

Inclusive Interviewer Training transcript

Welcome to the inclusive interviewer training for Monzo. We've created this training because we want to continue to strive to create a hiring and interview process that really does work for everyone. This training will help you further your understanding of diversity and inclusion both to yourself and what it means in Monzo and to the Monzo mission. It also works to provide some helpful tips for you to consider throughout the interview process and the hiring process, around different ways that we can be inclusive for everybody.

Our mission



Our mission

Making Monzo work for everyone

We create an equitable high-performing workplace which provides the support needed for people from all backgrounds to thrive here.

What is our mission? Our inclusion mission at Monzo is to make Monzo work for everyone. We are working to create an equitable high-performing workplace which provides the support needed for people from all different backgrounds to thrive here. Our goal here is to make money work for everyone but can we really do that if Monzo doesn't work for everyone.

If we want to solve problems for people around the world, our team has to represent our customers. So we need to attract the best talent in the world and create an environment that supports and includes them at Monzo. We want every person to be able to thrive, grow and flourish with us meeting their goals whatever they may be.

Why should we consider inclusion as interviewers?

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You are the entry point for interviewees



You are shaping Monzo's future workforce



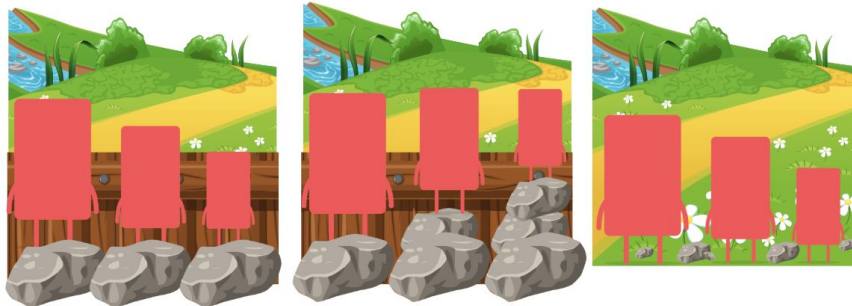
An interviewee will only meet a few Monzonauts -- and one of them is you!

- 1) You're the entry point for interviewees into Monzo - you may be the first person that they talked to or see from Monzo and that's such a huge thing. This really means that you're the first representation of Monzo and the Monzo brand to them and that's really really exciting. It's also really important that they have the best first impression of us and of we of them.
- 2) You are shaping Monzo's future workforce and that is something that is so important. You have the opportunity and the ability to decide and help us decide who works here and works with us towards our mission.
- 3) An interviewee will only meet a few Monzonauts and one of them is you! We would love for this to be the best experience that they have had through any interview process and inclusion plays a huge role in that.

Inclusion on a deeper level

Understanding inclusion on a deeper level

So, let's go on a journey of understanding inclusion on a deeper level. When we talk about inclusion we very regularly talk about equality but not so much equity and that's really important because they are significantly different.



In this first image, it's assumed everyone benefits from the same support - **they're being treated equally.**

If we give different support based on our people's needs, it's possible for them all to have an equal view - **they're being treated equitably.**

Everyone can see the view because the inequality has been completely erased. **There is no longer a systematic barrier.**

In this first image it's assumed everyone benefits from the same support...they are being treated equally now. You'll notice that there are obviously differences between these people. We can see that the different Hot Chips are not treated to same anyway because they all can't access the view despite being given the same support. That's because society treats people differently based on various different things - equality does not level the playing field.

However equity does - if we give different support based on our people's needs, it is possible for all of them to have an equal view - they're being treated equitably. Consider this if we

understand that people of color, people of different genders and people with disabilities etc all require different support because society hasn't supported them in the past.


Now, what can we do in an organisation that is making money work for everyone, really live by those values when we're going through our interview process. Do we understand the different things that different folks might need from us and how can we provide that? What different accommodations can we make? How can we challenge ourselves when we're thinking about the feedback or how we are understanding what someone is saying?

What we would love is that there's no longer a systemic barrier - that everyone can see the view because inequality has been completely erased. That is obviously a long-term goal for society as a whole but in the meantime we should really focus on providing equitable support now. But how can we provide equitable support if we don't understand what privilege is.

What is privilege and how does it change how we interview?

