



Assembling Your A-Team

Hiring the Right Talent in
the Age of AI



Speaker



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Hiring And Employee
Engagement Expert

#IGW25 | #AIW25



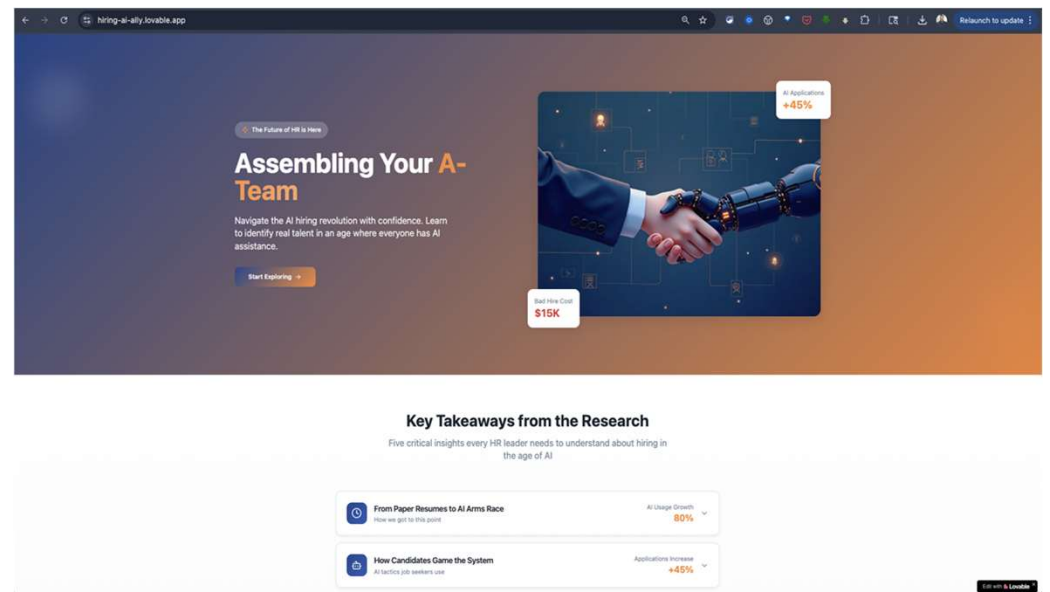
AGENDA



- Why Hiring Is Broken
- How We Got Here
- Who You Need To Attract
- Ensuring They Are The Real Deal

AGENDA

- You will get the slides, research, and interactive website

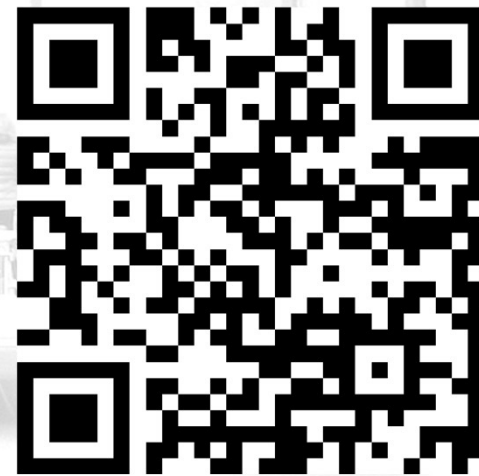




Modern Hiring Is Broken



What are you seeing?





Hiring in 2025



Increasing Costs of Hiring and of a Bad Hire

Direct costs: Job ad posting, Employee referral bonus, Agency fees, HR software, Pre-employment screening, Relocation & bonus incentives, Onboarding training tools, equipment, compensation (pay + benefits), taxes

Indirect Costs: Ongoing hiring work (internal labor), Interviews, Manager time & training, Workplace integration & engagement, Lost productivity during ramp-up, Career fair/event participation



Hiring in 2025



AI resume & cover-letter avalanche

ATS and “Easy Apply”

Seekers need 160~ applications to land 1 offer

3x’s applications per opening since 2021

Recruiting teams cut in half



Hiring in 2025



Real-time AI Interview Cheating Apps

“2/3rd’s of my candidates were blatantly using AI to answer questions”

“Student Used AI to Beat Amazon’s Brutal Technical Interview.”

