

WONKY CARROT

HIRING MANAGER TOOLKIT

**PRACTICAL TOOLS FOR FAIRER,
STRONGER, MORE INCLUSIVE HIRING.**

A PRACTICAL BRIDGE OF HOPE TOOLKIT
FOR RECOGNISING POTENTIAL BEYOND POLISH.

**DIFFERENT ROOTS.
UNLIMITED POTENTIAL.**

BRIDGE OF HOPE

READ THE GRIT REPORT

TAKE THE GRIT TEST

**BRIDGE OF HOPE**
Home of Wonky Carrots.



WELCOME TO HIRE FOR GRIT

Look beyond polish. Hire for potential, perseverance and growth.

- ✓ This toolkit helps hiring teams identify evidence of resilience, adaptability and sustained effort.
- ✓ It is designed to reduce reliance on confidence, polish, pedigree or conventional career paths.
- ✓ Use it alongside structured interviews, reasonable adjustments and consistent scoring.

Different roots. Unlimited potential.


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READ THE GRIT REPORT →

TED

ANGELA LEE DUCKWORTH

GRIT ~

NO1 PREDICTOR
FOR CAREER
SUCCESS.

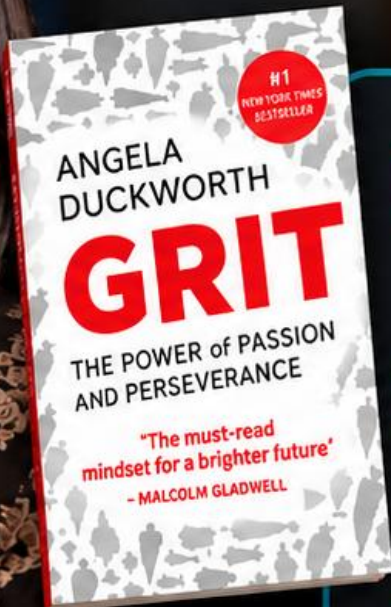


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GRITTY CANDIDATES ~ GREATER RETENTION

MORE THAN TALENT. IT'S ABOUT HOW YOU SHOW UP.



Grit is not about tolerating poor conditions or expecting people to struggle without support.



Look for evidence of sustained effort, learning after setbacks and adapting when circumstances change.



The strongest hiring decisions combine grit with skills, potential and the support needed to succeed.

HIGHER
POTENTIAL
LIVES HERE.



JOBS
CHANGE
LIVES ♥

Different roots.
Unlimited potential.

GRIT ~ TRAITS TO LOOK FOR

HIGHER
POTENTIAL
LIVES HERE.

- ✓ Consistent effort over time
- ✓ A Growth Mindset
- ✓ Ability to recover from failure

Red Flags:

- ✗ Giving up easily
- ✗ A Fixed Mindset
- ✗ Lack of accountability


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HOME OF WONKY CARROTS



DIFFERENT
ROOTS
SAME
POTENTIAL

WONKY
PEOPLE.
BRIGHTER
FUTURES.

TAKE THE GRIT TEST

Reflect on your own perseverance and long-term focus.

USE THE PSYCHOLOGY TODAY GRIT TEST AS A SHORT REFLECTION TOOL.



It can help managers and candidates think about perseverance, consistency and long-term goals.



Treat it as a conversation starter — not a hiring gate.



It's quick, practical and a great way to spot grit in action.

DIFFERENT ROOTS. UNLIMITED POTENTIAL.

STAR JUMPS



STRONGER THAN YOU THINK!

SMALL STEPS. BIG IMPACT.



PUSH UPS



SIT UPS



REAL PEOPLE. REAL POTENTIAL.



TAKE THE GRIT TEST →

READ THE GRIT REPORT

DISCOVER THE TALENT YOUR BUSINESS CAN'T AFFORD TO OVERLOOK.



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Hiring for Grit: discover the talent your business can't afford to overlook.

Read the Bridge of Hope report for the case behind hiring for potential, resilience and lived experience — and practical ideas for changing hiring decisions.



DISCOVERY

See the potential beyond the CV.



SELF UNDERSTANDING

Recognise strengths, learn and grow.



POSITIVE REINFORCEMENT

Celebrate progress and keep going.



READ THE GRIT REPORT →

<https://www.mybridgeofhope.net/post/hiring-for-grit-discover-the-talent-your-business-can-t-afford-to-overlook>

KNOW YOUR STORY.
OWN YOUR STRENGTHS. ♥



JOBS CHANGE LIVES ♥

WHY INCLUSIVE HIRING MATTERS


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➤ **Having a job changes everything.** ➤

PEOPLE



Unlock overlooked talent and give people a fair chance.

OPPORTUNITY



Create access to meaningful work and progression.

INNOVATION



Bring different experience and fresh ideas.

GROWTH



Build stronger teams and long-term value.

➤ **Different roots. Unlimited potential.** ➤

THE BUSINESS CASE FOR HIRING WONKY CARROTS

ATTRACTION

76%

(Glassdoor)



MOTIVATION

81%

(CEO)



ENGAGEMENT

83%

(Deloitte)



THE COMMERCIAL CASE



RETENTION

+50%

(Harvard Business Review)




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HOME OF WONKY CARROTS

BETTER
QUESTIONS.
BRIGHTER
TALENT.



CURIOUS
PEOPLE
BUILD
AMAZING
TEAMS



Different roots. Unlimited potential.

GET THEIR ATTENTION

ASK BETTER QUESTIONS. GET BETTER ANSWERS.

1

Tell me about a **significant challenge**.
What did you do and what happened?