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 **privilege**
/ˈprɪvɪlɪdʒ/

noun

a special right, advantage, or immunity granted or available only to a particular person or group.
"education is a right, not a privilege"

Similar: advantage right benefit prerogative entitlement birthright ▼

verb **FORMAL**

grant a privilege or privileges to.
"English inheritance law privileged the eldest son"

We can define privilege as a set of unearned benefits given to people who fit into a specific social group.

Privilege with the dictionary definition is a special right, advantage or immunity granted or available only to a particular person or group. We can define privilege as a set of unearned benefits given to people who fit into a specific social group. Society grants privilege to people because of certain aspects of their identity. Aspects of a person's identity can include race, class, gender, sexual orientation, language, ability, religion, neurodiversity, geographical location - just to name a few.

It's important that we recognise that privilege is not one-sided. It is as multifaceted and intricate as diversity and that must be respected through dedicating time to understand how this has caused the under-representation of many minority groups in growing industries now. In the interview process we should consider this from various different lenses, considering how we have in Monzo a lower representation of women in the organisation. Let's put another layer on that and consider that with women from different ethnic backgrounds and then potentially another layer around sexual orientation - now you can see all of these different barriers and these different things that society is

treating people differently on can make the interview process harder.

Types of Biases

Types of biases in interview processes



1 Generalisation

4 Halo/horn

2 Cultural

5 Stereotyping

3 Recency

6 Contrast

Now what can we do to help change that. When human beings interact with each other in a social setting they are bound to have a set of preconceived notions about the person they're interacting with even before they talk. This is how humans work and how society works. You might like the person even before you've had a chance interacts with them because they seemed similar to you or they remind you of someone or even yourself. Or maybe you already view them in a negative light because of various other reasons. We must understand the types of biases that can exist in interview processes so as we can challenge them.

Interview bias refers to the human error of holding preconceived judgment about your interviewee consciously or unconsciously that clouds the evaluation of your candidate negatively or positively making the interview less objective and therefore not successful.

What is a few common interview biases that we should keep in mind.

Generalisation - generalisation bias can occur when interviewers assume candidates mannerisms in the interview are part of their everyday behavior. The interviewer might assume what the candidate did once is what they would always do. This bias plays on the phrase "the first impression is the last impression". For example, candidates who are nervous in the interview can be generalised as always being nervous. We should consider how unique and intense interview processes and interviews in general are and that is unrealistic to consider that a person's behaviour in the interview will always be the same as them in real-life.

Cultural - This bias occurs when the interviewees responses are according to what they think the interviewer would want them want to listen to, rather than being honest about the

responses. Here, it's a test of the interviewer's ability to distinguish between a candidate's socially acceptable answer from their true opinion. For example, the candidate might agree to work in a team as the interviewer stresses on the role involving team work or the interviewer might regularly talk about a lot of travel in the role and therefore the candidate is more inclined to say that isn't an issue because they think that's what they want to hear to get the role.

Recency - Recency bias occurs when the interviewer recalls the most recently interviewed candidates more clearly than the candidates interviewed earlier because their brains are hard-wired to remember details of information presented to us most recently. This occurs when the interviewer does not or has not made detailed notes of every interview, which makes it incredibly difficult to recall every detail therefore making it hard to evaluate all candidates during the decision-making process fairly. For example, try asking someone to say a list of words to you. Now, try to recall them in order and see which ones you're able to recall easily, which ones take time and the number of words you have completely forgotten. Consider this during the interview process - where if we do not take detailed writings, we could miss out on incredibly important facts that would help us sway towards candidate A or candidate B.

Halo/Horn bias - This is the most common cognitive interview bias in which an interviewer allows one strong point about the candidate to overshadow or have an effect on everything else they say. It could be something that has pleased them - a halo - or something that they didn't like - a horn - that clouds every other response of the candidate, making the interview subject to the interviewer's subjective opinions and bias. This of course plays on the "first impression" belief too. The perfect example of this would be when the candidate being interviewed cannot converse well in English. Now, even if their job does not require them to have good command over English, if the interviewer biases their judgement on this, they would let it affect the whole interview - in which the interviewee might turn out to be excellent in the craft but still might be rejected or accepted purely on this basis. An example of a halo bias - a situation might arise where the interviewee reveals their a political opinion, and if it matches that of the interviewer's political opinion then the interviewer might end up preferring that candidate over others simply because they have the same political stance or view.

