



# BETTER HIRING DECISIONS:

THE IMPACT OF INTERVIEW  
INTELLIGENCE ON SPEED,  
FAIRNESS, AND QUALITY OF HIRE

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Sponsored by:

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## Interviewing is arguably the most important part of any talent acquisition strategy.

All the effort and money invested in sourcing and attracting talent culminates in the interview, the point when a company decides if a candidate moves forward in the process. Interviewing is arguably the most important part of any talent acquisition strategy. It is the moment when organizations make critical decisions that directly affect quality of hire, candidate experience, DEI, and overall performance.

Yet, despite its importance, the interview process is often overlooked. Companies frequently invest heavily in recruitment marketing and advertising, but neglect anything further down in the recruitment funnel. Candidates often receive inconsistent communication or no response. Recruiters struggle to manage schedules of hiring managers and interviewers. And interviewers are not prepared and lack insights to make informed decisions on talent. When an interview goes poorly, everyone involved suffers. It creates inefficiencies and disorganization within the system. Many companies rely on multiple technologies, lack standardization, and allow decisions to be driven by gut rather than data.

The consequences of a poor interview process extend far: frustrated candidates, increased turnover, poor hiring outcomes, and increased risk for organizations, including inconsistent hiring decisions and low team performance. According to Aptitude Research, 82% of recruiters have lost quality talent due to a poor interview process.



### Lack of Data:

**Only 19% of companies** reported that hiring managers consistently follow the recommendations of interviewers, indicating a reliance on gut instinct over data.



### Introduced Bias:

**Over half (54%) of candidates** have experienced bias in the interview process, highlighting a significant area for improvement.

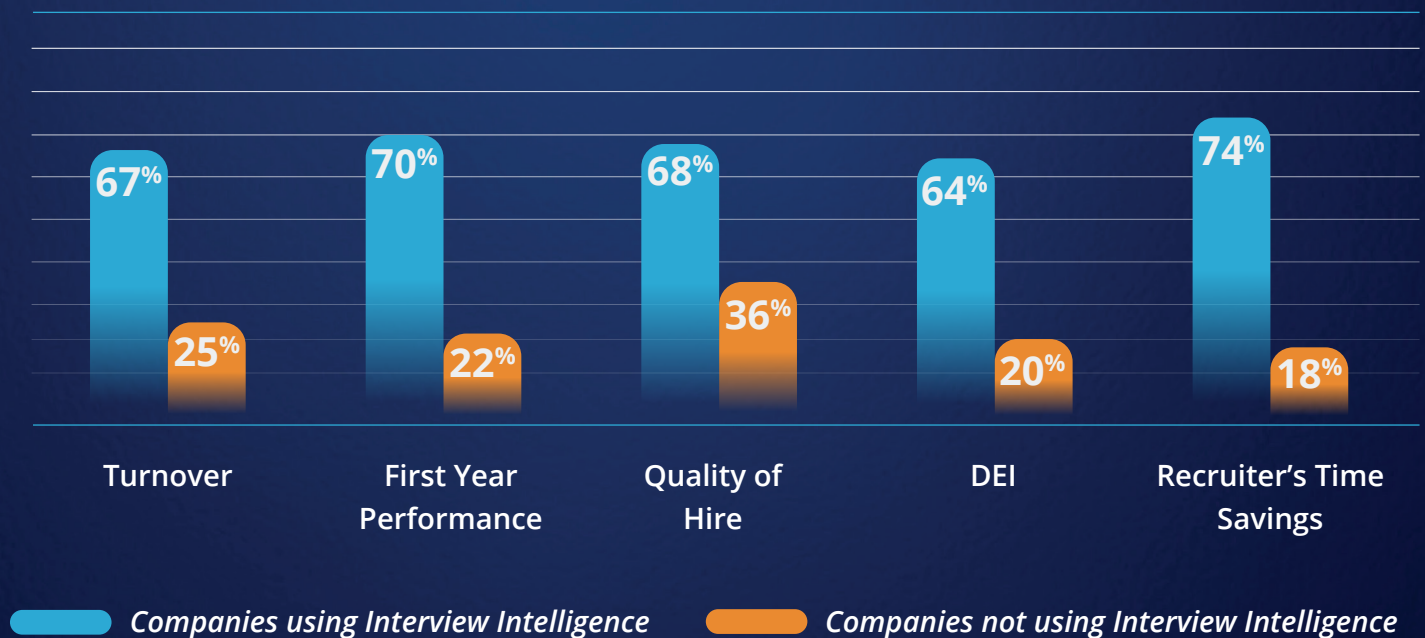


### Delays in Response:

**Half of companies** report interview processes that take over four weeks, and **42%** have candidates undergo five or more interviews before a decision is made.

The good news is that advancements in technology are offering companies better solutions. Interview Intelligence—powered by AI and data analytics—transforms the interview process. These systems provide a holistic view of candidates, allowing organizations to make more informed decisions through data-driven insights, reducing bias, improving consistency, and enhancing the candidate experience. All while standardizing the interview process. The result is an improvement in recruiter time, quality of hire, first year performance, turnover, and DEI. Figure 1 shows improvement across the following KPIs for companies that are using Interview Intelligence.

**Figure 1:** Improvements in KPIs for companies using Interview Intelligence



### Key Features of Interview Intelligence:



- ✓ **Interview guides:** Dynamic and AI-powered guides that provide consistency and guidance through the process. Companies have the option if they want to record interviews or not.
- ✓ **Interview transcription and analysis:** Automated insights that identify trends, strengths, and areas for improvement.
- ✓ **Interviewer performance feedback:** Analysis of interviewer behavior, including bias detection and question consistency.
- ✓ **Structured interview processes:** Standardization that ensures fairness and comparability between candidates.
- ✓ **Data-driven decision making:** Summaries and key insights to help recruiters make objective, evidence-based decisions.

