



Anita Lettink

Partner @ SMC

**The dangers of AI
Recruiting and what
to do now**

event by  EQUALTURE

AMSTERDAM



BREAKING
BIAS
SUMMIT

MAY 11TH 2023

sponsored by   SmartRecruiters

The dangers of AI in recruitment

🕒 10:45–11:15

Anita Lettink

Future of Work Expert, HR & Payroll Tech Advisor
@ Strategic Management Centre



Strategic
Management
Centre

Shaping the world of unbiased hiring.

● Job Interview

Interviewer: "Welcome! Please lie to me about your relevant work experience?"

Candidate: "[Extrapolates, expands, and exaggerates]"

Candidate: "Now, please lie to me about a typical day at your company?"

Interviewer: "[Skips, skims, and exaggerates]."

● Hiring problem

- Lack of diverse candidates
 - Leadership positions, grades 6–8
 - Why are diverse candidates not being promoted?



**How do we make
our hiring
decisions?**

Rewarding the past?



**What are we
really
measuring?**

Focusing on the future?

A big challenge when it comes to gender diversity is our unconscious biases.

We are wired to think a certain way, based on the world we grew up in.

To achieve gender diversity, we need to confront and question our biases.

**imagine
someone
crying in
the office.**

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ASSEMBLY

● Bias is real



● Automation bias

The basic premise on which hiring technology is based is that humans are **flawed**, and computers can do things **better**

**The
Guardian**

**Out of sight: the algorithms running our
lives**

**Finding it hard to get a
new job? Robot
recruiters might be to
blame**

The CEO of ZipRecruiter (...) estimates that at least **three-quarters** of all resumes submitted for jobs in the US are read by algorithms.

SENIOR DATA ANALYST

First Last

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EXPERIENCE

2020-Present **Bloomberg Business & Finance** San Francisco, CA
Senior Data Analyst

- Managed cross-functional team of 18 in 3 locations (London, Mumbai and New York), ranging from entry-level analysts to senior product managers, and collaborated with business, development, data science, operations and marketing
- Launched Miami office with lead Director and recruited and managed new team of 19 employees, grew office revenue by 300% in first nine months (representing 20% of company revenue)
- Analyzed data from 15000 monthly active users and used insights to guide marketing and product strategies, increased average user engagement time by 2x and decreased drop-off rate by 20%
- Use proprietary tool for data analysis to save weeks by developing reusable ETL components using **Flexible Kettle**
- Designed merchandising strategies for grocery retailers based on regression analysis identifying key store attributes to increase traffic and conversion, resulted in a 25% sales lift
- Identified changes to assessment distribution, and marketing using financial and behavioral analysis that enabled an apparel fashion company to boost target their conversion, resulting in \$1M growth
- Reduce points should be in time (Action Verb) [Accomplishment] (Metric) (e.g. Developed X as a Y, this resulted in Z% improvement)

2013-2014 **IBM** Beijing, China

- Data Analyst (2013-2014)**
- Lead the transition to a paperless process by implementing an electronic booking system and a faster, safer and more accurate business system, reduced cost of labor by 50% and office overhead by 10%
 - Spearheaded a major pricing restructure by leveraging data to assess customer willingness to pay instead of reviews used, implemented a three-tiered pricing model, increased average sale price 37% and margin 17%
 - Coached 30 assistant managers and launched a coaching program for new hires in the Berlin office
 - [Relevant Note, if you have accomplished a lot at one company and have more than 4 bullets, split them up into two different job titles for the same company, like in this example]
 - Promoted within 12 months due to strong performance and organizational impact (one year ahead of schedule)

- Business Analyst (2012)**
- Identified steps to reduce status rates by 30%, resulting in an overall 37% cost savings
 - Decreased cancellation rate by 40% by introducing an interactive tutorial in app launch

2013-2014 **Bloomberg Business & Finance** San Francisco, CA

- Technical Analyst**
- Designed, executed and optimized digital marketing campaigns on Google AdWords, led to 20% increase in ROI
 - Managed redevelopment of internal tracking system in use by 125 employees, resulting in 20+ new features, reduction of 20% in server load time and 15% operation time

First Last New York, NY

2014-2016 **Bloomberg Business & Finance** New York, NY

- Master of Business Administration Candidate, Major in Business Analytics**
- Awarded: Bill & Melinda Gates Fellow (only 2 awarded in class, Director's List 2017 (top 10%)
 - Leadership: Revenue World's Investment Club (Board Member), Committee Club (Engagement Manager)

