

Intuition, a fantastic recruitment tool... for making mistakes

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Relying on instinct to recruit Business Managers exposes you to costly cognitive biases. Structured methods and objective criteria ensure reliable decisions and improve the quality of recruitments.

Recruiting Business Managers is a delicate exercise, a true pivot of success for any consulting business. Yet, it is often tempting to rely on instinct, thinking that experience and a "good feeling" are enough to identify the ideal candidate. However, this excessive confidence in intuition can be dangerous. Indeed, it opens the door to cognitive biases that can distort judgment and lead to costly recruiting mistakes.

Why intuition is not a reliable method

Intuition is not a neutral tool. It is often influenced by our unconscious biases, past experiences, and personal biases. For example, it is natural to feel more comfortable with candidates who resemble us, share our interests, or have a similar background. But is this really a guarantee of success for the position? Not necessarily. These biases can cause us to overlook talents who, although slightly different from what we imagined, could bring real added value to the team.

Confirmation bias: an invisible danger

Confirmation bias is a classic: once a first impression is formed, we tend to seek information that confirms this intuition while ignoring those that contradict it. For example, if you like a candidate from the start of the interview, you might overrate their positive responses and minimize those revealing shortcomings. It is a slippery slope that leads to less objective decisions.

Similarity bias: the illusion of compatibility

We all tend to favor people who resemble us. It's human, but it's also a trap. Similarity bias leads to recruiting profiles that share our own background, interests, or way of thinking. This can limit the diversity of perspectives within the team, even though a new or complementary approach would often be beneficial to overall performance.

Halo bias: beware of deceptive brilliance

Another bias frequently observed during recruitment is halo bias. If a candidate stands out with a particular quality (excellent communication, background in a large company, etc.), it is easy to let this quality shine while overshadowing potential weaknesses. Yet, a good communicator is not necessarily a good manager, and having worked in a large company does not guarantee the ability to perform in a dynamic consulting environment.

The solution? Focus on objectivity

Faced with these biases, it is imperative to rely on objective criteria and rigorous evaluation methods. Before starting the process, make sure to have clearly defined the technical skills required for the position, the sought interpersonal qualities, and the objectives to be achieved.

Tools like structured interviews, case studies, and skills tests allow for comparing candidates on concrete bases, thus limiting the influence of subjective impressions. At the same time, analyzing the performance of Business Managers already in place can provide valuable data to adjust your criteria and improve the quality of your recruitments in the future.

The importance of collaboration in the recruitment process

Recruitment should never rely on a single person. Involving several team members allows for confronting different points of view and reducing the impact of individual biases. Additionally, promoting open exchanges and feedback throughout the process helps ensure a more balanced and fair evaluation.

Learning from mistakes: a key step

Finally, do not overlook the importance of feedback on past recruitment mistakes. Identifying signals you may have missed or biases that influenced your judgment will allow you to adjust your practices and avoid repeating the same mistakes.

Recruiting Business Managers based solely on intuition is a risky strategy. To maximize your chances of success, it is essential to rely on structured methods, clear criteria, and data analysis. By doing so, you not only reduce the impact of cognitive biases but also improve the overall quality of your recruitments.