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21CSI “Recruiting For Innovation”

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The conclusion ...

**If you are an innovative company,
introducing new products / services
into the marketplace,**

current recruiting practices

are not likely

to find you

the talent you need to succeed,

never mind excel



Recruiting is changing ... (1 of 2)

The Demographic Shift: Baby Boomers are leaving the work place

- 2008-2009 Recession has **postponed, not negated**, the impact
 - Some of their talent and experience may be available on a part time or contract basis
 - But recruiters aged 25 to 40 do not “naturally” build rapport with them during the recruiting process
- Before today, the sheer numbers of Baby Boomers available in the talent pool made **recruiting “comparatively” easy**, especially from 1980 on
 - Current recruiting practices developed in this period
 - They **will not** be “**the best practices**” required in future



Recruiting is changing ... (1 of 2)

- Not all organizations **need to recruit the top performers** in the talent pool but most organizations want to hold onto them once they have them
 - **Accessing the “hidden” talent sub-pool** will become more and more important in future
- **Traditional recruiting practices** combined with “social media” outreach will not be enough
 - Workopolis, Twitter, Linked In, and other Internet Job Boards reduce the “cost per hire” but do not address the “quality of final candidate”
 - Research shows that there is **little to no correlation** between interview results and performance “on-the-job” and “over course of career” at the organization
- More and more, accessing top performers will require **tapping the Hidden Talent Sub-Pool**
- More and more, **evaluating candidate quality** will require **innovative, efficient approaches** that get the “candidates” to behave (any time, any where) in ways that accurately predict their **actual performance on-your-job** and their **fit to your organizational culture**