This report, based on data collected in 2024, examines the emerging category of Interview Intelligence and its growing impact on business outcomes. It explores:

- The increasing investment in interviewing technologies
- Key challenges within the current interview process
- A definition and breakdown of Interview Intelligence tools
- The benefits of Interview Intelligence for organizations
- Key recommendations for evaluating providers in this space

## Interviewing as a **Top Priority**

When asked to rank their top priorities for TA investment in 2024, companies consistently ranked interviewing as number one (see Figure 2). Even with many organizations facing budget constraints and TA teams reducing overall spend or postponing other areas of investment, interviewing remains a critical priority. The urgency surrounding interviewing comes from the increased risk companies face when this part of the hiring process is mishandled. A poorly executed interview process can damage a company's reputation, negatively impact DEI initiative, and hurt quality of hire.

**Figure 2:** Top Priorities for TA Investment in 2024





Candidates expect a structured, timely, and fair interview process, and when these expectations are not met, it reflects poorly on the employer brand. **Recruiters are being asked to do more with less and looking at areas of automation to improve efficiencies and save time.** And hiring managers are looking to make better decisions without increasing the amount of time required during interviewing. This is why organizations are prioritizing investments in technologies that enhance the interview experience.



### Candidate expectations:

Candidates today expect a streamlined, transparent, and respectful interview process. They want clear communication, efficient scheduling, and timely feedback. Frustrations arise when interviews drag on or are disorganized or communication is lacking, leading to a negative experience that they are increasingly willing to share publicly.



### Hiring manager expectations:

Hiring managers need a structured process to make informed, data-driven decisions. They expect tools that enable them to fairly and consistently evaluate candidates, while minimizing the administrative burden of scheduling and follow-up. Hiring managers also want support in reducing bias and improving interview quality.



### Recruiter expectations:

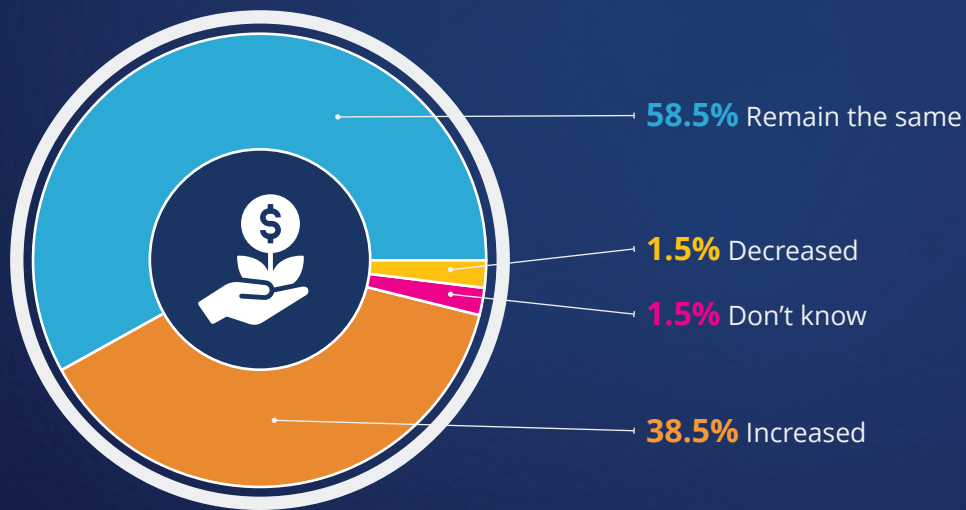
Recruiters require technology that reduces time-to-fill, and provides insights into candidate performance and interviewer effectiveness. They also need tools that maintain communication and consistency across multiple stakeholders, ensuring the process remains organized and efficient.

# EXPECTATIONS

## Increased and Fragmented Investments in Interviewing

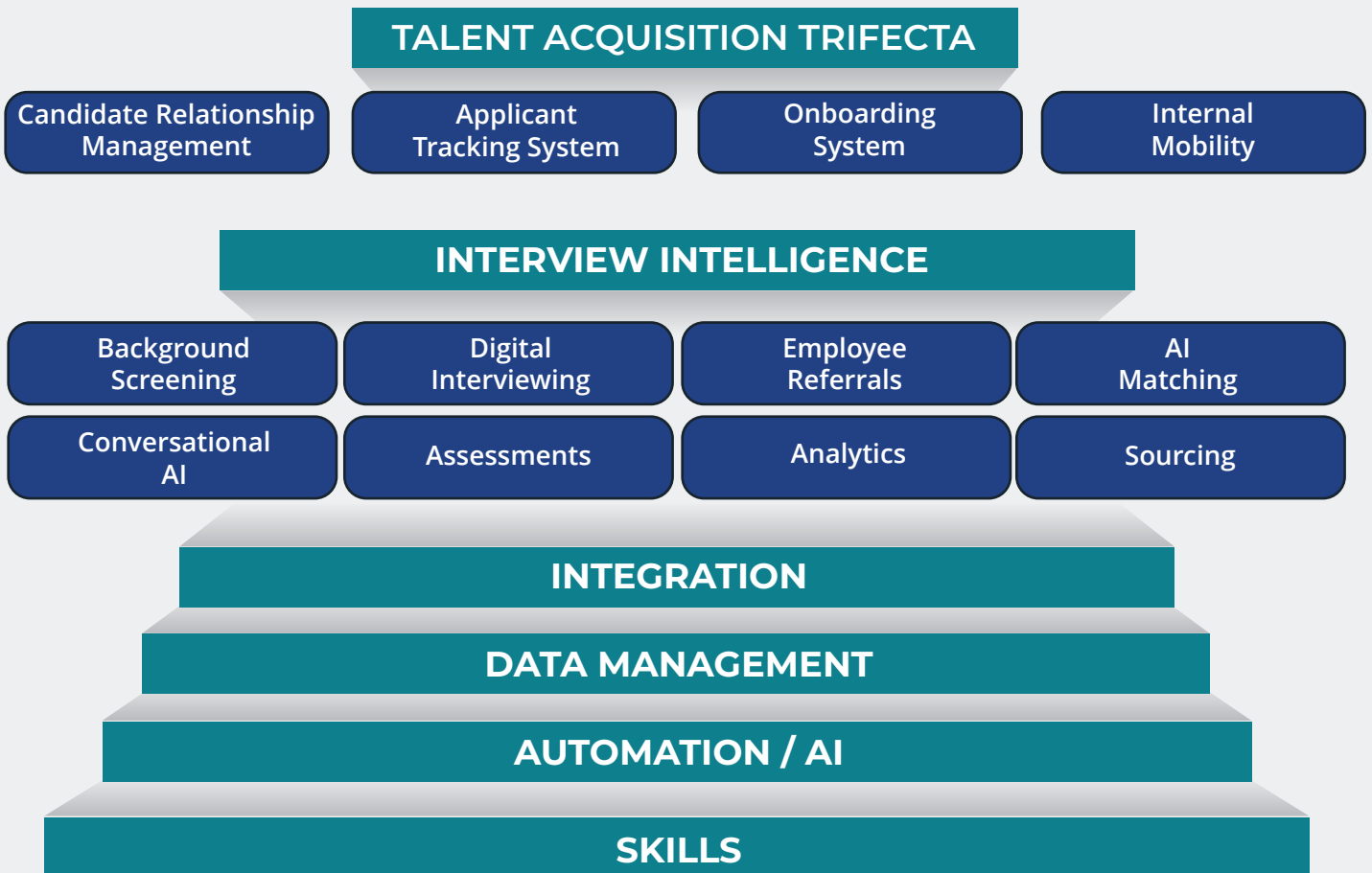
Investment in interviewing technologies has either increased or remained stable for most organizations, even as broader TA budgets may be changing (see Figure 3). However, most companies are currently relying on disparate or core systems rather than investing in a single, dedicated solution for interviewing.