2

Give an example of a **goal** you worked
hard to achieve. What kept you going?



3

Tell me about a time you had to
adapt to a major change.



4

When something goes wrong,
how do you **learn and recover**?



5

What is a **long-term goal** you care about,
and how are you working towards it?



DOWNLOAD THE INTERVIEW GUIDE



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REAL
CONVERSATIONS
REVEAL
REAL POTENTIAL.



PEOPLE
NOT
PERFECTION.



JOBS
CHANGE
LIVES



GROWTH MINDSET • CAROL S. DWECK

POTENTIAL ISN'T FIXED. IT CAN GROW.

Growth mindset is about how we respond when learning gets difficult — not pretending everyone can become anything.

FIXED-MINDSET RESPONSE

“If I struggle, maybe I’m just not good at this.”

- May avoid challenge
- Protects the image of being capable
- Can treat feedback as a threat
- May give up sooner after setbacks

GROWTH-MINDSET RESPONSE

“I can’t do this YET — what can I learn?”

- Leans into learning
- Uses strategies and support
- Learns from useful feedback
- Tries a different route after setbacks

THE WORD THAT CHANGES THE STORY: YET.

DIFFERENT ROOTS. UNLIMITED POTENTIAL.

WHAT'S YOUR GROWTH MINDSET SCORE?

SAME ROOTS. DIFFERENT MINDSETS. BIGGER POSSIBILITIES.


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I CAN LEARN THIS!

CHALLENGES MAKE ME STRONGER! ♥

PROGRESS NOT PERFECTION! ♥

DIFFERENT THINKING DRIVES CHANGE!

A POSITIVE MIND OPENS MORE DOORS! ♥

LEARN GROW REPEAT

CURIOSITY

RESILIENCE

OPPORTUNITY

PROGRESS

Different roots.
Unlimited potential.

A MORE OPEN MIND.
A BRIGHTER FUTURE. ♥

QUICK 5-MIN QUIZ

- ☒ How do you react to challenges?
- ☒ What do you believe about feedback?
- ☒ Do you see effort as a path to mastery?
- ☒ How do you respond to setbacks?
- ☒ Are you open to new perspectives?

GET YOUR GROWTH MINDSET SCORE



SCAN HERE TO TAKE THE TEST

♥ JOBS CHANGE LIVES

CREATE YOUR OWN VIZZY PROFILE

YOUR STORY. YOUR SKILLS.
YOUR TALENTS. YOUR PASSIONS.

- ☒ SHOWCASE YOUR SKILLS
- ☒ HIGHLIGHT YOUR TALENTS
- ☒ SHARE YOUR PASSIONS
- ☒ STAND OUT FOR OPPORTUNITIES

REAL PEOPLE.
REAL POTENTIAL.

Different roots.
Unlimited potential.



RESILIENT
CREATIVE
DETERMINED
ME



LEARN
GROW
ACHIEVE
REPEAT



PEOPLE
COMMUNITY
CHANGE



CREATIVE
THINKER
PROBLEM
SOLVER



GOOD
FOOD
BRIGHTER
FUTURES

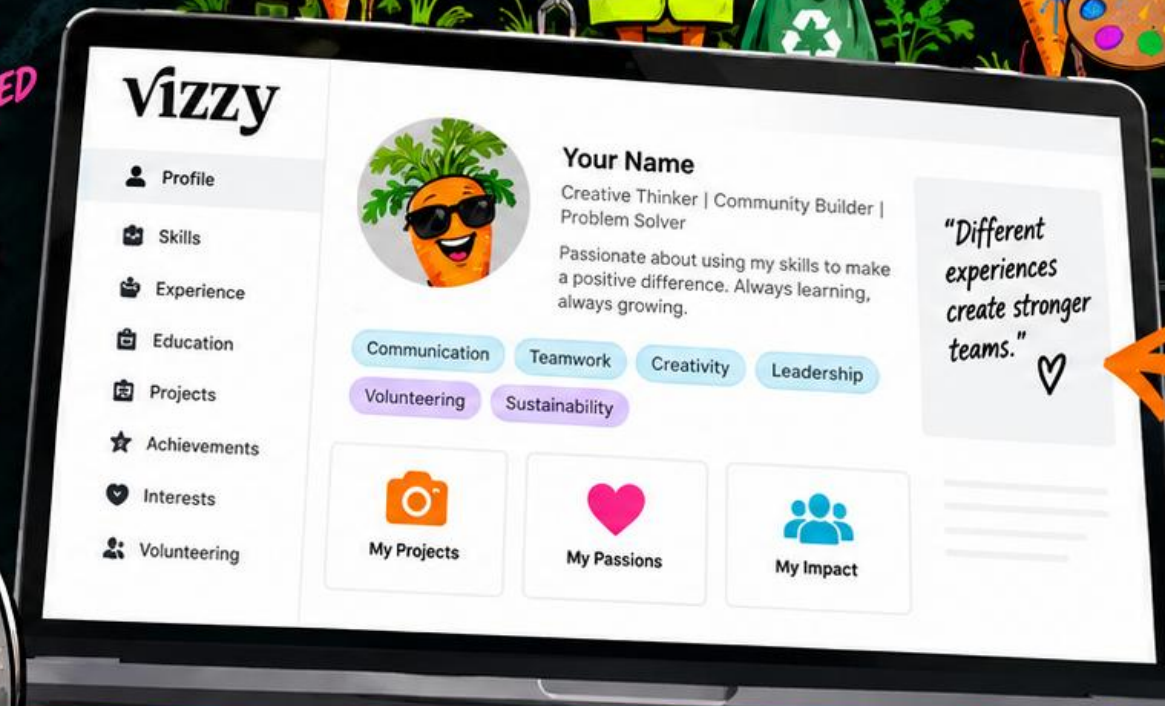
NEW
SKILLS
NEW
OPPORTUNITIES

IT'S YOUR
PORTFOLIO
FOR LIFE

- ☒ BE SEEN
- ☒ BE HEARD
- ☒ BE YOU

JOBS
CHANGE
LIVES

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CREATE YOUR VIZZY PROFILE NOW →