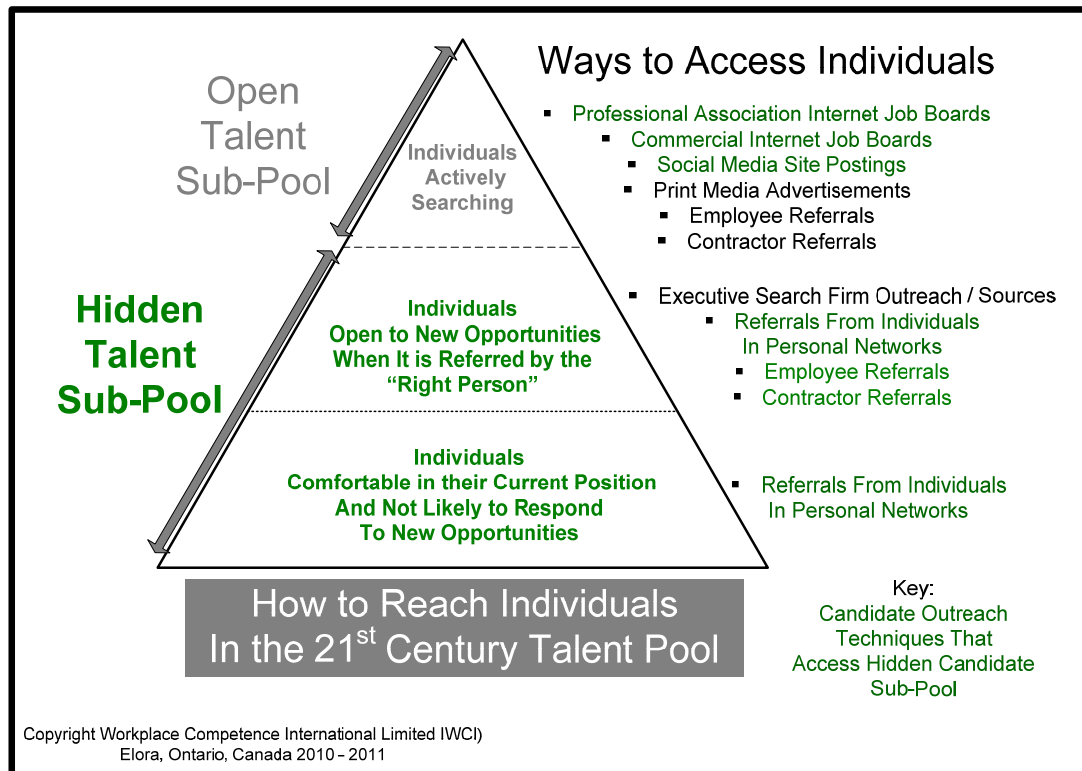


New Realities in Recruiting

- There are not enough candidates “currently” looking in the market place
→ **Need to figure out ways to “tap” hidden talent sub-pool**
- More and more resumes are “tailored” to key word ranking algorithms
→ **Less and less, resumes are useful as indicators of a candidate’s past and future on-the-job performance**
- Pace of change increasing in enterprises that are at front end of Innovation Life Cycle
 - **Attitude and ability to “learn” are increasingly more important than “past technical aptitude,**
 - **Hiring for “career potential” is more and more the key,**
 - **But “technical demands” of work require past technical aptitude to ensure that new hires “hit the ground running” on first job**



The 21st Century Talent Market Place



More and more recruiting will have to struggle with the fact that **top performers will already be "employed"**



Need to use innovative practices to access these individuals will be one of the core challenges faced by recruiters

Network Based Outreach means figuring out how to use the "trust" component of Internet based personal connections, not just posting opportunities on Linked In, Twitter, Facebook



Recruiting Must Avoid Bad Hires

The **emotional dynamics** that exist between new hires and their co-workers means that most bad hires are **“in place”** for a long time, even though:

- Bad hires **negatively** impact team / work group **morale**
- Bad hires **negatively** impact **productivity**
- Bad hires send **negative messages** about the **“effectiveness”** of the recruiting team

Fit between the Capability of the Candidate And the Technical Performance Requirements of the Job	EXCEEDS	BAD HIRE IMMEDIATE DISCONNECT BETWEEN HIRED PERSON AND OTHERS	SOME CONNECTION BETWEEN HIRED PERSON AND OTHERS, BUT INDIVIDUAL WILL BE FRUSTRATED BY PERFORMANCE DEMANDS OF JOB	GOOD CONNECTION BETWEEN HIRED PERSON AND OTHERS – BUT LONG TERM TROUBLE UNLESS JOB CONTENT UPGRADED
	HIGH	HIRED PERSON CAN DO JOB, BUT WILL NOT “ENJOY” WORKING WITH OTHERS – WORKS FOR ISOLATED INDIVIDUAL CONTRIBUTORS ONLY	HIRED PERSON WILL DO JOB, BUT IN THE LONGER RUN, COULD BE GROWING DISCONNECT BETWEEN PERSON AND CO-WORKERS	GREAT FIT ON BOTH PERFORMANCE AND CULTURE
	MEDIUM	POOR FIT WITH COWORKERS AND LESS THAT REQUIRED PERFORMANCE – EASIER TO “LET GO”	HIRED PERSON WILL NOT PERFORM AS REQUIRED, AND THERE COULD BE GROWING DISCONNECT BETWEEN PERSON AND CO-WORKERS	HIRED PERSON WILL BE LIKED AND FIT IN WITH OTHERS BUT NOT PERFORM AS REQUIRED: DIFFICULT TO “LET GO”
	LOW	DO NOT HIRE IF HIRED, END EMPLOYMENT ASAP	BAD HIRE END EMPLOYMENT AS SOON AS POSSIBLE	BAD HIRE: POOR PERFORMANCE BUT FIT BETWEEN PERSON AND CO- WORKERS MAKES IT DIFFICULT TO DEAL STRAIGHT FORWARDLY
		LOW	MEDIUM	HIGH
		Fit between Personality of the Candidate And the Culture of the Organization		

21CSI's Hiring Results Framework

“Great personal performance means that you have to hire for both performance fit and culture fit.
Bad hires cost.
Avoiding bad hires is one of the most important ways in which your organization can save money, increase morale and achieve excellence .”