2007-2011 **Bloomberg Business & Finance** San Francisco, CA

- Bachelor of Engineering, Major in Computer Science; Minor in Mathematics**
Bachelor of Engineering, Major in Computer Science and Mathematics

Other

- Languages: Spanish (native), Chinese (intermediate)

ANALYTICS MANAGER

FIRST LAST

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PROFESSIONAL EXPERIENCE

RESUME WORDED San Francisco, CA and New York, NY
Analytics Manager 2013-Present
Senior Data Analyst 2015-2017
Data Consultant 2013-2015

- Launched Miami office with lead Director and recruited and managed new team of 10 employees, grew office revenue by 200% in first nine months (representing 20% of company revenue)
- Promoted within 12 months due to strong performance and organizational impact (one year ahead of schedule)
- Developed strategic insights across 3 product teams, including revenue, marketing and operations departments

Selected Project Experience

- Operations Improvement Project**
 - Drove redevelopment of internal tracking system in use by 125 employees, resulting in 20+ new features, reduction of 20% in server load time and 15% operation time
 - Identified steps to reduce return rates by 10% resulting in an overall 37% cost savings
 - Overhauled the obsolete legacy source code of new production applications, resulting in increased stability and reduced run time performance by 50%
 - Led 2 business analysts to automate repetitive process flows using Excel Macros / VBA and reduce analysis time by 10+ hours per week
- Marketing Campaigns for Launch of New Product**
 - Designed merchandising strategies for grocery retailers based on regression analysis identifying key store attributes to increase traffic and conversion, resulted in a 25% sales lift
 - Identified changes to assessment distribution, and marketing using financial and behavioral analysis that enabled better targeting of customers, resulting in \$1M growth
 - Designed, executed and optimized digital marketing campaign on Google AdWords, led to 20% increase in ROI

INSTAMAKE New York, NY
2012

- Project Manager**
- Led evaluation and selection of new CRM system, spearheaded a cross-functional team (Technology, Business Development, Management) to implement the system, successful adoption accelerated revenue growth by 22% in 1 year
 - Refined outsourcing strategy, resulting in increased offshore headcount from 12 to 95 employees
 - Managed redevelopment of internal tracking system in use by 125 employees, resulting in 20+ new features, reduction of 20% in server load time and 15% operation time
 - Designed training and peer-onboarding programs for the incoming class of 23 analysts in 2017; reduced onboarding time for new hires by 50%

EDUCATION

GROWTHM San Francisco, CA
Master of Science in Management with Honors, Major in Management 2011-2012

- Awards: Bill & Melinda Gates Fellow (only 5 awarded in class, Director's List 2017 (top 10%)

RESUME WORDED UNIVERSITY New York, NY

Bachelor of Engineering, Major in Computer Science; Minor in Mathematics 2007-2011