www.vizzy.com

THE WONKY CARROT

HIRING MANAGER CHECKLIST

Are you ready to hire some amazing wonky carrots? ♥

- ✓ Have we reviewed the job description for unnecessary barriers?
- ✓ Are we focused on skills and potential?
- ✓ Have we considered reasonable adjustments?
- ✓ Are questions structured and consistent?
- ✓ Do we have a clear evidence-based scoring approach?
- ✓ Are onboarding and development ready before the offer?



**ARE WE CURIOUS ENOUGH TO SEE
WHAT OTHERS MIGHT MISS?** ♥

Different roots. Unlimited potential.

DIFFERENT
EXPERIENCES.
BIGGER
POTENTIAL.
♥

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INCLUSIVE INTERVIEW ADJUSTMENTS

SMALL CHANGES MAKE A BIG DIFFERENCE. ♡

PEOPLE
NOT
PERFECTION. ♡

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FLEXIBLE
WORKS
BETTER
FOR ME!



- ✓ Offer flexible formats: in-person, virtual, written or blended.



- ✓ Allow extra time for responses and processing.



- ✓ Use clear, jargon-free questions.



- ✓ Share questions in advance where appropriate.



- ✓ Provide sensory-friendly environments and breaks.



- ✓ Focus scoring on behaviours, skills and evidence.

DIFFERENT
THINKING.
REAL
POTENTIAL. ♡

DIFFERENT ROOTS.
UNLIMITED POTENTIAL. ♡

- ✓ BE SEEN
- ✓ BE HEARD
- ✓ BE YOU ♡

**JOBS
CHANGE
LIVES** ♡

NEW PERSPECTIVES

STRONGER TEAMS

BRIGHTER FUTURES ♡

DESIGN THE INTERVIEW FOR EVIDENCE — NOT PERFORMANCE

INTERVIEW TOOL

Remove barriers so every candidate can show role-relevant grit.

SAME OUTCOME

Ask the same core, role-relevant questions and score against the same evidence criteria.

DIFFERENT ROUTE

Offer adjustments: questions in advance, processing time, quiet space, notes or a practical task.

NO DIAGNOSIS TEST

Never score eye contact, speed, spelling, small talk or disclosure unless genuinely essential.

THE GRIT LENS

Listen for sustained effort • learning after setbacks • adapting strategy • asking for support • following through.

THE LEGAL LENS

Keep pre-offer health/disability questions within UK rules. Ask what adjustments are needed and keep capability questions job-related.

WHAT WOULD HELP YOU SHOW US YOUR BEST IN THIS INTERVIEW?

DIFFERENT ROOTS. UNLIMITED POTENTIAL.

ADHD: QUESTIONS THAT LET GRIT SHOW

ADHD

Structure the conversation without confusing interview style with potential.

ASK

Tell me about a goal that took sustained effort. What kept you moving when attention or motivation dipped?

ASK

Describe a time you had several priorities. How did you organise, recover when something slipped, and finish?

ASK

Give an example of feedback that changed how you worked. What did you try differently?

ASK

Tell me about a setback that forced you to change approach. What did you try next?

BEST ENVIRONMENT

Quiet, low-distraction room • one question at a time • visible agenda • notes, movement and thinking time.

SCORE THE STRATEGY AND EVIDENCE — NOT HOW STILL, FAST OR POLISHED THE ANSWER LOOKS.

DIFFERENT ROOTS. UNLIMITED POTENTIAL.

DYSLEXIA: QUESTIONS THAT LET GRIT SHOW

DYSLEXIA

Reduce unnecessary literacy pressure unless it is genuinely essential to the role.

ASK

Tell me about something you found difficult to learn. How did you find a way that worked for you?

ASK

Describe a time you communicated complex information clearly. What tools or methods did you use?

ASK

Tell me about a mistake or misunderstanding. How did you correct it and prevent a repeat?

ASK

What system, shortcut or tool have you created to improve the way you work?

BEST ENVIRONMENT

Clear language • one topic at a time • questions in advance • processing time • notes • relevant tests only.

A SPELLING TEST MEASURES SPELLING. USE IT ONLY WHEN SPELLING ACCURACY IS ESSENTIAL.

DIFFERENT ROOTS. UNLIMITED POTENTIAL.

AUTISM: QUESTIONS THAT LET GRIT SHOW

Make questions concrete. Assess the work, not social performance.

ASK

Tell me about a project or responsibility you stayed committed to over time.

ASK

Describe an unexpected change. What information did you need and how did you adapt?

ASK

Give an example of noticing a problem or detail others had missed.

ASK

Tell me about a time instructions were unclear. How did you get clarity and move forward?

BEST ENVIRONMENT

Predictable format • specific questions • quiet sensory-friendly space • processing time • no eye-contact scoring.

SOMETIMES THE FAIREST WAY TO DISCOVER CAPABILITY IS TO LET SOMEONE DO THE WORK.

DIFFERENT ROOTS. UNLIMITED POTENTIAL.