Roelf Woldring
Executive Lead

21st Century Staffing Innovators



One “Recruiting Practice” Size Does Not Fit All:

Different kinds of organizations will need “different approaches”

**Recruiting Process Must Match
The Location of the Enterprise
In the Innovation Life Cycle
and of its Customers in the
Technology Adaption Life Cycle**

	Information Technology and IT High Value-Added Manufacturing	Engineering and Customer Engineering High Value-Added Manufacturing	Life Sciences Design and Life Science Design High Value-Added Manufacturing	Established Business
Established Business				
Enterprise Start Ups				
Enterprise Turnarounds				
Enterprise Break Outs				
Enterprise Transformations				
Green Enterprises				

**Where is the enterprise?
Where are its customers?**

An organization that is at one place in the Innovation Life cycle,

e.g. an early technology innovator,

that is selling to customers at various places in the Technology Adoption cycle

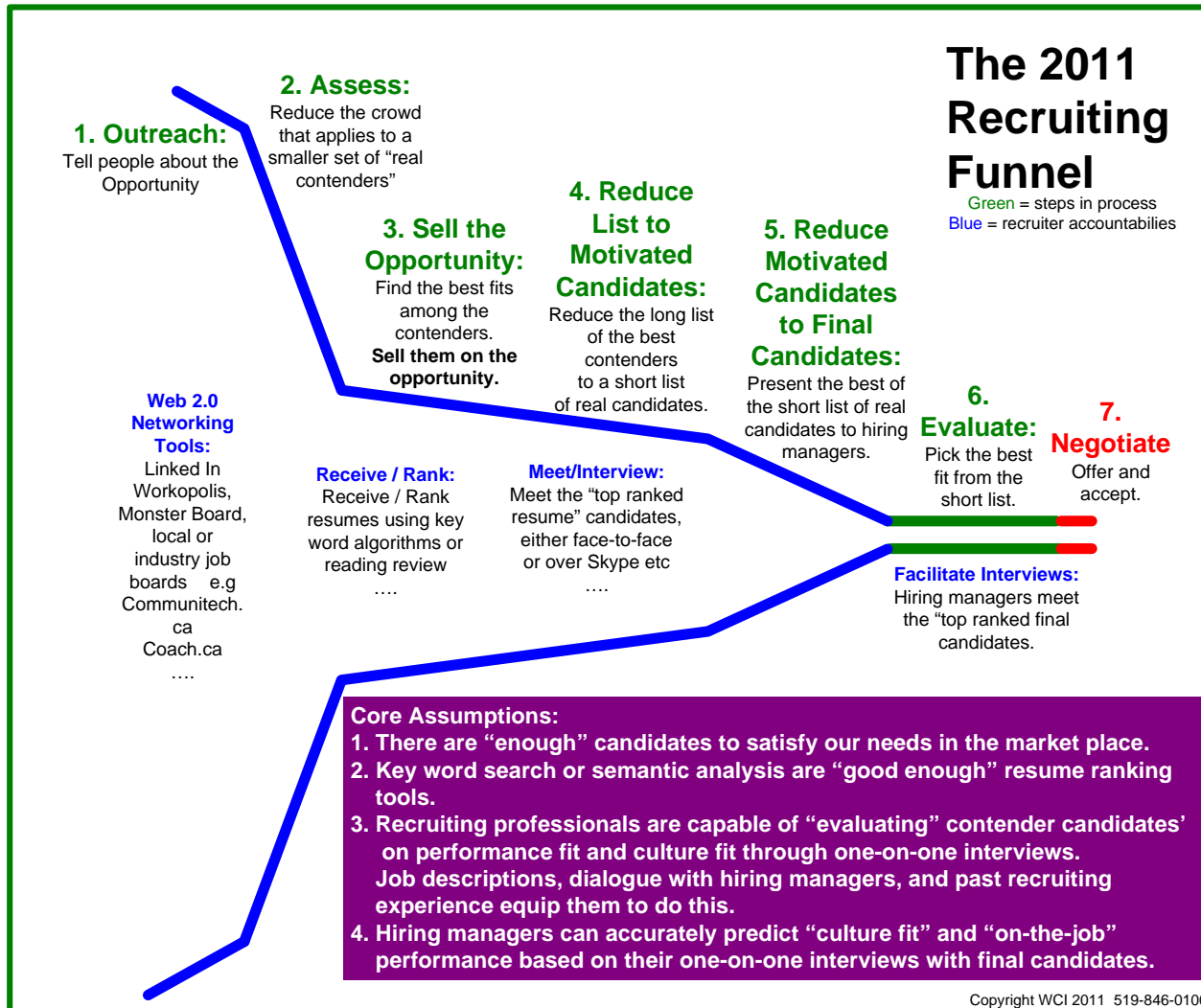
e.g. innovators / early adopters on the near side of the Chasm or early adopters on the far side of the Chasm / early majority

