drawing the best out of others, encouraging them to engage with, and contribute to, group objectives. Such a person should be able to conduct meetings in a mature fashion and in a way that allows participants to feel satisfied with the outcomes and conclusion.

The work entails a fair degree of socially proactive behaviour and a readiness to go out and meet people.

This position requires someone who is focused on pushing the team in a particular direction, rather than generating new ideas for consideration.



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Job Profile
Report

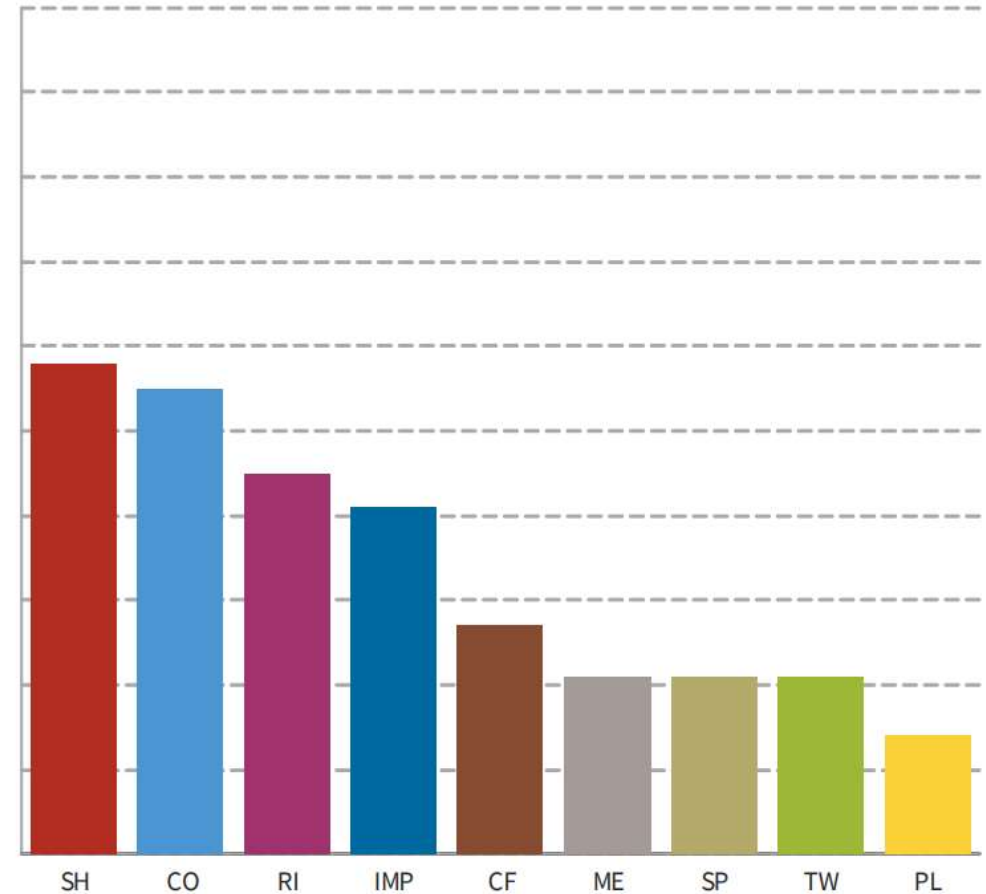


Sales Manager as specified by Ali Blue

The job specifier expects the overall responsibility to be yours, so this is a job in which you will be expected to lead from the front. The people you work with may need to be directed or they may need to feel they are collaborating with you as part of a team. So it is important that you are able to adapt your managerial style accordingly.

The job as specified requires above all that you are able to manage others and cope with opposition. It is important never to lose control or back away from responsibility.

Belbin Job Profile Report



● This report should be given to the applicant or jobholder. It highlights the behaviours required to perform well in the job.

RI Resource Investigator	TW Teamworker	CO Co-ordinator	PL Plant	ME Monitor Evaluator	SP Specialist	SH Shaper	IMP Implementer	CF Completer Finisher
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Based on 3 Job Observations

This report shows the behavioural qualities which Observers consider will have an impact upon the job. Behaviours shown in bold have been identified as one of the top three qualities important for the job. The number of asterisks indicates the number of Observers who identified the word in this way. Behaviours considered to be unhelpful to the job are shown in italics.