BIPOLAR & FLUCTUATING MENTAL HEALTH: KEEP IT JOB-FOCUSED

MENTAL HEALTH

Do not interview the diagnosis. Ask about role-relevant behaviour and adjustments.

ASK

Tell me about a demanding period. How did you prioritise, maintain standards and know when to seek support?

ASK

Describe a long-term goal that required consistency. What routines or support helped?

ASK

Tell me about a setback. How did you regroup and move forward?

ASK

Give an example of recognising your original plan was not working. What changed?

BEST ENVIRONMENT

Calm and private • clear agenda • predictable timings • breaks • no intrusive health questions.

NEVER INFER RELIABILITY FROM A MENTAL-HEALTH LABEL. SCORE THE EVIDENCE.

DIFFERENT ROOTS. UNLIMITED POTENTIAL.

RETURNING CITIZENS: INTERVIEW THE FUTURE, NOT JUST THE PAST

FAIR CHANCE

Assess skills, growth and role-related risk proportionately.

ASK

Since that period of your life, what have you worked hardest to build or change?

ASK

Tell me about responsibility in custody, training, volunteering or the community. How did you earn trust?

ASK

Describe a setback since release or while preparing for release. What did you do next?

ASK

What skills, qualifications or habits have you developed that will help you succeed here?

ASK

What does success in the next 12 months look like, and what are you doing to get there?

AVOID: "WHY SHOULD WE TRUST YOU?" ASK: "WHAT EVIDENCE CAN YOU GIVE US OF RELIABILITY NOW?"

DIFFERENT ROOTS. UNLIMITED POTENTIAL.

THE GRIT-FRIENDLY INTERVIEW ENVIRONMENT

ENVIRONMENT

Small changes can reveal more evidence — and many cost nothing.

BEFORE

Send format, timings, names and location. Offer adjustments and question areas where appropriate.

ROOM

Quiet • comfortable • accessible • low distraction • avoid unnecessary sensory overload.

QUESTIONS

One idea at a time • plain language • concrete examples • avoid riddles and vague hypotheticals.

TIME

Allow thinking time and pauses. Offer breaks and extra time where reasonable.

SCORING

Score evidence against defined criteria. Separate charisma and confidence from competence.

UNIVERSAL DESIGN FIRST. INDIVIDUAL ADJUSTMENT SECOND.
DIFFERENT ROOTS. UNLIMITED POTENTIAL.

THE TALENT IS THERE. THE ACCESS ISN'T.

THE CASE

UK figures that help hiring managers see the scale of overlooked potential.

~3 IN 10

Working-age autistic disabled people were in employment in data cited by the Buckland Review.

29.7 PTS

UK disability employment gap in Q2 2025.

36.5%

Supervised prison leavers employed six months after release in the year to March 2026.

80%+

Employers of ex-offenders positively rated reliability, motivation, attendance and performance in GOV.UK guidance.

86%

Employers of ex-offenders rated them as good at their job in GOV.UK guidance.

**BARRIERS ARE REAL. SO IS THE TALENT BEHIND THEM.
DIFFERENT ROOTS. UNLIMITED POTENTIAL.**

GRIT EVIDENCE SCORECARD

SCORECARD

Adjust access — not the standard. Use one evidence framework for every candidate.

PERSEVERANCE

Did they continue purposeful effort after difficulty?

LEARNING

Can they explain what they learned and changed?

ADAPTABILITY

Did they change strategy when circumstances changed?

SELF-MANAGEMENT

What systems, routines or support did they use?

FOLLOW-THROUGH

What evidence shows completion, reliability or return after setback?

RECORD THE EVIDENCE BEFORE DISCUSSING 'FIT'. CONFIDENCE IS NOT COMPETENCE.

DIFFERENT ROOTS. UNLIMITED POTENTIAL.

SOURCES FOR THE INTERVIEW PAGES

SOURCES

Evidence and guidance behind the inclusive interviewing additions.

ACAS

Recruitment discrimination law, interviewing applicants, neuroinclusive recruitment and reasonable adjustments.

BDA

British Dyslexia Association — applying for jobs, reasonable adjustments and employer guidance.

DWP

Buckland Review of Autism Employment; employment of disabled people statistics.

MOJ / HMPPS

Offender employment outcomes and employing prisoners/ex-offenders guidance.

EHRC

Pre-employment health questions and Section 60 guidance.

DATE-STAMP STATISTICS WHEN THE TOOLKIT IS REFRESHED.

DIFFERENT ROOTS. UNLIMITED POTENTIAL.

SCORING & DECISION GUIDE

SCORE EVIDENCE, NOT POLISH.

LOOK FOR GRIT, PROGRESS AND POTENTIAL — NOT A PERFECT PAST.



1

NOT YET EVIDENT

No evidence yet — do not assume lack of ability.

2

DEVELOPING

Limited evidence or examples are unclear.



3

PROMISING

Some evidence; may benefit from mentoring.



4

STRONG

Clear examples across multiple areas.



5

EXCEPTIONAL

Consistent evidence of grit, resilience and adaptability.



SAME ROOTS. DIFFERENT MINDSETS. BIGGER POSSIBILITIES.

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Home of Wonky Carrots.

PEOPLE NOT PERFECTION. ♥

JOBS CHANGE LIVES ♥

Different roots. Unlimited potential.

GRIT EVIDENCE SCORECARD

SCORECARD

Use one scorecard for every candidate. Adjust access — not the standard.