Stereotyping - Stereotyping is also one of the most common interview biases that exists. This is when we assume something of a person because they belong to a group. What this means is that we are making assumptions and we are allowing our biases to cloud our judgment. Hiring departments and interviewers should ensure they do not fall prey to stereotypes and prejudices related to different people. Applicants should be selected purely on the basis of sufficient job-related skills and talents. For example, it is very common to hire more men than women due to personal biases or gender stereotypes. It is also much more common to hire white people than people of color because of the faces and types of people that we are used to seeing in leadership positions. We are also creating a generalisation and an understanding that we believe those people may be better at job X simply because more people from those backgrounds are doing those roles at the minute. However, that does not mean that there are people from other groups that

are not just as or more qualified and we should really challenge our through the interview process to make sure we are not making assumptions in this way.

And finally number six which is

Contrast - The contrast effect is when a stronger candidate interviews after a relatively weaker candidate they may appear more qualified than what they actually are, as a contrast between both makes the former appear exceptionally better than they actually are. This becomes a problem that should be kept in check by the interviewer whilst taking interviews one after the other. This might affect the recruiter and interviewer ability to interview all candidates with a fresh unbiased mind, therefore we have to be very careful that we take detailed notes, an appropriate time to digest each of the candidates separately before comparing.

Biases effect on society

What is the effect of these biases?

So, what is the effect of all of those biases we have just talked about. We have spoken about inclusion, about diversity, about privilege, equality and equity but what is the actual effect on society and people from underrepresented backgrounds?

There are so many examples of this but here is just a few to get you thinking.

From a race perspective, British citizens from ethnic minority backgrounds have to send on average [60% more job applications](#) to get a positive response from employers, compared to their white counterparts. A study also showed that people with names that were not Western had a much [tougher time of getting through CV screening](#) than those with Western names.

From a gender perspective, both men and women managers are [twice as likely to hire a man over a woman](#). Women hiring managers also exhibit inherent bias against women.

Studies showed, when presented with equal performing candidates, men were 1.5 times more likely to be hired and when a lesser candidate was hired in lieu of a more qualified candidate, the lesser candidate was a man over two-thirds of the time.

From a disability perspective, disabled people on [average apply for 60% more jobs](#) than able-bodied people in their job search on - average eight applications compared with five.

And finally, from a social mobility perspective - in a survey of 71,000 students, those from [higher socio-economic groups are on the whole more comfortable](#) with every single stage of the recruitment process and in particular students from lower socioeconomic backgrounds are more likely to drop out after live videos.

All of this information and all of these statistics are incredibly important when we look at what our hiring pipeline looks like and what representation looks like in Monzo right now.

What should you consider as you interview potential Monzonauts.

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Before we move on to do's and don'ts and helpful tips throughout the process, I'd really love for you to take a few minutes to think about some of the answers to these questions.

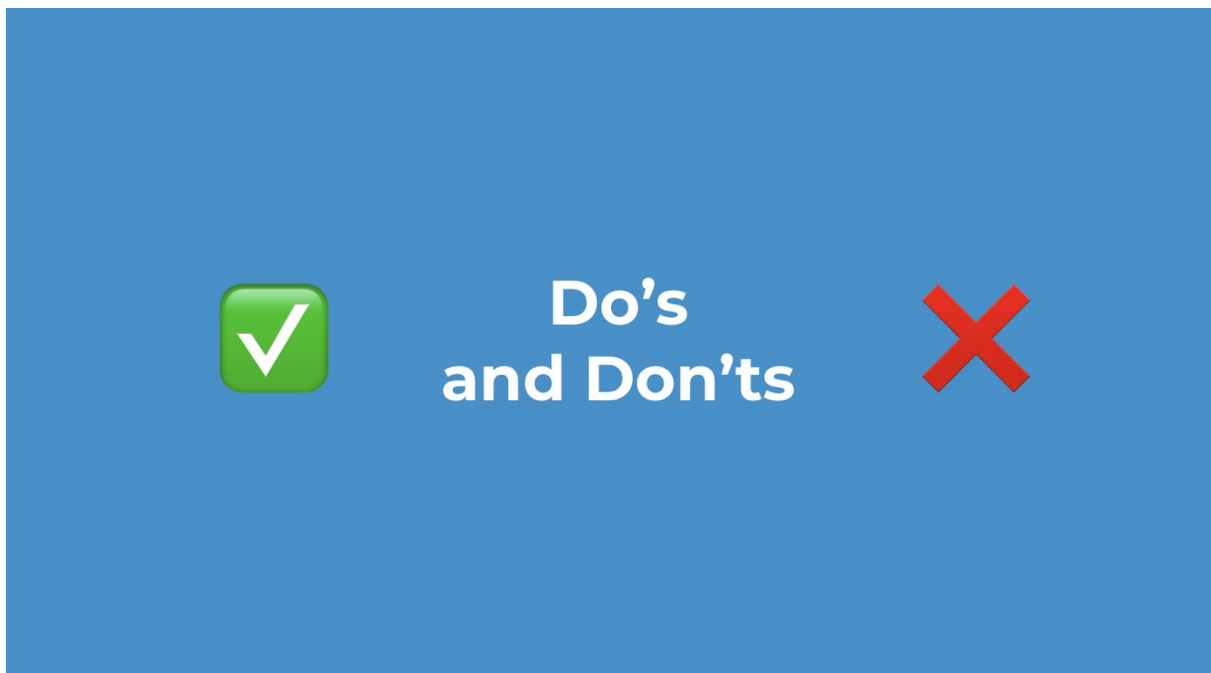
- What are your own perceptions of what success is and how it behaves?
- Why is it that are you drawn to people similar to you and what does similar to you actually mean?
- Are most of the people around you, the people you work with, the people you lead, the people that lead you similar to you?
- Has that created a view to you of what success looks like, sounds like, works like, behaves?