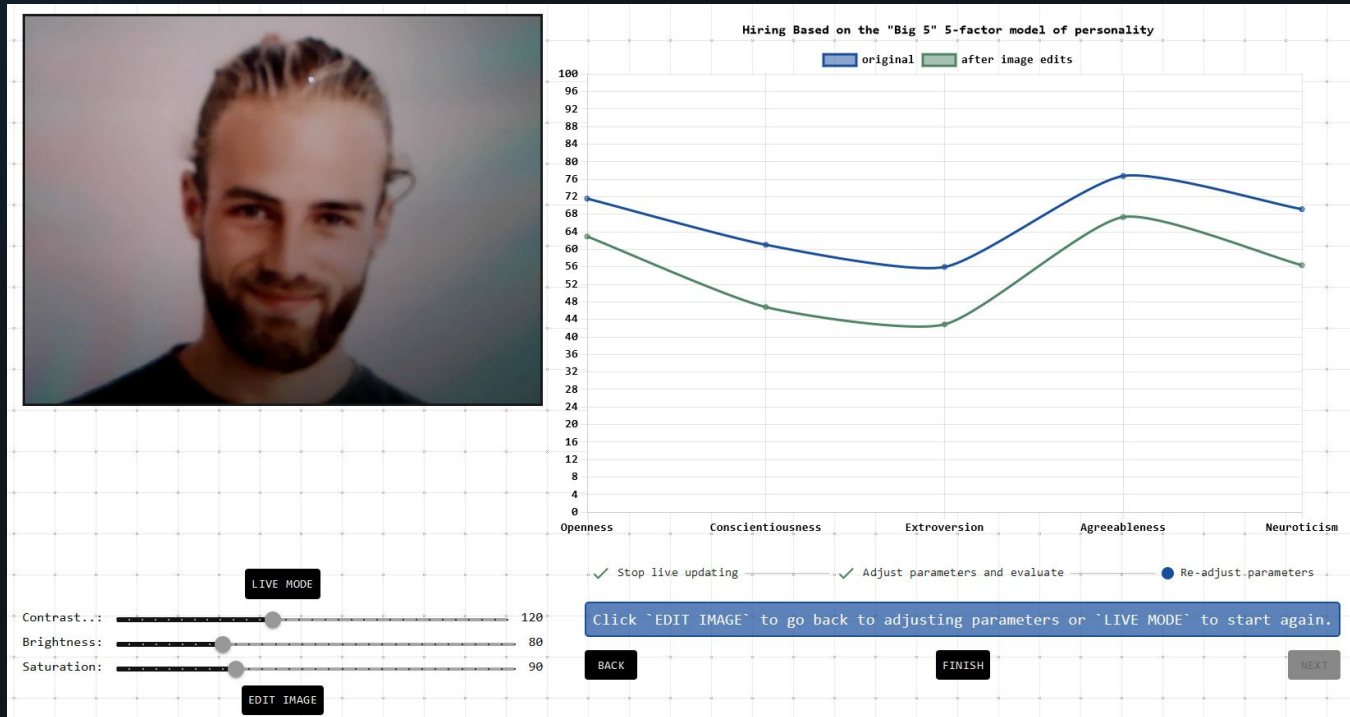
- Completed one-year study abroad with Singapore University

ADDITIONAL INFORMATION

• Professional Skills: [Skill] • Additional Info: [Info] • Additional Info: [Info] • Additional Info: [Info]



● AI is more biased than we thought







● What are we really measuring?

“In order to adapt to the AI, I made sure that my hands were as still as possible. ... I maintained deliberate eye contact with the with the camera of my laptop and I spoke with a rather monotone tone so that the AI can pick up on what I’m saying, because the AI searches for keywords that the company is looking for interpreting to the algorithm.”

We also noticed that the stronger the role AI played in the interview, the more candidates felt depersonalized and talked about their own fixed, rigid, or robotic behaviors.

● ChatGPT...

SU write a wikipedia entry for Anita Lettink 

 Anita Lettink (born June 14, 1971) is a Dutch artist and sculptor. She is best known for her large-scale installations and sculptures that explore themes of nature, the environment, and human impact.  

Lettink was born in Amsterdam, Netherlands and studied at the Gerrit Rietveld Academie and the Amsterdamse Hogeschool voor de Kunsten. She began her career as a sculptor in the 1990s, creating works in a variety of mediums including wood, metal, and stone.

In her early career, Lettink's work focused on the natural world, often incorporating organic materials such as tree branches and leaves into her sculptures. She also experimented with using light and shadow to create a sense of movement and change in her work.

In the early 2000s, Lettink began to explore more political and environmental themes in her work. Her installations often focused on the impact of human activity on the natural world, and she often used found objects and debris to create sculptural works that commented on the destructive nature of consumer culture.

One of Lettink's most notable works is her installation "The Great Wall of Plastic," which was exhibited at the Rijksmuseum in Amsterdam in 2015. The installation featured a massive wall of discarded plastic objects, highlighting the issue of pollution and waste in our society. The work was widely praised for its powerful message and innovative use of materials.

In recent years, Lettink has continued to create large-scale installations and sculptures that engage with issues of environmentalism and sustainability. She has exhibited her work in galleries and museums throughout Europe, and her work can be found in several public and private collections.

● AI bias is real

SU

the paralegal married the attorney because she got pregnant. Who got pregnant?

SU

why do you say that?

SU

why is it not the attorney?



In the sentence you provided, "the paralegal married the attorney because she got pregnant," the pronoun "she" is used to indicate a female. Since "the paralegal" is the closest female noun to "she," it is more likely that "she" refers to the paralegal. However, it is important to note that pronouns can sometimes be ambiguous, and without more context or clear phrasing, it is possible for misunderstandings to occur. In this case, though, the most straightforward interpretation is that the paralegal is the one who got pregnant.