PERSEVERANCE	Did they continue purposeful effort after difficulty?	1 2 3 4 5
LEARNING	Can they explain what they learned and changed?	1 2 3 4 5
ADAPTABILITY	Did they change strategy when circumstances changed?	1 2 3 4 5
SELF-MANAGEMENT	What systems, routines or support did they use?	1 2 3 4 5
PURPOSE	Can they connect effort to a meaningful goal?	1 2 3 4 5
FOLLOW-THROUGH	What evidence shows completion, reliability or return after setback?	1 2 3 4 5

Record the evidence before discussing ‘fit’. Confidence is not competence. A conventional CV is not grit.

EMBRACE NEURODIVERSITY

GREAT MINDS DON'T THINK ALIKE. ♡

DIFFERENT
THINKING.
REAL
POTENTIAL.
BRIGHTER
TEAMS. ♡

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AUTISM

Provide clear structure
and questions in advance.

ADHD

Allow time and
minimise distractions.

DYSLEXIA

Use clear language
and avoid jargon.

DYSPRAXIA

Be flexible on
written tasks.

ANXIETY

Create a calm
environment.

EYE CONTACT

Do not assume lack
of eye contact
means lack of
confidence.

Different roots. Unlimited potential.



USE THE WELLBEING PASSPORT →

Know your candidates better.

**JOBS
CHANGE
LIVES** ♡

A SEAMLESS & FAIR

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JOURNEY FROM INTERVIEW TO OFFER. ♡

SAME OPPORTUNITY.
REAL POTENTIAL.

1

REVIEW

Applications fairly and without bias.

PEOPLE NOT PREJUDICE ♡

SKILLS
EXPERIENCE
PASSION
POTENTIAL
NOT BIAS

POTENTIAL ♡

2

SHORTLIST

Fairly, using consistent and inclusive criteria.

SAME CRITERIA FOR ALL ♡

✓ SKILLS
✓ POTENTIAL
✓ CULTURE
✓ DIFFERENT PERSPECTIVES ♡

3

INTERVIEW

Inclusively, with adjustments where needed.

A LEVEL PLAYING FIELD ♡

✓ FLEXIBLE FORMATS
✓ EXTRA TIME
✓ CLEAR QUESTIONS
✓ SUPPORT AVAILABLE

DIFFERENT PATHS
SAME POTENTIAL ♡

4

OFFER

Clearly, transparently and in good time.

TALENT WINS ♡

JOB OFFER ♡

5

ONBOARD

With the right support to help them thrive.

SUPPORT TODAY
SUCCESS TOMORROW ♡

NEW CHAPTER
BIGGER THINGS ♡

TALENT BELONGS EVERYWHERE ♡

Different roots.
Unlimited potential.

FOCUS ON POTENTIAL.
BACK IT UP WITH SUPPORT. ♡

JOBS CHANGE LIVES ♡

HIRING MANAGER MINDSET

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CURIOSITY BEATS ASSUMPTION. ♡

DIFFERENT
EXPERIENCES.
BIGGER
PERSPECTIVE. ♡

SAME TALENT.
DIFFERENT
JOURNEY. ♡

TALENT
HAS MANY
PATHWAYS ♡

PEOPLE
NOT
PERFECTION ♡

JOBS
CHANGE
LIVES ♡

INCLUSIVE
HIRING
STRONGER
BUSINESSES ♡

BE
CURIOUS
NOT
JUDGEMENTAL ♡

POTENTIAL
EXPERIENCE
DIFFERENT PERSPECTIVES
STRONGER TEAMS

WHAT HELPED
THEM SUCCEED?

ABILITY
NOT
DISABILITY ♡

✓ SKILLS
✓ RESILIENCE
✓ ADAPTABILITY
✓ LIVED EXPERIENCE ♡

POTENTIAL ♡

1

LOOK FOR CONTRIBUTION

Replace "culture fit"
with evidence of
contribution.

2

ASK BETTER QUESTIONS

Ask what helped
someone succeed —
not why their path
looks different.

3

SEE THE FULL PICTURE

Separate confidence
from competence.

4

CHALLENGE BIAS

Challenge pedigree
bias and unexplained
gaps.

5

RECORD THE EVIDENCE

Keep notes on
evidence before
discussing
impressions.

Different roots.
Unlimited potential.

OPEN MINDS BUILD BRIGHTER TEAMS. ♡

WHAT GOOD LOOKS LIKE

BUILD A PROCESS THAT LETS PEOPLE SHOW THEIR BEST. ♥

CANDIDATE

"I got a second chance and could show what I can do." ♥

- ✓ Clear information upfront
- ✓ Accessible application process
- ✓ A fair chance to show my skills and potential
- ✓ Support where needed
- ✓ Feel respected and valued



REAL PEOPLE.
REAL OPPORTUNITIES. ♥

HIRING MANAGER

"Structured questions revealed strengths we might have missed." ♥

- ✓ Clear, consistent and inclusive questions
- ✓ Focus on skills, behaviours and evidence
- ✓ Challenge assumptions and bias
- ✓ Make reasonable adjustments easily
- ✓ Feel confident I'm making a fair decision



FAIRER HIRING.
STRONGER TEAMS. ♥

DIFFERENT ROOTS.
SAME OPPORTUNITY.
BRIGHTER TEAMS. ♥

EMPLOYER

"A fairer process helped us widen our talent pool and build stronger teams." ♥

- ✓ Access to a broader, more diverse talent pool
- ✓ Stronger, more innovative teams
- ✓ A fair and transparent process
- ✓ Better retention and performance
- ✓ A more inclusive workplace culture



JOBS CHANGE LIVES. ♥

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TALENT DESERVES A SECOND CHANCE

HIRE FROM THE CRIMINAL JUSTICE SYSTEM. ♡

SAME POTENTIAL.
DIFFERENT PATH.
BRIGHTER FUTURES. ♡


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1

FAIR ASSESSMENT

- ✓ Focus on relevance to the role.
- ✓ Use evidence, not blanket exclusions.
- ✓ Be clear about what must be disclosed and when.

