Nearly Half of Job Seekers Are Using ChatGPT to Apply

Despite launching less than a year ago, ChatGPT has already made major waves across many sectors, including recruitment and HR. ChatGPT (Chat Generative Pre-trained Transformer), a type of artificial intelligence developed by OpenAI, creates documents that appear human-generated. A survey by ResumeBuilder (resumebuilder.com) finds:

- **46% of job seekers** are using ChatGPT to write their resumes and cover letters.
- **7 in 10 who have used ChatGPT** report a higher response rate from potential employers.
- **78% got an interview** when using application materials written by ChatGPT.
- **59% were hired** after applying for a job using materials written by ChatGPT.
- **11% were denied a job** when the interviewer discovered they used ChatGPT.
- **58% weren't denied a job** even though the interviewer was aware they used ChatGPT.
- **88% are likely** to continue using ChatGPT to write their job application materials in the future.
- **3 in 4 say that materials written by ChatGPT** are high quality and require no (or very little) editing.

"Job seekers who use ChatGPT for their cover letters and/or resumes are really no different than those going to a resume writing service or using readily available templates and online tools. Hiring managers know this when reviewing these documents and can likely tell if they were written by ChatGPT," says Stacie Haller, career advisor at ResumeBuilder.

"I don't see this changing the hiring process as much as it becoming a tool for job seekers to be able to produce more effective collateral in their search," she continues. "The most important part of the hiring process is still the interviews, skills and personality testing, and references. It's not new that job seekers aren't writing their own resumes, this is just using a new technology."

Embracing Resilience

What makes a nonprofit organization successful? Nonprofits often use the same criteria as their business counterparts: short-term profit and growth. Yet nonprofits are public-serving, not driven by profit motives, and the vision for many nonprofits isn't to increase the need for their services but, rather, to reduce that need. Indeed, many advocacy and research nonprofits strive for a day they're no longer needed at all.

Nonprofits must plan for long-term sustainability because their visions take time to achieve. This means strategizing to get through tough times and to grow when appropriate – allowing organizations to be what the sector is noted for: resilience. That's what *Resilience and the Management of Nonprofit Organizations* (e-elgar.com) is about.

The book's authors, Dennis Young and Elizabeth Searing, consider resilience in terms of finances, innovation, technology, people, and networks. They explain how to prepare for crises by building "slack" (or reserves) in each of these areas. Slack can provide the resources needed to recover once a crisis passes and to expand services in flush times.

Being resilient demands breaking free of the shackles imposed by an austerity mindset while acknowledging that challenges will occur. Strategizing for resilience allows an organization to scan the environment to find the opportunities arising from constant change.

—reviewed by Terrence Fernsler

Three Common Mistakes Leaders Make with Underperformers

Most organizations have at least one underperformer. Helping such employees become more productive can be tricky. Dana Brownlee, founder of Professionalism Matters (professionalismmatters.com), points to three errors we tend to make with underperforming staff:

1. Not investigating the underlying cause. Too often we jump to conclusions and don't analyze the root cause of poor performance. It's easier to focus on what's wrong than figure out why. Take time to determine whether the poor performance results from a lack of awareness, ability, or motivation, Brownlee advises.

2. Not matching the solution to the cause. Just as a doctor prescribes different medication depending on the ailment, you must customize your response and proposed solution to the specific cause. If employees have motivation problems, sending them to training is like putting a band-aid on a broken arm. Ensure that the corrective action addresses the real cause of the problem.

3. Not testing awareness. We sometimes miss the importance of determining employees' awareness of their deficiencies. If they think they're doing fine, the first course of action isn't correcting the problem but, instead, helping them see where and how they need to improve.

Your Secret Mind

You may not realize it, but you use heuristics for hundreds of decisions you make every day. Heuristics are hard-wired mental shortcuts that everyone uses in routine decision-making. These cognitive tools are crucial to navigating life's myriad choices. But they're imperfect and often irrational, as Wray Herbert explains in *On Second Thought* (crownpublishing. com). He describes dozens of experiments that show how our minds can betray us when we rely on heuristics.

People who understand heuristics can manipulate you if you're not careful. Once you're aware, however, you can guard against falling into these traps. Consider these common heuristics:

The Familiarity Heuristic. When we're accustomed to something, we tend to trust it. This heuristic can make us
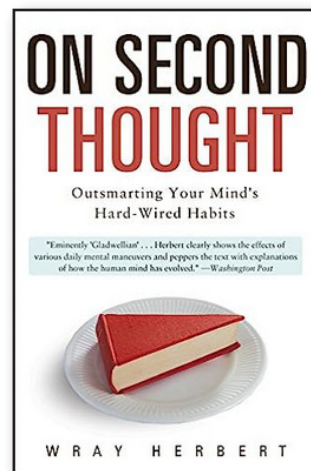
> **"Not to decide is, actually, to decide."**

accept all kinds of risky situations as unthreatening. The familiarity heuristic is a factor, for instance, in many avalanche deaths. Skiers are more likely to die in avalanches in territory they know well. They assume it's safe because it's always been safe before. The same thing happens when you trust people or processes simply because you're comfortable with them. The bookkeeper who's been with you for 10 years, for example, can embezzle money because you drop your guard. To avoid such ambushes, look at all aspects of your organization with fresh eyes on occasion. Just because people or processes have been around a long time doesn't mean they're still giving you optimal results.