- Are we and are you actively considering a different viewpoint vs. assuming it may be wrong because it's different to what you're used to? For example do we assume most successful people are extroverted? How does that cloud our judgment?
- Have we thought about different interview techniques and the things that you use to interview potential Monzonauts and how we should potentially flex and change them where needed?

Consider how the world is viewed differently by people of different backgrounds and then how society treats people from certain groups differently. That treatment will ultimately influence their behaviour, their successes, their growth areas, their milestones, personality traits and more.

Now that we've had a really good conversation around the different things we could consider, how society treats people and all of these other things that shape how potential interview candidates will come across to us, I'd love to go through some do's and don'ts for different parts of the process here, which is aiming to help give you useful theoretical and practical ways to challenge ourselves and truly make Monzo an inclusive place to work.

Do's and Don'ts



Firstly, we'll go through some do's and don'ts.



In Interview



During the interview process, do.

Do

1. Remember that bias plays a part in how receptive we are - are you viewing a Black woman as aggressive or arrogant, when she is simply being confident? Are you making assumptions that a role won't fit because someone is a parent and the role requires travel? Are you making assumptions on someone by their accent?
2. Focus on consistency. The interview process should be consistent for all applicants, regardless of gender, race, or disability etc. Ask all candidates the same set of questions and use their answers in a scoring system rating to see whose abilities most closely match the job description.
3. Be as flexible as you can in your approach – if you are using video interview, try and negate any anxiety by showing empathy - “we know that a lot of candidates find talking to a computer difficult, but what we’re really looking for is...”;. For example, consider this process from an introverts perspective or someone who has a less-extroverted personality type.
4. Allow people to think through a problem in a way that works for them - allow them to take notes and mind maps into interview.
5. Allow extra time to compensate for slower processing speed
6. Using a whiteboard or flipchart to "car park" questions to return to later. Remember that folks may be introverted or be neurodiverse. If you think this would be useful, simply say “Let’s park this question here and we can get back to it in a little - would that be better you?”. Be sure to let interviewees know that this is indifferent to the process, if they do it that’s fine, if they don’t, also fine. They are not marked down for doing things differently.
7. Ensure you can justify exercise types where differences are found – exercises such as negotiation may filter out people inadvertently, and consider whether group exercises are more appropriate than individual exercises.
8. Consider "hows" instead of "whats." What this means is structuring an interview