**Figure 3:** *Investment in Interviewing*



The typical TA tech stack includes core systems like a Candidate Relationship Management (CRM) tool, an Applicant Tracking System (ATS), and onboarding platforms. While these systems are essential for managing the recruitment lifecycle, they often lack robust interviewing capabilities. ATS platforms may offer basic scheduling features, but they do not provide the in-depth tools needed to drive better decision-making during interviews. Interviewing Intelligence Platforms are a core part of any modern TA tech stack, integrating and complementing the CRM, ATS, and Onboarding systems.

Figure 4: The Modern TA Tech Stack



Unfortunately, the reality is that many companies are using separate, disconnected tools to manage different parts of the interview process. Scheduling software, video interviewing platforms, and digital assessment tools are all operating in silos for many. This creates inefficiencies since these tools don't communicate effectively, leading to a disjointed experience for both candidates and interviewers. More importantly, the lack of integration limits the ability to use data and insights to make informed, strategic hiring decisions.

Interview intelligence platforms are designed to integrate seamlessly with existing systems, particularly ATS systems, to streamline the hiring process. By syncing with systems of record like ATSs, they ensure that interview data is automatically fed back into the central system, reducing manual data entry and enhancing decision-making. Additionally, these platforms often integrate with communication tools like Microsoft Teams and Zoom, embedding real-time interview guides directly into the workflow. This level of integration is critical for customers, as it ensures a smooth, connected experience across platforms, enabling better collaboration and efficiency throughout the interview process.

## Post-Pandemic Interviewing: Beyond Zoom

During the pandemic, many organizations quickly shifted to Zoom and other video conferencing platforms to conduct interviews remotely. While this was a necessary and effective short-term solution, it has become clear that these general-purpose video platforms are no longer sufficient to meet the needs of modern interviewing. Companies are realizing that Zoom, while useful for basic communication, lacks the capabilities to support a structured, data-driven interview process. There is no built-in functionality for capturing interview insights, assessing candidate responses, or providing feedback to interviewers. Companies are looking to invest in Interview Intelligence platforms that integrate with Zoom and support these processes to provide more standardization and consistency. This shift is driving a new wave of investment in tools that go beyond video conferencing to truly transform the interview experience.



## Challenges with the Interview Process

Despite the critical importance of interviewing, many companies face significant challenges that impact its success. Aptitude Research's findings highlight ongoing issues in standardization, bias, consistency, and candidate experience that create inefficiencies and result in poor hiring outcomes. These challenges are not only costly, but risk damaging employer brands and require costly resources (see Figure 5).

**Figure 5:** Top Challenges with Interviewing

We do not have standardization around the interview	28%
We have bias in the interview process.	26%
Our interview process is not consistent.	32%
Our interview process takes too long.	44%
We make candidates go through too many interviews.	40%
We don't use objective data consistently to make hiring decisions.	34%
Our hiring managers do not have the right training or support.	28%



### ❌ Lack of Standardization:

A major obstacle in the interview process is the lack of standardization, with 28% of companies acknowledging that they do not have a consistent approach. Without a standardized process, interviews become subjective and vary greatly between departments, teams, and even individual interviewers. This lack of uniformity makes it difficult to ensure that all candidates are evaluated equally, leading to inconsistent hiring decisions and the potential for qualified candidates to be overlooked. Standardization is essential for maintaining fairness and providing a structured framework for both interviewers and candidates, ensuring that everyone is measured against the same metrics.

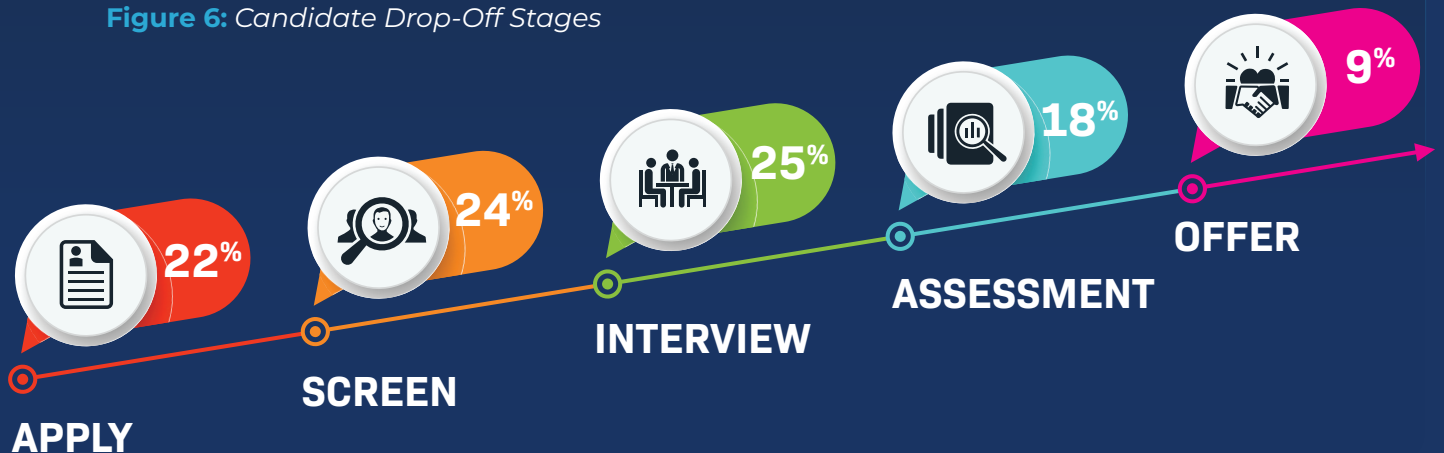
### ❌ Bias in the Interview Process:

Another major challenge is bias, with 26% of companies admitting that their interview process is influenced by bias. Furthermore, over half of candidates state that they have experienced bias in the interview stage. Interview bias—whether unconscious or not—can lead to unfair hiring practices, where decisions are based on personal preferences or stereotypes rather than a candidate's actual potential. This not only affects DEI efforts, but also results in missed opportunities to hire the best talent. Companies need to implement technology and processes that detect and mitigate bias in interviews to ensure a more equitable and objective hiring process.

### ❌ Inconsistency and Poor Experience:

Inconsistency in the interview process reinforces the need for standardization. When interviews lack consistency, candidates may experience different interview formats, varying levels of preparedness from interviewers, and unpredictable timelines. This inconsistency can lead to a poor candidate experience. Additionally, 40% of companies acknowledge that candidates are required to participate in too many interviews, creating frustration and disengagement. The longer and more disorganized the interview process, the more likely candidates will drop out or accept other offers. Aptitude Research found that 25% of candidates drop out during the interview stage (according to a 2022 study; see Figure 6).

Figure 6: Candidate Drop-Off Stages



### Length and Complexity of the Process:

Lengthy interview processes are a concern, with nearly half of companies stating their interviews take too long. Extended timelines not only impact time-to-fill, but also reduce the likelihood of securing top candidates who may receive faster offers elsewhere. Companies are often relying on subjective opinions or “gut feelings” rather than data. This contributes to inefficiency and higher costs.

### An additional challenge is relying on disparate solutions or the wrong technology:

Companies often invest in multiple video, and assessment solutions that are not integrated and don't adequately inform decision making. Data is dependent on manual note taking rather than automation or AI. Only 16% of companies are recording their interviews, which means valuable insights are lost and cannot be revisited to ensure consistency or evaluate interviewer performance. Additionally, 15% report that their hiring managers lack the training or support needed to conduct effective interviews, further exacerbating issues related to bias, inconsistency, and poor candidate experiences.

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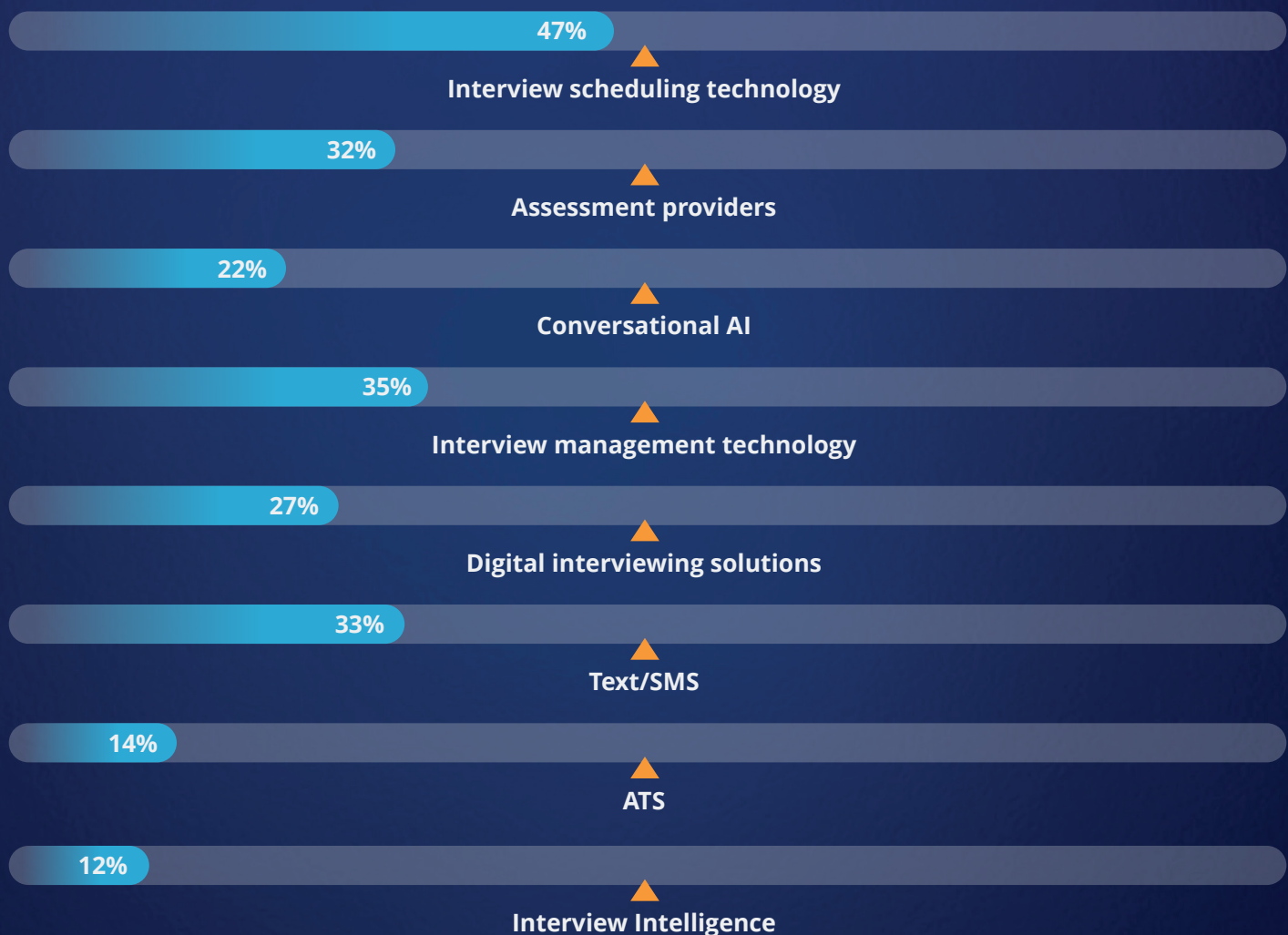
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## Defining Interview Intelligence