2

STRUCTURED PROCESS

- ✓ Use consistent, transparent criteria.
- ✓ Assess skills, behaviours and readiness.
- ✓ Take a proportionate and fair risk-based approach.

3

SEE THE PERSON

- ✓ Explore skills, learning and life experience.
- ✓ Ask what's changed and what they've achieved since.
- ✓ Recognise resilience, responsibility and transferable skills.

4

MAKE A FAIR OFFER

- ✓ Be open to different pathways (employment, placements, apprenticeships).
- ✓ Provide onboarding support and clear expectations.
- ✓ Give feedback and keep the conversation going.

5

BUILD BRIGHTER FUTURES

- ✓ Unlock untapped talent.
- ✓ Reduce reoffending.
- ✓ Strengthen communities.
- ✓ Create more inclusive and high-performing teams.

Different roots. Unlimited potential.

SECOND CHANCES CREATE STRONGER SOCIETIES. ♡

ONBOARDING FOR RETENTION

Inclusion does not stop at the offer.

1

CLEAR START

Explain role, expectations and first-week priorities.



2

RIGHT SUPPORT

Provide a buddy or mentor, and agree adjustments early.



3

REGULAR CHECK-INS

Use 30/60/90-day conversations to remove barriers.



4

PROGRESSION

Make development and opportunity visible.



5

LONG-TERM IMPACT

Support wellbeing, career development and inclusion beyond day one.



Jobs
Change
Lives

Different roots. Unlimited potential.

Fairer Hiring
Stronger Teams
Brighter Futures

MEASURE WHAT MATTERS

TRACK OUTCOMES, EXPERIENCE AND RETENTION. ♥

REAL PEOPLE.
REAL PROGRESS.
REAL IMPACT. ♥

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90-DAY RETENTION

Are new hires staying and settling in?

- ✓ Still in role at 30 / 60 / 90 days
- ✓ Engaged and integrated
- ✓ Accessing support
- ✓ Early issues resolved

STILL
HERE -
THRIVING ♥



12-MONTH RETENTION

Are people building sustainable careers?

- ✓ In role at 6 / 12 months
- ✓ Progression and development
- ✓ Increased confidence and independence
- ✓ Positive contribution to team and business

CAREERS
NOT
JUST JOBS ♥

LONGER
FURTHER
BRIGHTER ♥



CANDIDATE EXPERIENCE

Did people feel respected and able to perform?

- ✓ Felt fairly treated
- ✓ Process was clear and supportive
- ✓ Reasonable adjustments worked
- ✓ Would recommend us to others

DIFFERENT
ABILITIES
- SAME -
OPPORTUNITIES ♥



HIRING QUALITY

Did the process predict performance fairly?

- ✓ Meeting or exceeding expectations
- ✓ Valuable contribution
- ✓ Progression into new opportunities
- ✓ Improved diversity and stronger teams

JUDGED
ON POTENTIAL
NOT THE PAST ♥



JOBS
CHANGE
LIVES ♥

DIFFERENT ROOTS. UNLIMITED POTENTIAL. ♥

FAIRER HIRING
STRONGER TEAMS
BRIGHTER FUTURES ♥

KEEP DIGGING. ♡

TOOLS TO HELP YOU FIND — AND KEEP — **AMAZING WONKY CARROTS.**

PRACTICAL TOOLS.
REAL INSIGHTS.
BRIGHTER FUTURES. ♡


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READ THE GRIT REPORT

DISCOVER THE TALENT
YOUR BUSINESS CAN'T
AFFORD TO OVERLOOK.

REAL
DATA.
REAL
IMPACT. ♡



CLICK ME →

TAKE THE GRIT TEST

DO YOU HAVE
THE MINDSET TO
SPOT POTENTIAL?

GRIT
BEATS
PERFECT
EVERY TIME. ♡



CLICK ME →

TAKE THE GROWTH MINDSET TEST

ARE YOU OPEN TO
DIFFERENT PATHWAYS
AND POSSIBILITIES?

YET!

CURIOUS
OPEN
FAIR
BRAVER
BETTER
HIRING ♡



CLICK ME →

BUILD YOUR VIZZY PROFILE

SHOWCASE YOUR SKILLS,
EXPERIENCE, PASSIONS
AND POTENTIAL.

- ✓ SKILLS
- ✓ EXPERIENCE
- ✓ VOLUNTEERING
- ✓ LIFE EXPERIENCE
- ✓ PASSIONS
- ✓ POTENTIAL

MORE
THAN
A CV ♡



CLICK ME →

BRIDGE OF HOPE

JOIN THE MOVEMENT
FOR A FAIRER, MORE
INCLUSIVE WORKFORCE.

JOBS
CHANGE
LIVES ♡



CLICK ME →

People
Change
Lives ♡

KEEP LEARNING. KEEP QUESTIONING. KEEP LOOKING BEYOND THE CV.

DIFFERENT ROOTS. UNLIMITED POTENTIAL. ♡

Inclusive
Hiring
Stronger
Teams
Brighter Futures ♡

YOUR 30-DAY ACTION PLAN

TURN INTENT INTO PRACTICAL CHANGE. ♥

SMALL STEPS.
BIGGER
OPPORTUNITIES. ♥

BRIDGE OF HOPE
Home of Wonky Carrots.