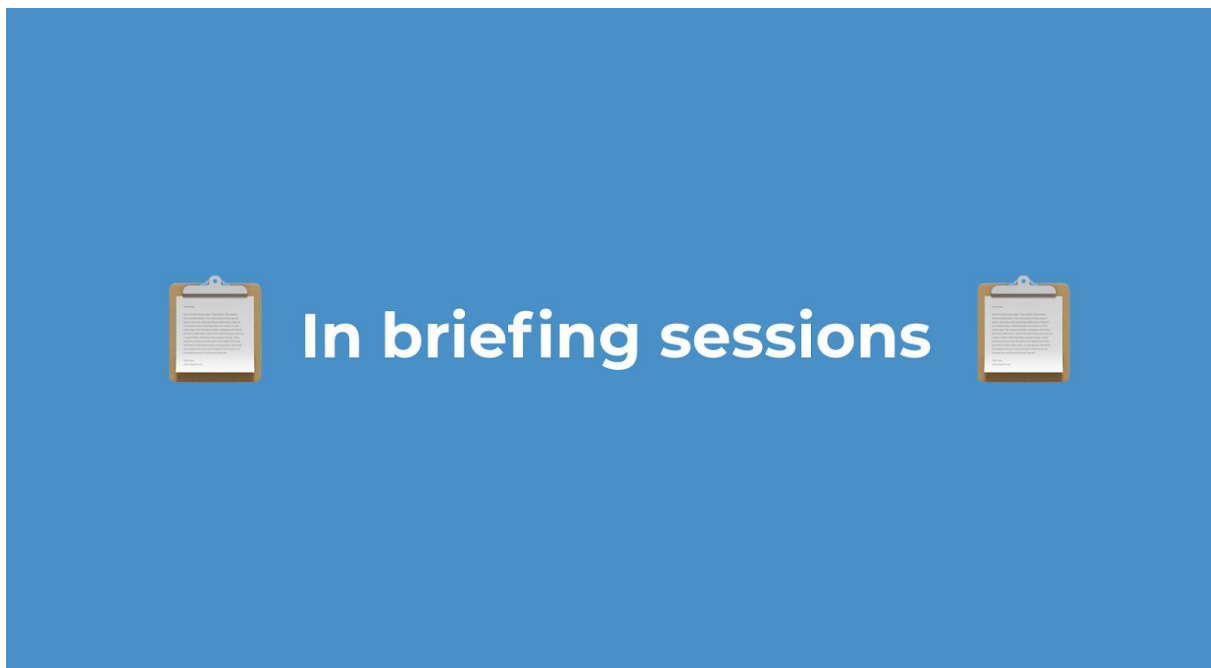
differently so that the focus is on how an applicant handled adversity or a particular situation with a previous employer instead of what that person views their best traits or accomplishments to be

9. Remember people may be underpaid and underleveled prior to Monzo and that their title may not definitively reflect their skill set
10. Do take notes using “they” vs “she/he” as it will help remove bias later on in discussions

Don't

1. Don't ask multiple questions at the same time
2. Don't make assumptions
3. Don't hire for culture fit - remember culture add. We want to make Money work for everyone - we can do that without different opinions etc
4. Don't disengage because people struggle with eye contact - it can be a nervewracking experience interviewing!
5. Ask for previous salaries - it's not relevant and many underrepresented folks are underpaid - we should define a role band for our roles and base salary off that :)

Now on to briefing sessions.



Do

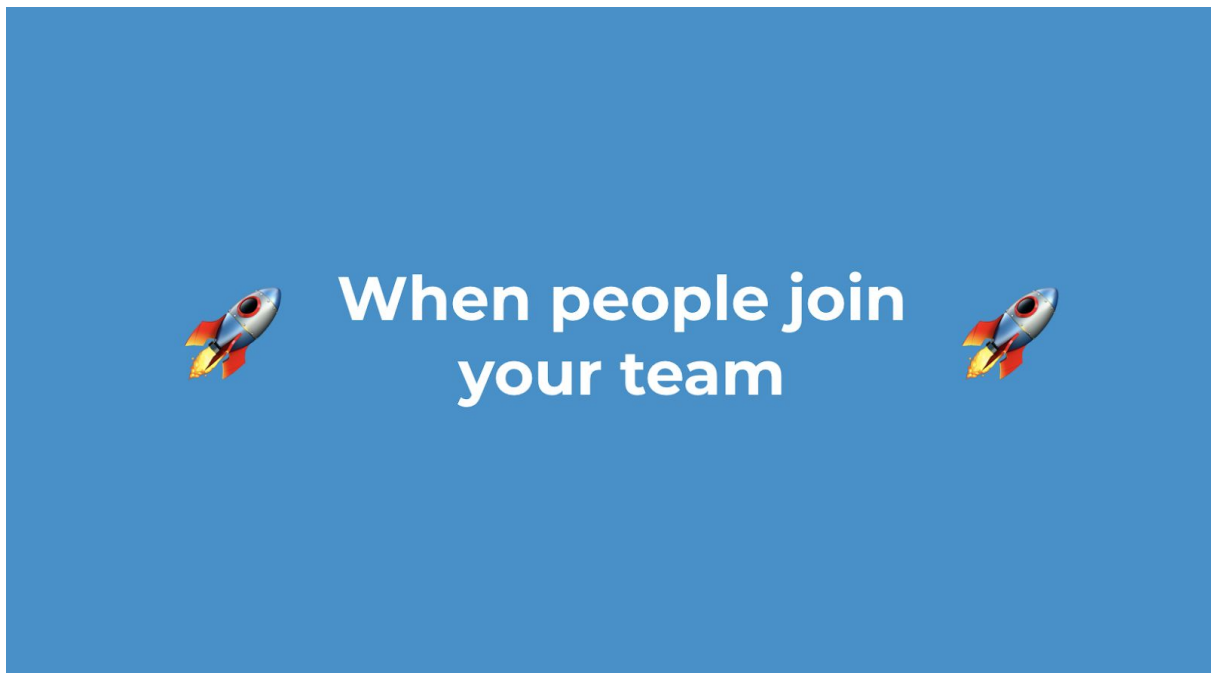
1. Use notes to remember what a candidate said - don't try to remember using just memories, which may lose/add detail that isn't useful
2. Consider candidates separately - remembering their strengths, growth areas, etc in themselves singularly vs benchmarking against one/two candidates you initially preferred
3. Challenge other interviewers bias. Remember to think of things “from above” vs using opinion. If someone suggests something which doesn't have fact to back it up or you think might be bias in action, use the “5 Why” method. Continuously asking “Ok, why