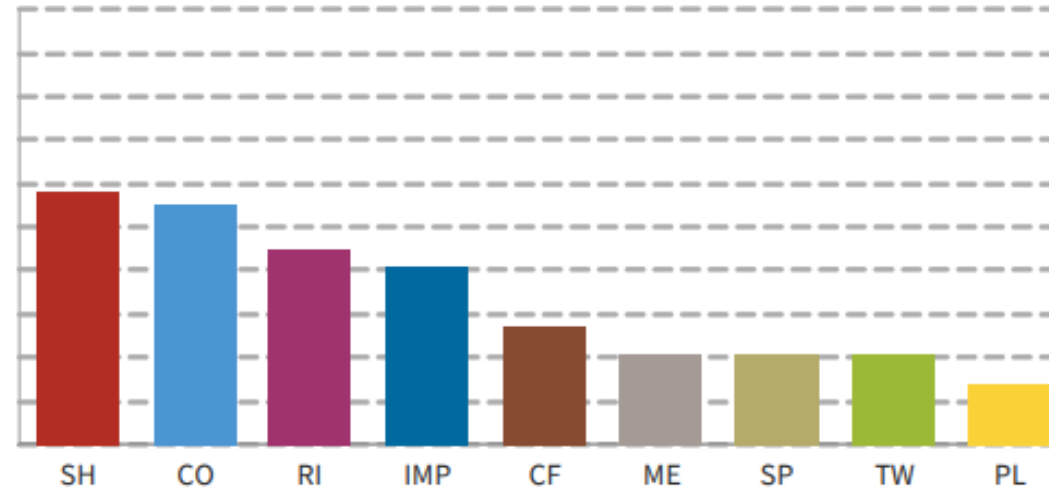
tough	*	3	realistic	1	<i>sceptical</i>	0	free-thinking	0
encouraging of others	*	3	conscious of priorities	1	<i>pushy</i>	0	creative	0
hard-driving		3	reliable	1	<i>impulsive</i>	0	competitive	0
self-reliant	**	2	<i>unenthusiastic</i>	0	shrewd	0	inquisitive	0
broad in outlook	*	2	<i>oblivious</i>	0	<i>impatient</i>	0	perceptive	0
outgoing	*	2	<i>over-delegating</i>	0	<i>frightened of failure</i>	0	persevering	0
consultative	*	2	<i>manipulative</i>	0	<i>engrossed in own area</i>	0	keen to impart expertise	0
disciplined	*	2	<i>restricted in outlook</i>	0	original	0	motivated by learning	0
<i>confrontational</i>		2	<i>uninvolved with specifics</i>	0	<i>fearful of conflict</i>	0	corrects errors	0
outspoken		2	<i>inflexible</i>	0	inventive	0	methodical	0
practical		2	<i>absent-minded</i>	0	imaginative	0	willing to adapt	0
confident and relaxed		2	<i>procrastinating</i>	0	persuasive	0	logical	0
challenging	*	1	<i>unadventurous</i>	0	perfectionist	0	accurate	0
<i>inconsistent</i>		1	<i>resistant to change</i>	0	impartial	0	dedicated to subject	0
<i>eccentric</i>		1	<i>indecisive</i>	0	studious	0	efficient	0
<i>over-talkative</i>		1	<i>reluctant to allocate work</i>	0	enterprising	0	analytical	0
<i>territorial</i>		1	<i>over-sensitive</i>	0	meticulous	0	caring	0
diplomatic		1	<i>fussy</i>	0	seizes opportunities	0	helpful	0