WEEK 1

AUDIT AND REMOVE BARRIERS.

- ✓ Review one role.
- ✓ Identify unnecessary requirements.
- ✓ Remove bias and outdated language.
- ✓ Get sign-off to make changes.



WEEK 2

ASK BETTER QUESTIONS.

- ✓ Rewrite interview questions to focus on skills, potential and behaviours.
- ✓ Use a consistent, structured approach.
- ✓ Include lived experience where relevant.
- ✓ Test with your team.



WEEK 3

BRIEF AND ALIGN.

- ✓ Run a session with hiring managers.
- ✓ Share guidance on reasonable adjustments.
- ✓ Agree scoring criteria and decision-making.
- ✓ Build confidence and challenge bias.



WEEK 4

PUT IT INTO PRACTICE.

- ✓ Run the process.
- ✓ Gather feedback from candidates and hiring managers.
- ✓ Review outcomes against your goals.
- ✓ Identify what to do next and make it part of BAU.



JOBS
CHANGE
LIVES ♥

KEEP GOING. KEEP IMPROVING. KEEP THE MOMENTUM. ♥

DIFFERENT ROOTS. UNLIMITED POTENTIAL. ♥

FAIRER HIRING
STRONGER TEAMS
BRIGHTER FUTURES ♥

DIFFERENT
ROOTS.
UNLIMITED
POTENTIAL. ♡

CURATED BY WONKY CARROTS

REAL
PEOPLE.
REAL STORIES.
REAL CHANGE. ♡

JAMES
FOUNDER

ETON
BORN LUCKY.

GLOBAL
DRINKS EXEC

GUINNESS
BIG BRANDS.
BIG MARKETS.
U.S.A.

EPIC
CRASH

PSYCHIATRIC
WARD

BUT
I GOT
BACK UP!

COMEBACK
CARROT!!

USA

DIFFERENT
CULTURE.
BIGGER
THINKING.

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HOME OF WONKY CARROTS

JOBS
PEOPLE
OPPORTUNITY
CHANGE
BRIGHTER
FUTURES

JOBS CHANGE LIVES.
THAT'S WHAT DRIVES ME.

WILD WATER
SWIMMER

COLDER WATER.
CLEARER MIND.
BRIGHTER DAYS.

CHANCE
CO-FOUNDER

NOT
BORN
LUCKY.

ABUSE.
LOSS.
SURVIVAL.

SECOND
CHANCES
CHANGE
LIVES.

PURPOSE CARROT

DIFFERENT PATH. SAME POTENTIAL.

SAME
CARROT.
DIFFERENT
ROOTS.
BIGGER
PURPOSE.

DRUGS.
ALCOHOL.
AT RISK.
BUT STILL
A CARROT!

JAZZ
KEEPS ME
GROUNDED.

MUSIC.
GIVES ME
PEACE AND
PURPOSE.

FEEDING
PEOPLE
FUELS ME.

PEOPLE
NOT
LABELS

BRIDGE OF HOPE
HOME OF WONKY CARROTS

JOBS
PEOPLE
OPPORTUNITY
CHANGE
BRIGHTER
FUTURES

JOBS CHANGE LIVES.
THAT'S WHAT DRIVES ME.

JAMES
SCAN TO CONNECT



LinkedIn
James Fellowes

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www.mybridgeofhope.net

CHANCE
SCAN TO CONNECT



LinkedIn
Chance Bleu-Montgomery

LET'S CREATE CHANGE TOGETHER

Different roots. Unlimited potential. ♥

READY TO HIRE FOR GRIT?

Build a fairer process. Find overlooked talent.
Create brighter futures.

VISIT MYBRIDGEOFHOPE.NET →

Let's grow a more inclusive workforce. Together.

✉ hello@mybridgeofhope.net



READ THE GRIT REPORT →



TAKE THE GRIT TEST →



BRIDGE OF HOPE →

JOBS CHANGE LIVES. ♥ FAIRER HIRING. ♥ STRONGER TEAMS. ♥ BRIGHTER FUTURES.


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Home of Wonky Carrots



GOOD
PEOPLE
GROW
GREAT
TEAMS
♥

SAME
OPPORTUNITIES.
BRIGHTER
FUTURES.
♥

3 WAYS WE CAN FREE YOUR WONKY CARROTS

Different
people.
Brighter
futures.

1 NURTURE DIFFERENT THINKING



2 EXPAND THE PATCH



3 DIG DEEPER




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Home of Wonky Carrots

EXCEPTIONAL TALENT GROWS EVERYWHERE.

1

REWIRE YOUR EXEC MINDSET.

Different people. Bigger talent pools.
Brighter futures.

Second
Chances
Taste
Better

How much
will this cost?
Will it deliver
ROI?

Does it fit
our policies?
Is it too risky?
What will people
think?

Incredible
talent...
Why haven't we
been seeing
this before?

HMP BRIXTON
PEOPLE CHANGE LIVES

REAL
PEOPLE
REAL
STORIES
BRIGHTER
FUTURES

COSTS
ROI
RISK
BUDGETS

POLICIES
COMPLIANCE
REPUTATION
CULTURE

ONE DINNER. A DIFFERENT MINDSET.

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2

ATTRACT WONKY CARROTS. **EVERYWHERE.**

DIFFERENT BACKGROUNDS. DIFFERENT PLACES. BIGGER POTENTIAL.