do you think that?" 5x until you get to the root of the thought process.

4. Remember that people view things differently to you and that doesn't make them necessarily wrong.
5. Challenge the language written down in feedback - is it stereotyping? Is it biased (either unconscious or unchecked)? Should another interview be organised if there are too many assumptions in the feedback?

Don't

1. Assume that everyone has and should have the same strengths
2. Stereotype people in discussions or use words flippantly - words and feedback matter. Be considered with how you use them.
3. Assume someone struggling with eye contact means they would be uncomfortable to work with - this is a stressful, exciting experience. Be hard on problems, not people.
4. Hire someone just because you like their personality - if "likeability" is important to you, rate it alongside other skills/important points so as it is weighed accordingly, vs a deciding factor.



Now we're on to the really exciting part when people join your team! This means we have a new Monzonaut and that's such an exciting time for both you, the new person joining the team and everybody else in Monzo. So, what can we do to make this a great experience for them, really really setting them up for success?

Do

1. Be your awesome Monzonaut self - be welcoming, warm and let them know there is no such thing as a stupid question! Let them know there are so many people around to support and we are all open to a DM, 1:1 or hangout!
2. Do approach with empathy for your new teammates and appreciation for that feeling of not knowing what you don't know.
3. Highlight the importance of inclusion to us - Do make them aware of the D&I

Handbook, which has lots of helpful info on our mission, why it's important and how they can get involved with our different community groups.

4. Do allow them to catch a breath. Monzo moves fast but we should let people take time to find their feet and we should provide support, if they need or want it
5. Do allocate them a buddy or someone who they can go to regularly with any "new job" queries -- it makes people feel less alone, especially if they're not joining a team.
6. Do create an onboarding notion page for them - agenda/detail can be comforting for some folks - particularly neurodiverse people.

Don't

1. Overload them with questions. Some people who are neurodiverse, introverted or simply not used to being asked lots and lots of questions may feel overwhelmed. Take it easy and allow them to settle in.
2. Assume something that works for you works for them - not everyone is up for drinks after work etc. Suggest a lunch together to get to know each other (or with their team)
3. Make assumptions on their lives - working patterns, whether people drink alcohol or not - just ask :)

Values



Help everyone belong

Default to transparency

Think big, start small, own it

Make a difference

Be hard on problems, not people

Think customer first. Grow Monzo safely.

And finally, what's incredibly important to all of us here and every single Monzonaut that we have - remembering our values. Our values are at the core of what we do and the reasons why the different things that we do are done in the way that we do them.

So what are they?

Helping everyone belong; Default to transparency; Think big, start small, and own it; Make a difference; Be hard on problems, not people; Think customer first. Grow Monzo safely.

All of these are incredibly important and relevant that we consider them throughout the interview process and I hope that you consider all of the other things that we have discussed earlier.

If you have any questions on this new training or any suggestions or ideas please reach out to Sheree Atcheson. Thank you!