Companies use various solutions to support the interview process. According to Aptitude Research, 48% of companies use interview scheduling technology, 32% rely on assessment providers, 36% employ interview management solutions, and 34% leverage text or SMS for communication (see Figure 7). While these tools each individually serve a purpose, their lack of integration creates significant challenges for hiring teams and candidates. The disjointed nature of these systems leads to inefficiencies, poor decision making, and a fragmented candidate experience.

**Figure 7:** Technology to Support the Interview Process



Without seamless communication between these systems, important candidate data can be lost or overlooked. It forces recruiters and hiring managers to move between platforms or manual note taking, making it difficult to gain a holistic view of the candidate and slowing down the decision-making process. Only 19% of companies reported that hiring managers consistently follow the recommendations of interviewers, indicating a reliance on gut instinct over data.

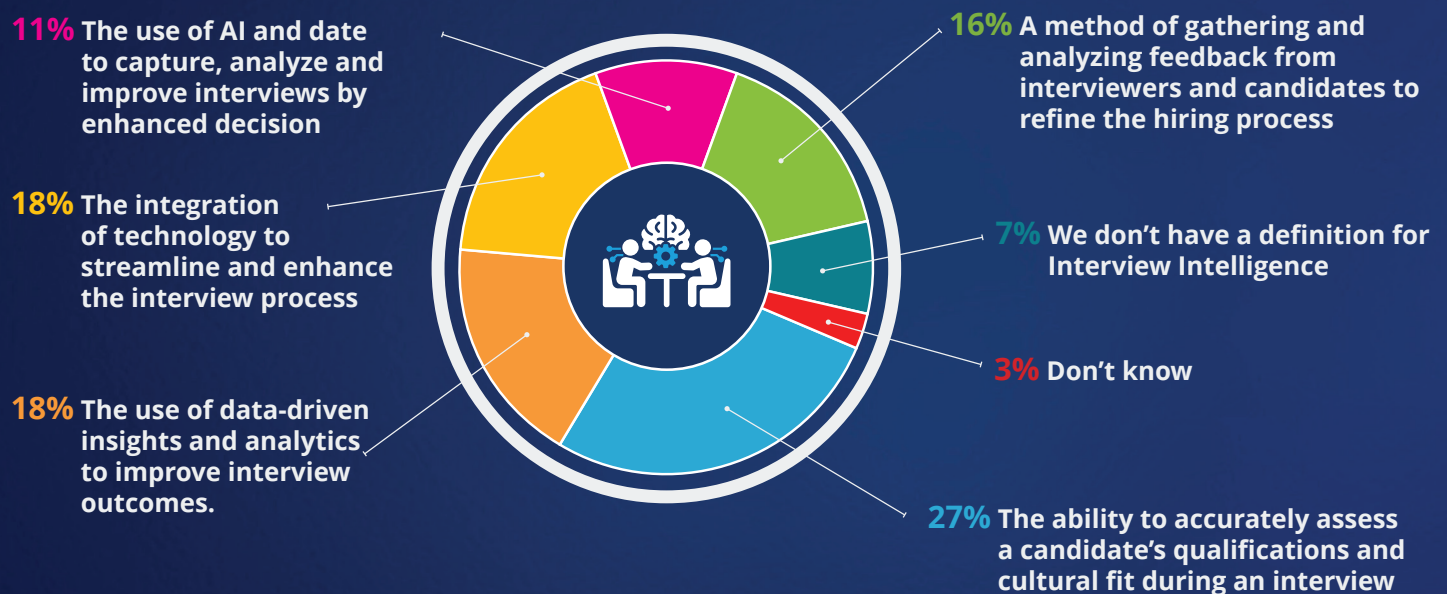
Interview Intelligence addresses this issue by unifying disparate systems into a single, data-driven platform. Despite its potential to improve hiring outcomes, only 12% of companies currently leverage Interview Intelligence. This technology uses the power of AI to integrate with other tools and analyze key aspects of interviews, providing insights that improve the quality of hiring decisions and the overall interview experience.

## Defining Interview Intelligence Platforms

An Interview Intelligence Platform provides a holistic view of candidates so organizations can make more informed decisions through data-driven insights, reducing bias, improving consistency, and enhancing the candidate experience—all while standardizing the interview process. Interview Intelligence is a newer category in TA technology. It provides one, unified platform to drive outcomes. Yet, companies are not clear on what Interview Intelligence is or the value it provides. This section of the report will define Interview Intelligence, highlight the business impact, and help companies to build a business case when investing in this technology.