Belbin Job Profile Report

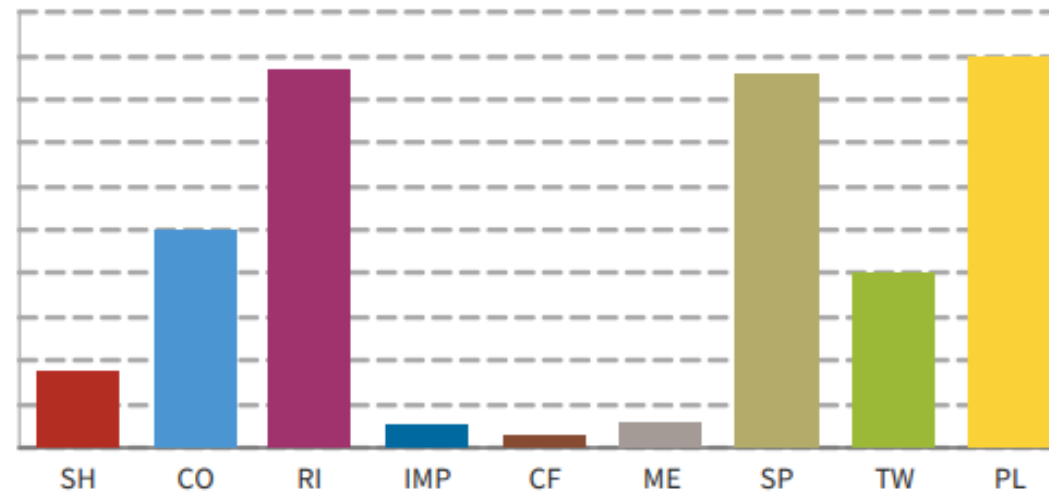


Job / Candidate Comparison Example

Sales Manager



Jan Cobalt



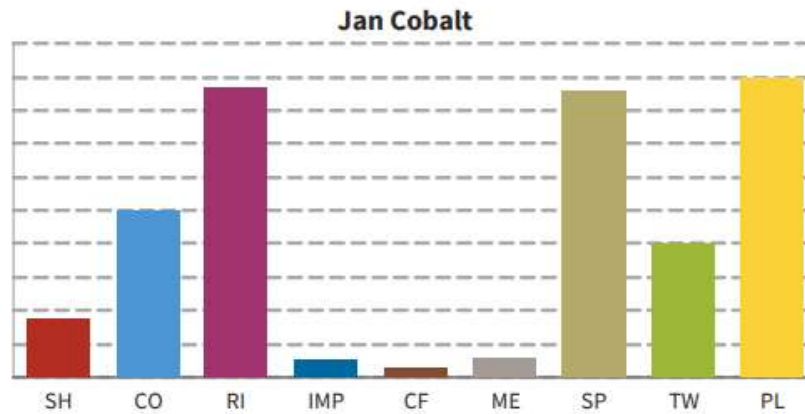
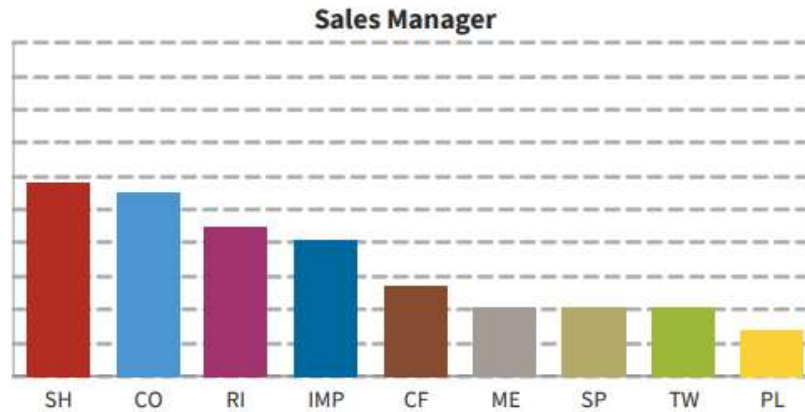
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Suitability for the job Sales Manager as specified by Ali Blue

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Job
Comparison
Report



In comparison with the job of Sales Manager, Jan:

- should be sufficiently proactive to meet the job demands, and seems to have the qualities needed for the exploratory part of the job – namely an ability to negotiate and sell.
- appears to have an aptitude for liaison work and a readiness to work with others to achieve group objectives.
- may not have the tenacity needed in certain aspects of this job.