1.2 MILLION CANDIDATES. WORLDWIDE.

POWERED BY  JOBS FOR HUMANITY



NORTH AMERICA

200K

EUROPE

160K

SOUTH AMERICA

20K

AFRICA

50K

MIDDLE EAST

300K

ASIA PACIFIC

200K

WHEREVER YOU'RE HIRING,

WE HELP YOU FIND THE PEOPLE OTHERS OVERLOOK.


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IN PARTNERSHIP WITH
 **JOBS FOR HUMANITY**
A MORE INCLUSIVE
TOMORROW. TOGETHER.

HOW WE FIND CANDIDATES

Hidden talent. Real potential.

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REACH

Connect with overlooked communities.



PARTNER

Work with trusted referral organisations.



SUPPORT

Help candidates prepare and build confidence.



PREPARE

Make sure hiring teams are job-ready.



Different roots. Unlimited potential.

BRIDGE OF HOPE →

3 FIND THE WONKY CARROTS OTHERS CAN'T.

Most recruiters
only see
the tip...



SOCIAL BOOST

PRECISION TARGETING FOR
HARD-TO-REACH TALENT.

Different backgrounds.
Different places. Bigger potential.

BRAVE.
RESILIENT.
FULL OF
POTENTIAL.



EX-OFFENDERS



VETERANS



NEURODIVERGENT
TALENT



NEETS



CARE LEAVERS



RURAL &
HYPER-LOCAL



HYPER-LOCAL
OUTREACH



SOCIAL MEDIA
& DIGITAL



COMMUNITY
PARTNERSHIPS



DATA-DRIVEN
TARGETING



PLACE-BASED
CAMPAIGNS


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Home of Wonky Carrots.

WE GO DEEPER.

MORE PEOPLE. BRIGHTER FUTURES.

LET'S BUILD A FAIRER FUTURE TOGETHER

Different people. Brighter teams. Greater possibilities.

Thanks for exploring the Wonky Carrot Hiring Manager Toolkit. We hope it gives you practical tools, real insights and fresh perspectives to help you hire for potential.

If you'd like to discuss how we can support your organisation – let's have a chat.



**BOOK A
DISCOVERY CALL**

Find a time that works for you:

<https://calendly.com/james-fellowes/30min?month=2026-09>



**VIEW CHANCE'S
VIZZY CV**

See my story and experience:

<https://vizzy.com/@chancebm>



**CONNECT WITH CHANCE
ON LINKEDIN**

Let's keep in touch:

<https://www.linkedin.com/in/chance-bleu-montgomery-6153691bb/>



**VIEW JAMES'S
VIZZY CV**

See James's story and experience:

<https://vizzy.com/@jamesfellowes>



**CONNECT WITH JAMES
ON LINKEDIN**

Let's keep in touch:

<https://www.linkedin.com/in/jamesfellowes/>

**SAME
POTENTIAL
DIFFERENT
ROOTS**



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**PEOPLE
OPPORTUNITY
PROGRESS
FOR A BRIGHTER
TOMORROW** ♥

**HIRE FOR
POTENTIAL
HIRE FOR GRIT**

Different roots. Unlimited potential.

KEEP DIGGING. ♡

TOOLS TO HELP YOU FIND — AND KEEP — **AMAZING WONKY CARROTS.**

PRACTICAL TOOLS.
REAL INSIGHTS.
BRIGHTER FUTURES. ♡


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Home of Wonky Carrots

READ THE GRIT REPORT

DISCOVER THE TALENT
YOUR BUSINESS CAN'T
AFFORD TO OVERLOOK.

REAL
DATA.
REAL
IMPACT. ♡



CLICK ME →

TAKE THE GRIT TEST

DO YOU HAVE
THE MINDSET TO
SPOT POTENTIAL?

GRIT
BEATS
PERFECT
EVERY TIME. ♡



CLICK ME →

TAKE THE GROWTH MINDSET TEST

ARE YOU OPEN TO
DIFFERENT PATHWAYS
AND POSSIBILITIES?

YET!

CURIOUS
OPEN
FAIR
BRAVER
BETTER
HIRING ♡



CLICK ME →

BUILD YOUR VIZZY PROFILE

SHOWCASE YOUR SKILLS,
EXPERIENCE, PASSIONS
AND POTENTIAL.

- ✓ SKILLS
- ✓ EXPERIENCE
- ✓ VOLUNTEERING
- ✓ LIFE EXPERIENCE
- ✓ PASSIONS
- ✓ POTENTIAL

MORE
THAN
A CV ♡



CLICK ME →

BRIDGE OF HOPE

JOIN THE MOVEMENT
FOR A FAIRER, MORE
INCLUSIVE WORKFORCE.

JOBS
CHANGE
LIVES ♡



CLICK ME →

People
Change
Lives ♡

KEEP LEARNING. KEEP QUESTIONING. KEEP LOOKING BEYOND THE CV.

DIFFERENT ROOTS. UNLIMITED POTENTIAL. ♡

Inclusive
Hiring
Stronger
Teams
Brighter Futures ♡



REAL
PEOPLE.
REAL STORIES.
REAL CHANGE.



WANT THE **WONKY CARROTS** IN YOUR BOARDROOM?

WE GIVE AWAY
ONE FREE KEYNOTE
EVERY MONTH.

JOBS CHANGE LIVES.

CHANCE'S VIZZY CV



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www.mybridgeofhope.net



**BOOK A FREE
DISCOVERY CALL
WITH THE AUTHOR CHANCE**

BOOK A DISCOVERY CALL

JAMES'S VIZZY CV

*DIFFERENT ROOTS.
UNLIMITED POTENTIAL.*



INCLUSIVE TALENT | FAIRER HIRING | BRIGHTER FUTURES