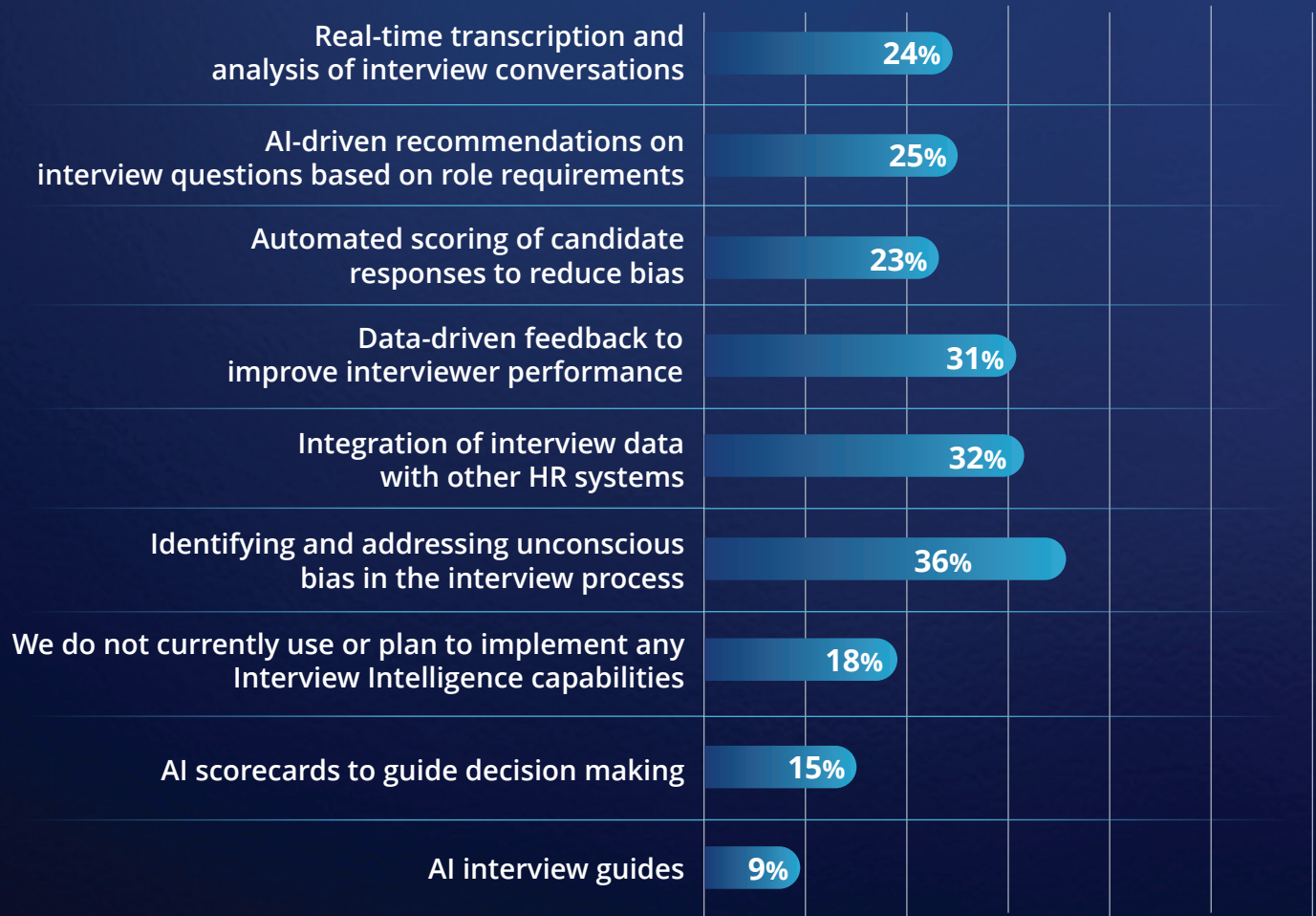
When asked to define Interview Intelligence, companies had various responses that included: the ability to accurately assess candidates' qualification, using data-driven insights, and a method for gathering feedback. Only 11% of companies cited the use of AI and data to capture, analyze, and improve the interview process.

**Figure 8:** Definition of Interview Intelligence



When asked which Interview Intelligence tools are the most valuable, companies cited integration of interview data and data-driven feedback. While these provide a data-driven approach to interviewing, the power of Interview Intelligence extends beyond just collecting data (the what) and includes the understanding and insights behind the data (the so what).



**Figure 9:** Key Capabilities of Interview Intelligence

Interview Intelligence leverages AI to help companies make more informed talent decisions, but human judgment remains central to the process. The true power of Interview Intelligence goes beyond AI-driven enhancements, offering a suite of tools that elevate the entire interview experience. These platforms record and transcribe interviews, while also providing AI-powered guides to promote consistency and standardization in the process. AI is being used to help decision-making but humans are making decisions on hires.

For companies hesitant to record interviews due to privacy concerns or resistance to change, transcribing serves as a non-intrusive first step. Transcriptions allow organizations to capture insights and trends from interviews, improving accuracy in candidate evaluations and facilitating better collaboration across hiring teams. Companies using Interview Intelligence can start with interview guides before adding recording capabilities. Also, recording gives an audit trail to show and support decision-making using data. This approach reduces bias, increases accountability, and ultimately, makes better hiring decisions (see Figure 10).

As businesses aim to streamline and optimize their talent acquisition strategies, Interview Intelligence offers a scalable, data-driven solution to enhance both the efficiency and fairness of the hiring process.



**Figure 10:** Types of Interview Intelligence

	Yes	No	NO (but we plan to)	Don't Know
We record interviews	16%	74%	9%	1%
We transcribe interviews	34%	58%	7%	1%
We create interviews guides for standardization and consistency	76%	14%	9%	1%