Belbin Job / Candidate Profile - Competency Questions

- How do you ensure you remain focused on business development targets, regardless of internal or external challenges faced? **(SH)**
- How do you ensure your team are continually engaged and empowered? **(CO)**
- Talk me through your approach to networking and building new relationships? **(RI)**
- Talk me through a key sales / business development / CRM process you developed from scratch? **(IMP)**
- How do you ensure high quality standards are maintained in your team? **(CF)**

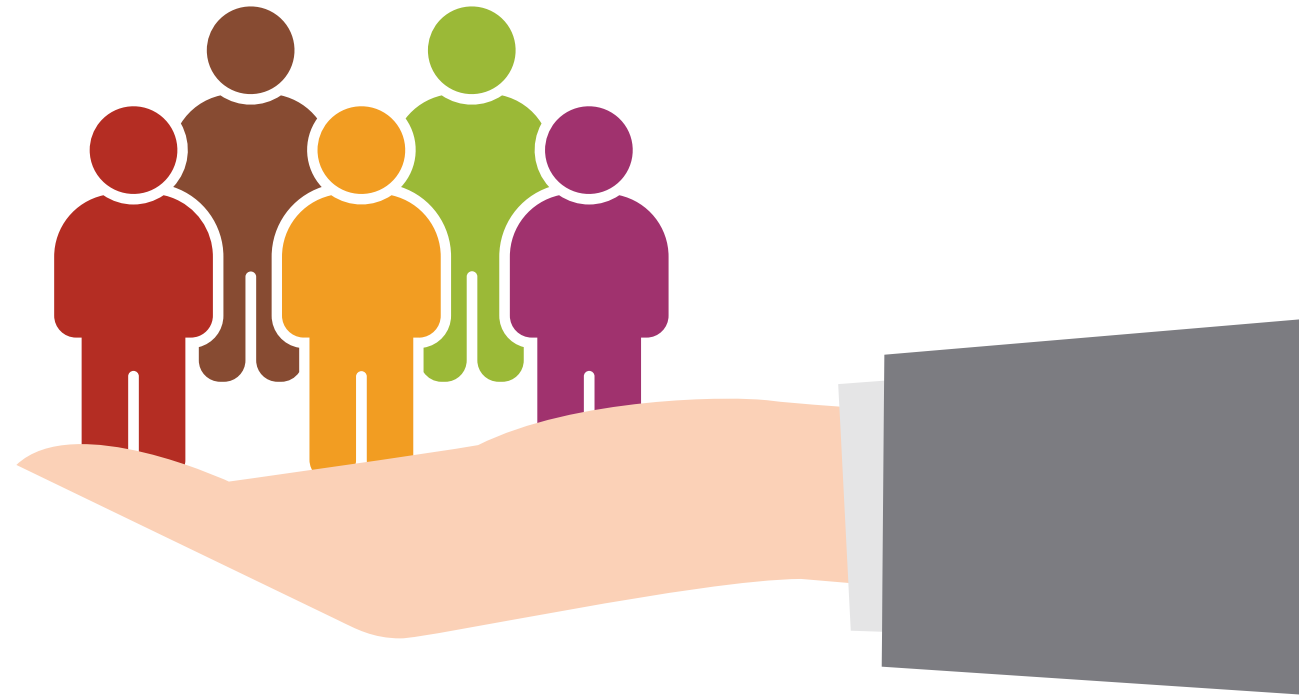


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Belbin Testimonials / Case Studies



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Belbin was selected from a range of psychometrics due to its focus on the individual in the team environment. It has been a fantastic tool throughout our journey.

We began our culture initiative with Belbin and built upon the focus of team work to integrate the process within our recruitment procedure.

There are no right or wrong answers and that is key, it has been most useful for shining a light on individual strengths.



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Deeanne Wink

HR Business Partner, Port of Cromarty Firth

Within the third sector, you are often recruiting for roles that are more bespoke to a programme and / or way of working, and that may not always follow conventional job titles.

With the support of Belbin Scotland, we have used the Belbin Assessment Tool to support the development of Job Profiles and as a tool to consolidate agreement on the skills and attributes the recruiting panel are looking for.



Leona McDermid
CEO at Aberdeen Foyer

Belbin can help surface different perspectives and support agreement on what is really important in the role before you have even spoken with candidates.

It helped us be more specific in our advertising of the roles and go into the recruitment process with more confidence about the type of person and skills we were looking for.

Would highly recommend this as a process.



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Leona McDermid
CEO at Aberdeen Foyer

Any Final Questions?

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