Best Practices for Search Committees - Infographic

ADVANCE IT North Carolina Agricultural and Technical State University

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Common Cognitive Errors

Negative Stereotypes
Making negative presumptions about a person

Raising the Bar
Holding members of certain groups (based on social identity) to a higher level of achievement

Longing to Clone
Self-replicating by hiring persons of similar pedigree, attributes, or background

Premature Ranking
Rushing to use numbers to drive a decision while ignoring full criteria set (i.e. strengths and weaknesses)

First Impressions
Drawing conclusions based on personal likes/dislikes in a matter of seconds

Wishful Thinking
Personal opinions and assumptions rather than facts and evidence used to drive decision making.

Mitigating Common Cognitive Errors and Organizational Dysfunction

Avoid Errors by Employing Constant Self-correction

Establish Ground Rules and a Timeline

Include a Person Outside of the Unit for Committee Quality Assurance

Incorporate Accountability through Search Committee Training

Stay Focused on the Evaluation Criteria and Stated Evidence

Highlight Candidate Evidence that Helps Diversify and Strengthen the Unit

Avoid Numerical Ranking by Listing Pros & Cons

Nurture Inclusive Committee Discussions and Prevent Sidebar Conversations

Debrief/Summarize Search Process for Continuous Improvement

Adapted from North Dakota State University, Cognitive Errors Card