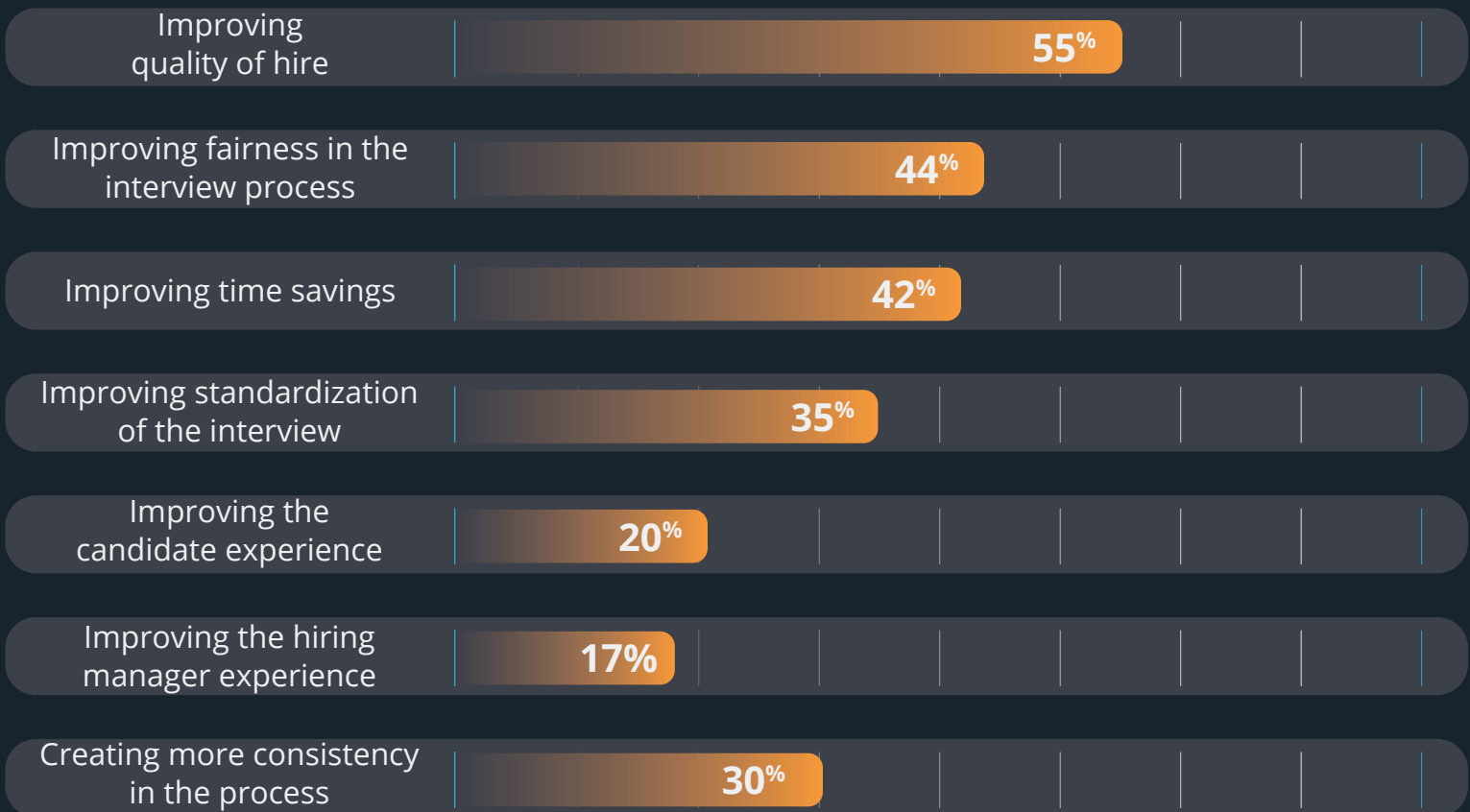
## The Benefits of Interview Intelligence

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**Figure 11:** Benefits of Interview Intelligence

### Improving Quality of Hire:

One of the most significant benefits of Interview Intelligence platforms is their ability to improve the quality of hires. According to research, 55% of organizations cite this as a critical advantage, highlighting its impact on the overall success of talent acquisition strategies. By leveraging AI to analyze interview content, these platforms provide actionable insights, allowing hiring teams to make more informed decisions. This leads to better-aligned hires who are more likely to succeed and thrive in their roles.



### Time Savings and Speed:

Efficiency is another major driver for the adoption of Interview Intelligence solutions. The research shows that 42% of respondents reported improved time savings, indicating that these platforms significantly reduce the time spent in the interview process. By automating tasks such as interview scheduling, transcription, and providing real-time feedback to interviewers, companies can cut down on administrative work and move candidates through the pipeline faster.



### Fairness and Bias Reduction:

Improving fairness in the interview process is another key benefit. These platforms promote standardization and consistency across interviews, reducing unconscious bias. By relying on AI-driven guides and objective data, hiring managers are less likely to be swayed by subjective impressions, leading to more equitable outcomes. This not only improves the fairness of the interview process, but also enhances the company's diversity and inclusion efforts.



### Improved Standardization and Consistency:

Another notable benefit is the ability to standardize and create consistency in interviews. This ensures that every candidate is evaluated based on the same criteria, reducing variability in the process and allowing for more accurate comparisons between candidates. Standardization also simplifies decision-making for hiring managers, who rely on consistent metrics and evaluations across the board.