● AI bias is real (2)

SU

the attorney married the paralegal because she got pregnant. Who got pregnant?

SU

why is it not the attorney?

SU

why is it highly unlikely that the attorney got pregnant?



It is biologically impossible for a male attorney to become pregnant. Pregnancy occurs when a fertilized egg implants in the uterus of a female, leading to the growth and development of a fetus. As males do not have a uterus or the reproductive organs necessary for fertilization and gestation of a fetus, it is impossible for them to become pregnant. Therefore, it is highly unlikely that the attorney got pregnant in this scenario.

Head of Customer Success

Full-time · Rotterdam

About the job

Together with your team you're the main contact point for our customers. Also you are the key player who connects different teams. We're looking for a head of CS. You'll lead a team of three, supporting their growth, helping them with their operations, but at the same time you're able to think about CS and company-wide developments in the long run. You'll be working closely with our other heads of - Sophie, Joost, Koop and Leonie - and be reporting to the CCO - Fleur.

These are some of the things you will be doing on a regular day:

- Optimising our Customer Success strategy, ranging from implementation processes to training sessions;
- Coaching the members of the CS team;
- Working closely with the Product team to ensure that we're building a product that fits our customers' needs to shape an unbiased hiring process;
- Working closely with the Sales team to ensure a smooth handover and implementation for our customers;
- Working closely with the Science team to ensure that customers leverage the insights of our assessments the right way

About you

This isn't a starter's position. Ideally, we'd like to be your second or third employer. We provide you with enough challenges and changes - this requires you to be flexible and adaptive. With things moving at this speed, we're looking for a fast learner.

Some things on our wish list:

- You're looking for your second or third job;
- Experience in Customer Success;
- Fluency in both Dutch and English;
- Must: You believe in our mission, really, it's a hard requirement for us.

Feel like you don't meet all of the requirements? Don't worry - you don't need to! If you feel the calling and only meet a few, we are still more than interested in having a chat with you! We don't expect you to stay with us forever. Ready for take off? 🚀

● The AI candidate

Dear Hiring Manager,

I am excited to apply for the position of Head of Customer Success at Equalture in Rotterdam. Your mission to change the traditional recruitment process and make a lasting impact on the way we hire aligns with my passion for promoting diversity and inclusion in the workplace. I am confident that my experience in Customer Success and leadership make me a great fit for this role.

In my current role as a Customer Success Manager at XYZ Company, I have led a team of five and worked closely with cross-functional teams to ensure our customers' success. I have experience in optimizing Customer Success strategy, ranging from implementation processes to training sessions, and I'm passionate about coaching and supporting team members in their growth. I am excited about the opportunity to work with a talented team and provide them with the necessary support and guidance to achieve their goals.

Previously, I worked as a Customer Success Manager at ABC Solutions, where I collaborated with the Product and Sales teams to ensure a smooth handover and implementation for our customers. I also worked closely with the Science team to ensure that customers leverage the insights of our assessments in the right way.

Moreover, I have a strong belief in Equalture's mission to reduce bias in the recruitment process and provide everyone with an equal opportunity to get hired. I am fluent in both Dutch and English, and my experience in working with clients across different industries and backgrounds has equipped me with the necessary skills to communicate effectively and build strong relationships.

Lastly, the startup experience, responsibility, and fast-paced developments you offer are appealing to me, and I am excited about the possibility of working in a culture that celebrates wins together.

Thank you for considering my application. I am looking forward to hearing from you.

Sincerely,

Objective: To obtain the position of Head of Customer Success at Equalture in Rotterdam.

Education: Bachelor's degree in Business Administration, XYZ University, Rotterdam, The Netherlands, 2014-2018.

Experience: Customer Success Manager, XYZ Company, Rotterdam, The Netherlands, 2018-present.

- Led a team of five Customer Success Managers and coached them to achieve their goals.
- Optimized the Customer Success strategy, ranging from implementation processes to training sessions.
- Worked closely with cross-functional teams to ensure customer success.
- Collaborated with the Product team to ensure that we are building a product that fits our customers' needs.

Customer Success Manager, ABC Solutions, Rotterdam, The Netherlands, 2016-2018.

- Worked closely with the Sales team to ensure a smooth handover and implementation for our customers.
- Collaborated with the Science team to ensure that customers leverage the insights of our assessments in the right way.