“I built an Invisible AI to cheat on everything.” - Roy Lee



COLUMN FONT RESPONSE AUTO TRIGGER PANEL
1 2 3 LARGE MEDIUM SMALL BRIEF DETAIL ON OFF SHOW HIDE

Previous Topics Live Transcription

Sure, I'd be happy to. My name is Aidan, and I have a background in software engineering with a focus on artificial intelligence and machine learning. I graduated from XYZ University with a degree in Computer Science, and since then, I've worked at ABC Corp for the past three years. There, I was involved in developing and optimizing machine learning algorithms for various applications, including natural language processing and predictive analytics. In my free time, I enjoy staying updated with the latest tech trends and contributing to open-source projects. I'm particularly excited about this opportunity because I believe my skills and interests align well with your company.

Click an interviewer's speaking to trigger AIApply on the corresponding topic directly.

sure, I'd be happy to my name is Aidan and I have a background in software engineering. I graduated from XYZ University with a degree in Computer Science, and since then, I've worked at ABC Corp for the past three years. There, I was involved in developing and optimizing machine learning algorithms for various applications, including natural language processing and predictive analytics. In my free time, I enjoy staying updated with the latest tech trends and contributing to open-source projects. I'm particularly excited about this opportunity because I believe my skills and interests align well with your company.

01:27 03:32

at

Yep, Aidan. Why don't we start off by telling me a little bit about yourself?

Hide AIApply

Press Enter or Space to trigger AIApply with urgent keyword if any.

Help Me

Hide my conversation



Hiring in 2025



76 % of hiring managers say AI now makes it harder to verify candidate authenticity. *HR Dive*

25 % of all applicant profiles will be fake by 2028. *Gartner*



How we got here

150-years of hiring in 2 minutes

Factory boom (1880s-1910s)

Foreman hires neighbors who can lift 100 lbs and show up “sober”.

No résumé, no interview.



Scientific-era tests (1920s)

Edison's 146-question quiz tries to measure brainpower



Paper résumé age (1940s-60s)

HR makes the résumé mandatory.

Credentials = competence



Behavior-based interviewing (1970's-90's)

STAR method (Situation-Task-Action-Result)

Reduced risk of discrimination claims



Dot-com Boom and Online Applications (1990s-2000s)

No more looking in the back of the newspaper

Email and job boards flood HR

The screenshot shows the homepage of 'The Monster Board' website. On the left is a vertical navigation menu with a purple background and yellow text. The main content area has a black background with yellow and white text. In the center is a cartoon illustration of a blue and pink monster holding a computer mouse. To the right of the monster is the text 'The Monster Board™ the premier career hub on the www'. Below this is a promotional message about using frames. On the far right, there are several menu items and logos, including 'BLOCKBUSTER', 'CYMER', and 'XonTech, Inc.'.

The Monster Board
HOME

- ✓ **JOB SEARCH**
 - [United States](#)
 - [International](#)
 - [Newsgroups](#)
 - [Shortcuts](#)
 - [Job Search Agent](#)
- **EMPLOYER PROFILES**
- **COMMUNITIES**
- **CAREER CENTER**
- **RECRUITER'S CENTER**
- **INTERNATIONAL**
- **EVENTS**
- **HELP**

The Monster Board™
the premier career hub on the www

The Monster Board now uses frames.
Never used frames before?

December 1996: Welcome to The Monster Board, the #1 career hub on the Web with free access to over 50,000 jobs! The Monster Board now offers **easier navigation** and upgraded technology to help you **find the right job** -- faster!

JOB SEEKERS:

- JOB SEARCH**
- RESUME BUILDER**
- EMPLOYER PROFILES**

ON-LINE OPEN HOUSES
FEATURED JOBS WITH TOP COMPANIES

BLOCKBUSTER
Engineers click here
CYMER

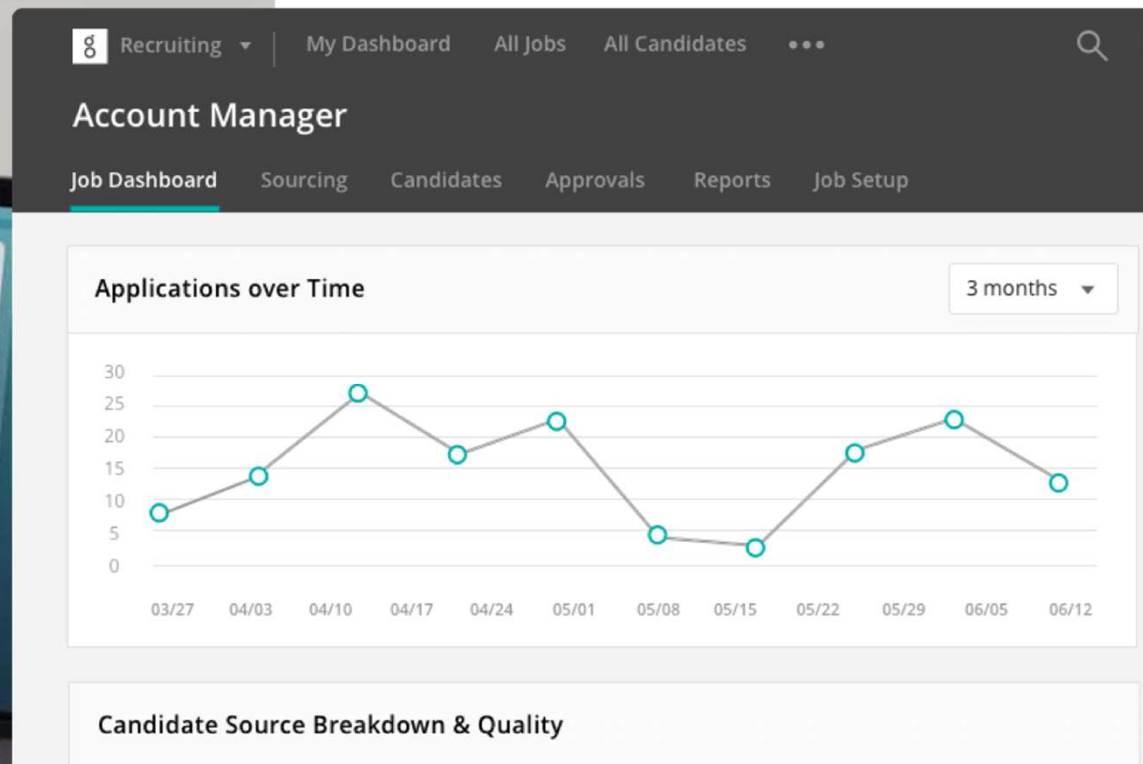
XonTech, Inc.

DOUBLE FEATURE

BE THE

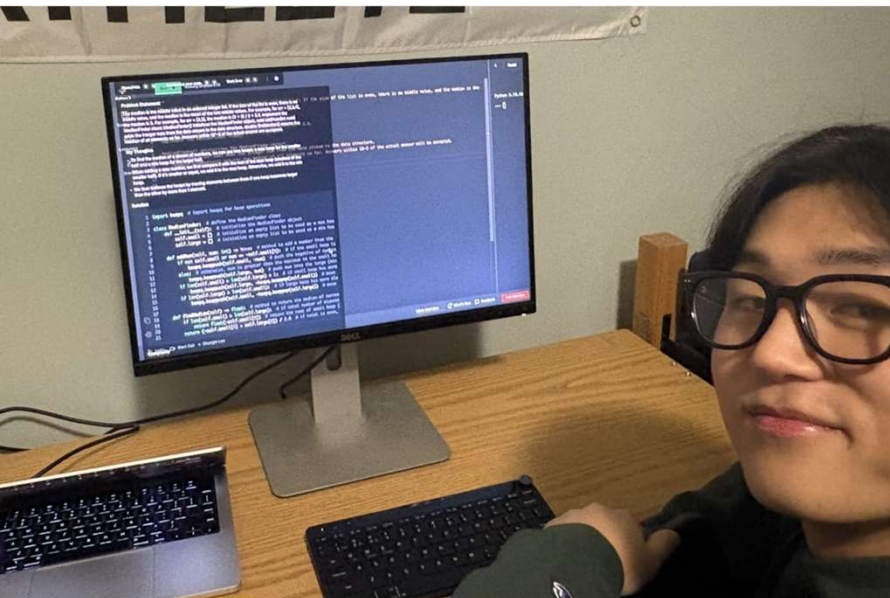
The ATS and Automated Hiring 2010's - 2020's

Keyword-matching software arrives to cope. 1-way Interviews.