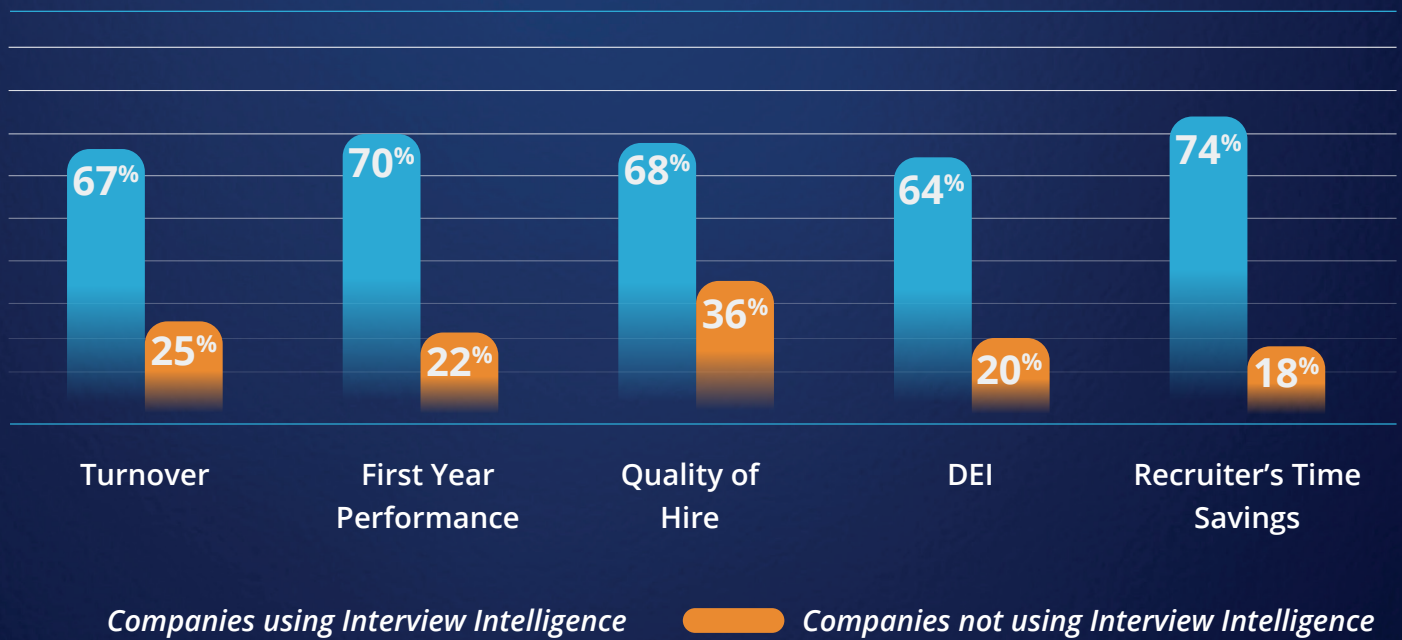


### Enhancing the Candidate and Hiring Manager Experience:

Finally, Interview Intelligence platforms significantly improve both the candidate and hiring manager experience. For candidates, a more organized and efficient process reflects positively on the employer brand, while hiring managers benefit from AI-driven insights that reduce the mental load of interviewing and increase the likelihood of making the right hire.

Companies that have adopted Interview Intelligence are experiencing significant improvements across key talent acquisition metrics compared to those that have not implemented these platforms. The data highlights notable differences in turnover rates, first-year performance, quality of hire, DEI outcomes, and time savings for recruiters.

Figure 12: The Business Impact of Interview Intelligence



### Lower Turnover Rates:

Organizations using Interview Intelligence report a 67% improvement in reducing turnover, compared to only 25% for companies that do not leverage these tools. This substantial gap underscores how Interview Intelligence platforms, with their ability to standardize interviews, provide objective insights, and guide hiring decisions, lead to better hiring matches. Candidates selected through this process are more likely to be aligned with the company's needs and culture, reducing the risk of early exits and increasing employee retention.



### Improved First-Year Performance:

First-year performance is another area where companies using Interview Intelligence excel, with 70% reporting improvement compared to just 22% of those not utilizing these platforms. By integrating AI-driven analysis into the interview process, companies are better equipped to assess candidate competencies and predict future performance. This translates into new hires being more productive and engaged from the start, contributing positively to the organization's overall success.



### Higher Quality of Hire:

The quality of hire is also significantly enhanced for companies utilizing Interview Intelligence. A striking 68% of these companies reported improvements in this area, while only 36% of companies without Interview Intelligence saw improvements. Companies using these tools are filling positions quicker and finding candidates who are better suited to the roles. The use of AI insights to assess skills, fit, and potential means that hiring managers can make more informed decisions, leading to a stronger workforce.



### Advancing DEI Efforts:

DEI outcomes are markedly better for companies using Interview Intelligence, with 64% reporting positive changes compared to just 20% of companies without these platforms. By standardizing interview questions, reducing bias, and providing data-driven recommendations, Interview Intelligence creates a fairer process. This leads to more diverse and inclusive hiring practices, aligning with the growing priority for companies to improve DEI in the workplace.



DISABILITY



GENDER



LGBTQIA+



MULTI - CULTURAL



AGE



### Recruiter Time Savings:

Recruiters at companies using Interview Intelligence also experience significant time savings, with 74% reporting improved efficiency compared to only 18% at companies not using the technology. These platforms automate repetitive tasks such as note-taking, transcription, and interview scheduling, freeing recruiters to focus on higher-value activities like candidate engagement and strategy. The time saved translates into faster hiring cycles and more streamlined talent acquisition processes.



## Key Recommendations

To successfully build a compelling business case for Interview Intelligence, organizations should focus on the measurable outcomes and strategic benefits that these platforms offer.

Here are key recommendations for demonstrating the value of Interview Intelligence to decision-makers:

- ◆ **Highlight Time Savings:**

Emphasize the efficiency gains, particularly the reduction in administrative tasks such as scheduling, note-taking, and post-interview assessments. Demonstrate how these time savings accelerate the overall hiring process, allowing the company to fill positions faster and with greater accuracy.

- ◆ **Focus on ROI Through Quality of Hire:**

Improving the quality of hire leads to better long-term outcomes, reducing turnover and improving employee performance. Showcase how Interview Intelligence supports data-driven decision making, enabling hiring teams to select candidates with the right skills and cultural fit to ultimately improve retention and productivity.

- ◆ **Prioritize Fairness and Compliance:**

As diversity and inclusion become core components of hiring strategies, stress how Interview Intelligence can reduce bias and standardize interview practices, creating a more equitable process. Position this as not only a moral imperative, but also a risk mitigation strategy to ensure compliance with fair hiring laws and regulations.

- ◆ **Leverage Data to Demonstrate Consistency and Standardization:**

Use metrics that illustrate the platform's ability to create a consistent, standardized interview process across all candidates. Show how this leads to more reliable hiring outcomes, better comparisons between candidates, and improved decision-making.

# ABOUT US

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Aptitude Research is a leading human capital management (HCM) research and advisory firm. Our in-depth research and vendor assessments help HR leaders develop a deep understanding of the HCM technology landscape, including talent acquisition and engagement, to ultimately make better purchase decisions.

Our flagship research, The Aptitude Index Report: delivers a comprehensive look at talent acquisition trends and technology. This knowledge, combined with our consulting and advisory services, enables companies to save time, money and improve the recruiting, hiring and workforce management experience.

Founded by leading analyst Madeline Laurano and based in the Boston area, Aptitude Research provides a wealth of HCM expertise to companies, vendors and investors. View our recent and upcoming research at [www.AptitudeResearch.com](http://www.AptitudeResearch.com) or connect with us on [Twitter](#) or [LinkedIn](#).

## Pillar

Pillar is an interview intelligence platform that helps companies build a consistent, streamlined interview process. At Pillar, we understand that exceptional talent is the foundation of successful businesses. By recording live interviews, Pillar harnesses the power of AI to enable hiring teams to run a faster, better interview process via structured interviews, automated feedback collection, interviewer training, and more.

Visit [pillar.hr](http://pillar.hr) for more information.