Skills:

- Excellent communication skills in both Dutch and English.
- Strong leadership and coaching skills.
- Experience in building strong relationships with clients across different industries and backgrounds.
- Passion for promoting diversity and inclusion in the workplace.

Interests:

- Volunteer at a local non-profit organization that provides career development opportunities for underprivileged youth.
- Enthusiastic about sports and fitness, and regularly participate in local marathons and fitness events.

References: Available upon request.



92%
of HR leaders are
planning on increasing
their use of AI in at least
one area of HR in the
next 12-18 months


Can you explain your decisions to a judge?

GLOBAL COSMETIC INDUSTRY The Beauty Innovator's Resource

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Report: Estée Lauder Settles With Makeup Artists Fired Via Algorithm

Mar 22nd, 2022 | By Jacquelyn Mueller, associate editor, Global Cosmetic Industry



Estée Lauder denied not having informed the women about the assessment.

Estée Lauder has reportedly reached an out-of-court settlement with three makeup artists who were fired after taking a video interview that was found to be reviewed by a computer algorithm, according to Personnel Today.

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NYC Targets Artificial Intelligence Bias in Hiring Under New Law

BY ERIN MULVANEY

Dec. 10, 2021, 10:41 AM

Listen

- NYC Council-approved measure 'flaps' into law
- New AI technology rules to take effect January 2023

New York City has a new law on the books—one of the boldest measures of its kind in the country—that aims to curb hiring bias that can occur when businesses use artificial intelligence tools to screen out job candidates.

Employers in the city will be banned from using automated employment decision tools

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Biometrics

Information commissioner warns firms over 'emotional analysis' technologies

Companies 'should not make meaningful decisions based on technology not backed by science'

Alex Hem

@alexhern

Tue 25 Oct 2022 17:57 BST

The information commissioner has warned companies to steer clear of "emotional

● Ways to reduce AI-based discrimination

- is there a clear advantage to use AI?
- have the vendor explain the algorithms
- remove all questions about protected information
- ensure that AI evaluates job skills and ability to do the job
- be upfront about how people are measured
- conduct regular audits on algorithms
- allow people to opt out of AI-based methods

What's the alternative?

● Solving the hiring problem

- Remove bias from job ads
- Set of criteria to match per function, including soft-skills
- ➔ Behavior-based, structured interview questions
- Candidates were scored against criteria on scorecards
- ➔ Established diverse interview panels
- Review interviews with “impersonal” leader
- Additional review when selecting a ‘non-diverse’ candidate



Not a predictor.

First impressions
Experience
Grades

Reward the past?



Predictor.

Cognitive abilities
Behaviours
Skills

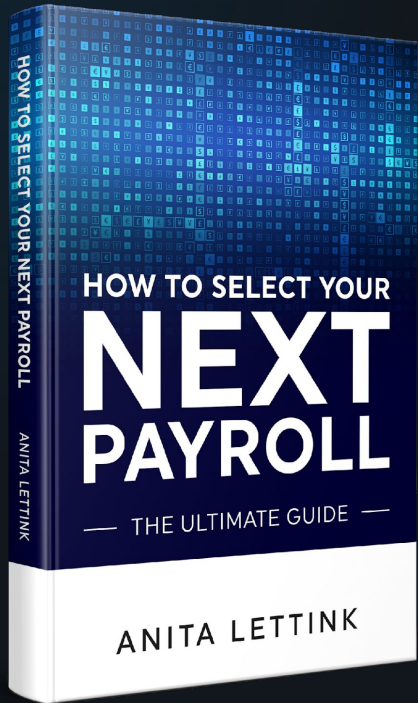
Focus on the future!



Thank you!

Event by:  **EQUALTURE**

Strategic Management Centre



amzn.to/3P65WE0

Want more?

Read my newsletter for an in-depth analysis of HR Tech Funding and Future of Work insights

anitalettink.substack.com



Anita Lettink is a leading expert on the Future of Work and emerging technologies. As an international speaker, author, and advisor, she helps companies and workers prepare for the challenges and opportunities of the changing world of work while using state-of-the-art technologies. She has been recognized as a Top 25 Future of Work Thought Leader, a Top 10 Innovator, and a Top 100 HR Tech Influencer.

Anita is a Partner at Strategic Management Centre and the founder of HRTechRadar.com

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