AI-on-demand (2020s)

Candidates use ChatGPT to mass apply with polished résumés, real-time AI scripts perfect interview answers . Nearly half now use AI for applications. *Financial Times*



**FAST & EASY WAYS TO
CUSTOMIZE YOUR
RÉSUMÉ**

to Land the Job You Want

www.distinctiveweb.com





What hasn't kept pace and why that hurts everyone



- 1. Static documents vs. dynamic work**
The résumé presents work as a list, while roles pivot regularly.
- 2. Unstructured interviews = Bias and “gut”**
Decades of research put unstructured interviews only slightly better for predicting performance, yet most teams still wing it without a cohesive plan.
- 3. Credential shortcuts reinforce bias**
Degrees, brand-name employers, and “culture fit” bias lock out non-traditional talent and limit diversity, then keyword filters scale the problem.
- 4. Speed > substance**
Average recruiter spends 6-8 seconds per application. Add AI inflation (73 % of job seekers use ChatGPT) and we're forced to drink through a firehose.
- 5. New Tools, Old Processes**
We plugged AI screening on top of a on outdated approach. And we expect everything else to stay the same. Except mis-hire costs now top \$50K+ for a single role.



We're posting jobs like they're in the back of a newspaper, still screening Mid-century résumés, and using a 1970s interview playbook.



**Still Looking for the
Best Job Doer**



**Need to Identify the
Most Impactful
Problem Solver**



Strategy # 1
Resonate with
Problem Solvers

The role is a business outcome wrapped in a job title

What results do you actually need, not what tasks should someone perform?

“If this hire crushes it, the business finally ____.”

“Right now we’re bleeding time or money because ____.”

“Where does work bottleneck today, and how would this hire clear it?”

“What decision keeps landing on a manager’s desk that this hire should own by month two?”

“Which KPI will signal that this hire paid for themselves?”

From Looking For “Doers” to “Solvers”

Manage social content calendar and post daily on LinkedIn, X, and TikTok.

Reconcile monthly invoices and update AP ledger.

Coordinate onboarding paperwork for new hires.

Spot underserved audiences and craft campaigns that win their attention. Within six months, raise engagement while holding spend flat.

Find the patterns behind late payments and propose fixes that cuts delays.”

“Design a first-week journey that leaves new hires saying ‘I belong here’ and lift new-hire survey scores.

Broadcast an Exciting Opportunity Not Another Job

Post it online

Then hand-deliver the mission to your best connectors.

Give them an angle: “Know anyone who loves cracking _____ puzzles?”

“If you had a problem with _____, who would you call first?”

“Who do you know that would love to tackle our issue with _____?”

People resonate with missions, not tasks.

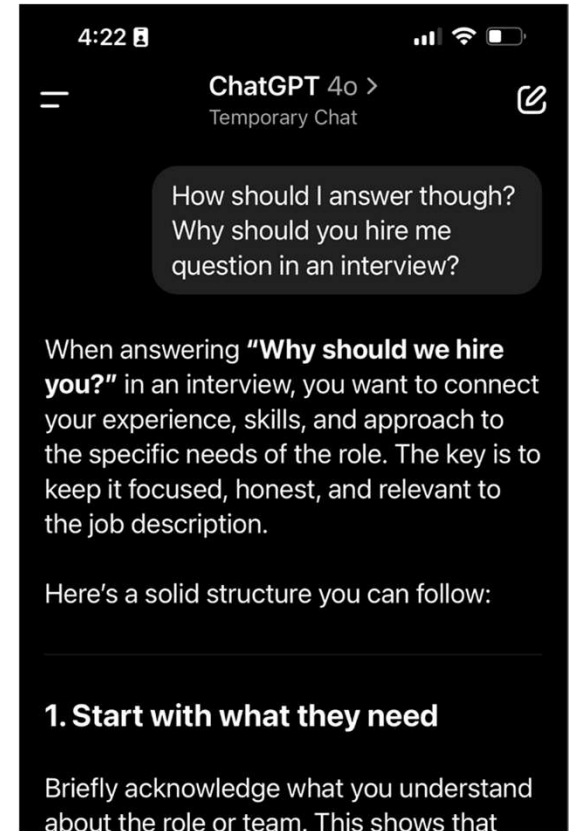


Strategy #2
**Interview for applied
expertise, not theater**

**If a candidate can Google 'top
25 interview questions' and
nail every one,
the problem isn't them:
it's our script.**

How Predictable Are We?

	Interview question	Monthly Google searches
1	“Tell me about yourself.”	740k
2	“What are your strengths?”	600k
3	“What are your weaknesses?”	580k
4	“Where do you see yourself in five years?”	520k
5	“Why should we hire you?”	490k



When a candidate delivers a polished answer to any of these, what do you genuinely learn?