The Momentum Heuristic. Once you've embarked on a plan, momentum is likely to keep you on that path even if better options come along. Likewise, you're apt to see an outcome as inevitable once it has occurred. This heuristic can make it difficult to learn from mistakes and take responsibility for your actions.

The Decoy Heuristic. Imagine you're trying to decide between two options, and then a third, obviously inferior, choice is added (the decoy). You'll feel a pull toward choosing one of the first two options – the one that's most like the decoy. Although it would be better to search for more opportunities before making a decision, your brain hijacks your rationality, tugging you toward a choice you wouldn't have made otherwise. Psychologists believe that trade-offs are so unpleasant because they always involve loss. "We hate and fear having to pick," Herbert explains. "The decoy lets us off the hook, emotionally, by letting us make an easier choice."

The Default Heuristic. You use this mental shortcut whenever you do nothing rather than act. Studying options and making a choice is far more wearying than sticking with the status quo. The problem is that traditional rules and policies don't always make sense. Not to decide is, actually, to decide. The point, as with all these heuristics, is to understand what your automatic brain wants to do, then either affirm it or decide to try something new.

Many things – stress, distractions, multitasking, lack of sleep – can compromise decision-making and make it harder to overrule the automatic processing of heuristics. See, for example, these articles at NonprofitWorld.org:

Counteract Stress to Make the Best Decisions (Vol. 28, No. 1)

Smart & Fast Are Not Enough (Vol. 29, No. 1)

Embrace Mindfulness as a Leadership Practice (Vol. 36, No. 2)

Six Ways to Get Out of a Rut (Vol. 24, No. 4)

What Are the Most Annoying Buzzwords in the Workplace?

A new study by Preply (preply.com) asked people about their perceptions of office jargon – and found an upswelling of annoyance. Key findings:

"Circle back" is the most irritating phrase, followed by "work hard, play hard," and "boots on the ground."

"New normal" is the most annoying new buzzword of the year.

"FYI" is the most used buzzword.

The phrase "like a family" is the most irksome for job seekers to see from potential employers, followed by "fast-paced environment." While 43% say it makes no difference in how they perceive the prospective employer, 55% view buzzwords in job postings negatively. Only 2% say it makes the job appealing, and nobody says jargon makes them eager to apply.

"Vibe" was voted the most annoying word Gen Zers bring to the office. Far more than any other word, Gen Zers likes to say "vibe" in the workplace (and probably outside of it as well). If you have young people in your office, also get ready to hear these words in 2023: "no cap," "bet," "lit," and "basic." Just be careful. Gen Z buzzwords are sometimes used ironically. So if a Gen Z coworker suggests that your office party is "going to be lit," it might not be a good thing.

Older employees like to use metaphors in their work jargon (military, sports, and more). When working with boomers, you'll no doubt hear their #1 office expression: "ducks in a row." If you've spent any time with people of that age, you're already likely familiar with other boomer favorites, including "reinvent the wheel," "think outside the box," and "wear many hats."

Beware of using jargon, especially when talking with people of different generations. It muddies the water, inhibits understanding, and gets on people's nerves. If you want people to understand you, speak to them in clear, direct language. You'll all be much better off.

63% Would Choose Better Work-Life Balance Over Better Pay

According to a survey of over 4,000 professionals by FlexJobs (flexjobs.com), 63% of respondents say that, if given the option, they would choose better work-life balance over better pay. Additional findings:

87% say that having a remote or hybrid job has improved (or would improve) their work-life balance.

84% say that having a remote or hybrid job makes them (or would make them) a happier person in general.

65% say their ideal work arrangement is 100% remote work, and 32% want a hybrid workplace.

57% say that if they weren't allowed to keep working remotely in their current position, they would look for a new job.

45% estimate they save at least $5,000 a year by working remotely, and 29% say they save at least $2,600 a year (from not eating out, no gas, dry cleaning, etc.)

Supporting Our Communities

Two books by Emerald Publishing (emeraldgrouppublishing.com), *Community Participation and Civic Engagement in the Digital Era* and *Action Learning and Action Research*, focus on community sustainability. While they're academically oriented, both books have practical applications for nonprofit organizations.

In *Community Participation and Civic Engagement in the Digital Era*, Mudit Kumar Singh notes that local participation is vital in sustaining community development, especially in rural areas, which tend to be economically challenged while resource rich. He examines how digital communication can be used for community engagement and explores the future of digital work.

Each chapter of *Action Learning and Action Research* is written by different authors, specialists in their fields. The book's editors define "action learning and research" as "observing lived experiences and working in groups to resolve real-life problems, learning what works and what doesn't." Such an approach is a welcome contrast to the insularity of much current research.

Both books emphasize the importance of flexibility and cooperation in solving global challenges. Their authors provide insight on how nonprofits can help communities meet interconnected problems so they can bring transformative change. 💲

—reviewed by Terrence Fernsler

Beyond the Briefs

To explore issues raised in these briefs in more detail, take a look at these articles (NonprofitWorld.org):