



MYNDORE

EXECUTIVE SEARCH

RESOURCES FOR EMPLOYERS

DEI Interview Guide

Inclusive, Fair and Evidence-Based Hiring

Purpose

This guide supports interviewers in running fair, inclusive, and consistent interviews that focus on evidence, not assumptions. It helps reduce bias, improve decision quality, and ensure all candidates are assessed against the same criteria.

This guide is designed to sit alongside structured interviews, scorecards, and competency frameworks.

What DEI Means in Interviewing

Diversity, Equity and Inclusion in hiring means:

- All candidates are assessed on the same role-relevant criteria
- Decisions are based on evidence, not similarity or intuition
- Barriers to fair assessment are actively reduced
- Interviewers are accountable for objective decision-making

DEI is not about lowering standards. It is about applying standards consistently.

Common Sources of Bias in Interviews

Affinity Bias

Preferring candidates who are similar to us in background, style, or interests.

Halo / Horn Effect

Allowing one strong or weak trait to overly influence the overall assessment.

Confirmation Bias

Seeking information that confirms an early impression.

Confidence Bias

Equating confidence or polish with competence.

Availability Bias

Overweighting recent or memorable examples rather than evidence.

Inclusive Interview Principles

- Use structured questions for all candidates
- Focus on past behaviour and evidence
- Assess outcomes, not storytelling ability
- Separate “likeability” from capability
- Take notes during the interview
- Score independently before panel discussion

Inclusive Question Design

Good Practice

- Behavioural, role-related questions
- Clear and specific prompts
- Consistent follow-up probing

Avoid

- Hypothetical or vague questions
- Culture-fit questions based on personal preference
- Questions unrelated to role requirements

Example

Instead of:

“Would you be a good cultural fit here?”

Ask:

“Describe a time you worked effectively in a team with different perspectives or working styles.”

Probing Fairly and Consistently

Use the same follow-up depth for all candidates:

- What was your specific role?
- What decisions did you make?
- What was the outcome?
- What did you learn?

Avoid:

- Letting one candidate off lightly
- Over-challenging others
- Making assumptions without evidence

Scoring and Decision-Making

- Use agreed scoring rubrics
- Anchor scores to evidence
- Avoid groupthink by scoring before discussion
- Challenge statements like “I just didn’t feel it”
- Document rationale for decisions

Language and Behaviour Awareness

Interviewers should:

- Avoid interrupting or talking over candidates
- Allow thinking time
- Be mindful of different communication styles
- Avoid jargon or unexplained acronyms

Legal and Ethical Considerations (UK Context)

Interviewers must not ask questions related to:

- Age
- Family status or childcare
- Health or disability (unless role-relevant adjustments are discussed)
- Religion or belief
- Sexual orientation
- Ethnicity or nationality (beyond right to work)

Using This Guide Effectively

- Brief interview panels before interviews begin
- Use this guide as a shared reference
- Review hiring outcomes and patterns over time
- Continuously improve interview quality

Myndore Insight

Fair hiring is not about intent alone. It is about structure, discipline, and accountability. Inclusive interviews improve decision quality for everyone.