The Show and Tell Gap

What the classic questions test	What you really need
Ability to recite a polished narrative	Ability to <i>think</i> through messy, real problems
Comfort with predictable questions	Logic under time pressure
Familiarity with interview etiquette	Pattern-spotting & hypothesis testing



No More Memorized Stories



Examples

HR Business Partner Role: Voluntary turnover jumped from 12 % to 18 % this quarter. What would you do in the next week—with a \$40K budget—to improve retention?

Marketing Manager: “Our cost per click just tripled. How would you re-allocate our \$50K/month ad budget in 48 hours?”

Customer Support Lead: Our average response time just doubled to 4 hours after yesterday’s product update. What will you do in the next 24 hours, using only the existing support team and data, to bring response time back <2 hours and maintain client satisfaction?

Deep-thinking signal	Surface-level giveaway
Starts with clarifying questions before prescribing.	Jumps to a solution in <5 seconds.
States assumptions and risks aloud.	Uses vague terms: “optimize,” “leverage,” “synergy.”
Connects action to a metric or business goal.	Focuses on “looking proactive” or “keeping customers happy” with no numbers.
Names real stakeholders and how they’d communicate.	Says “I’d talk to the team” but can’t specify who or why.
Adjusts plan when you change one variable.	Freezes or restates original answer when conditions shift.



Strategy #3
Vet for culture fit
without guesswork



InfoGov
World
2025

Culture hides in the little choices people make when they think no one's watching.

So let's reveal that behavior in the interview.

**Pick one of your values,
then finish this sentence:**

**“When someone lives that value on a random
Monday, they...”**

Map Values to Behaviors

Values are only real when they show up in day-to-day choices. Goal is to measure culture fit by confirming character and actions.

Core Value	Observable Behaviors You Expect
Ownership	Flags an issue before it blows up Closes the loop without a reminder Says “I messed up, and here’s how I am fixing it”
Customer First	Asks how a decision affects the client Follows up after a launch to gather feedback Adjusts actions when data shows customer pain
Curiosity	Runs small experiments rather than assumes action Explores beyond their role and shares insights Seeks feedback after a project, not just praise

Culture Questions

Core value	Observable behavior	Primary question	Two probing follow-ups	What a strong answer sounds like
Ownership	Flags a risk early	“Tell me about a time you spotted a problem others missed. What did you do before it turned critical?”	<ol style="list-style-type: none"> 1. “What data or signal tipped you off?” 2. “Who did you loop in, and how?” 	Mentions specific metric or incident, acts before being asked, brings the right people in, explains result (cost avoided, downtime cut, etc.).
Customer First	Ties decisions to user outcome	“Give an example of a decision you changed after talking to customers.”	<ol style="list-style-type: none"> 1. “What did customers say that shifted your view?” 2. “What metric moved after the change?” 	Quotes actual user input, shows pivot, cites metric lift (NPS, churn, time-to-value).
Curiosity	Runs small experiments	“Tell me about a quick experiment you ran to test an idea.”	<ol style="list-style-type: none"> 1. “What was your hypothesis?” 2. “What did you keep or scrap afterward?” 	States clear hypothesis, keeps scope tight, measures result, iterates.



Measuring Culture with the Culture Setters



3 peers who will work with (or be impacted by) the hire: Ideally from different teams to curb groupthink.

Quick Pre-brief: Recap the role's mission and metrics. Assign a core value to each panelist. Review bank of behavior questions and pick one each.

Hosted 30 Min Interview

Debrief: In one sentence, what stood out to you?, Which strength could this candidate bring that we don't currently have?, What's the biggest risk you'd flag if we hire this candidate tomorrow?, Would you endorse moving forward? Yes, no, or need more data?

**A “good fit” can hide behind charisma.
A behavior question tied to a value
exposes truth.**

**Combine this with Strategies 1 and 2, and
you’ve got
skill, logic, and fit
covered.**



60-second Feedback And Resources



Leave a tip?

15%

20%

25%

Custom



Strategy # 1

**Resonate with
Problem Solvers**

Strategy #2

**Interview for applied
expertise, not theater**

Strategy #3

**Vet for culture fit
without guesswork**



**No Longer Settling for
the Best Job Doer**



**Choosing from the Most
Impactful Problem Solvers**

Questions?