will need recruiters and hiring managers who understand how **“statistically rare”** candidates

with the attitudes / aptitudes to deal with both are in the talent pool.



The “Social Media” Variation of the Traditional Recruiting Funnel



In this world, people (= candidates):

hire professional resume writers,

take courses on “how to be interviewed”

and use social media sites to manage their public image

and Recruiters:

use Internet Job Boards, and social media and to identify potential candidates and expand outreach

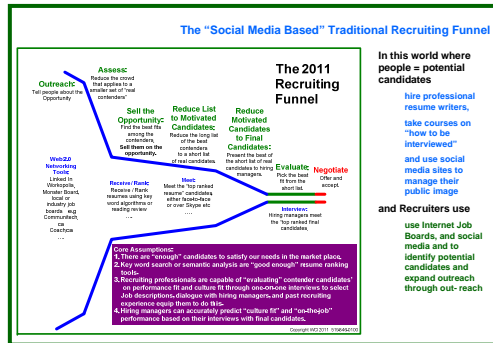
Key Recruiting Metrics:

Average cost per hire

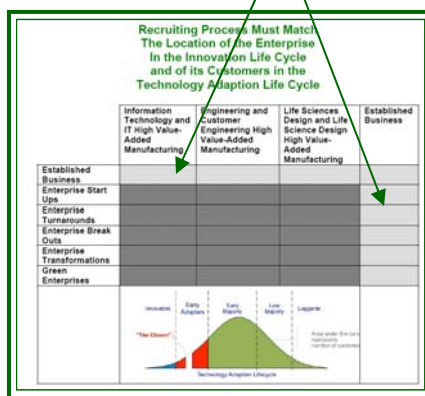
Average time to hire



The Social Media Recruiting Funnel is not the best way to find/ hire innovative Knowledge Workers in a Tight Talent Pool Market Place



Works best for Established Organizations with well defined processes / transactions / services / products



- Does not **“reach out”** to best **“talent”**, which is already employed
- Does not **reduce** **“applying”** candidates to **“potential”** candidates efficiently
- Does not **compare** potential candidates against **“performance requirements”** as determined by **specific performance metrics**
- Does not **compare** potential candidates’ attitudes to **Cultural Fit** in an way that accurately **predicts actual fit to team or work group**
- Does not **“create”** a **clear recruitment brand** for organization in the talent market place



Skilled Knowledge Workers are not easy to hire ...

- Recruiting Knowledge Workers and their Managers means competing in the **most competitive market place** for talent
 - High value jobs (>\$75,000)
 - **Best talent in market place is not “looking” for next job / contract**
 - Best candidates often in Hidden Talent sub-pool
 - But they do engage in personal and professional networking
 - **Hiring excellence requires:**
 - understanding the **specific performance requirements** of the candidate’s first job,
 - **AND the person’s potential performance contribution in the second and subsequent jobs**
 - **Candidate Aptitude yields Performance Fit** – key to “possible performance” in first job and ability to hit the ground “running” but without culture fit increases the probability of “bad hire
 - **Candidate Attitude determines Culture Fit** – key to delivering potential of aptitude and long term performance contribution in second and subsequent jobs

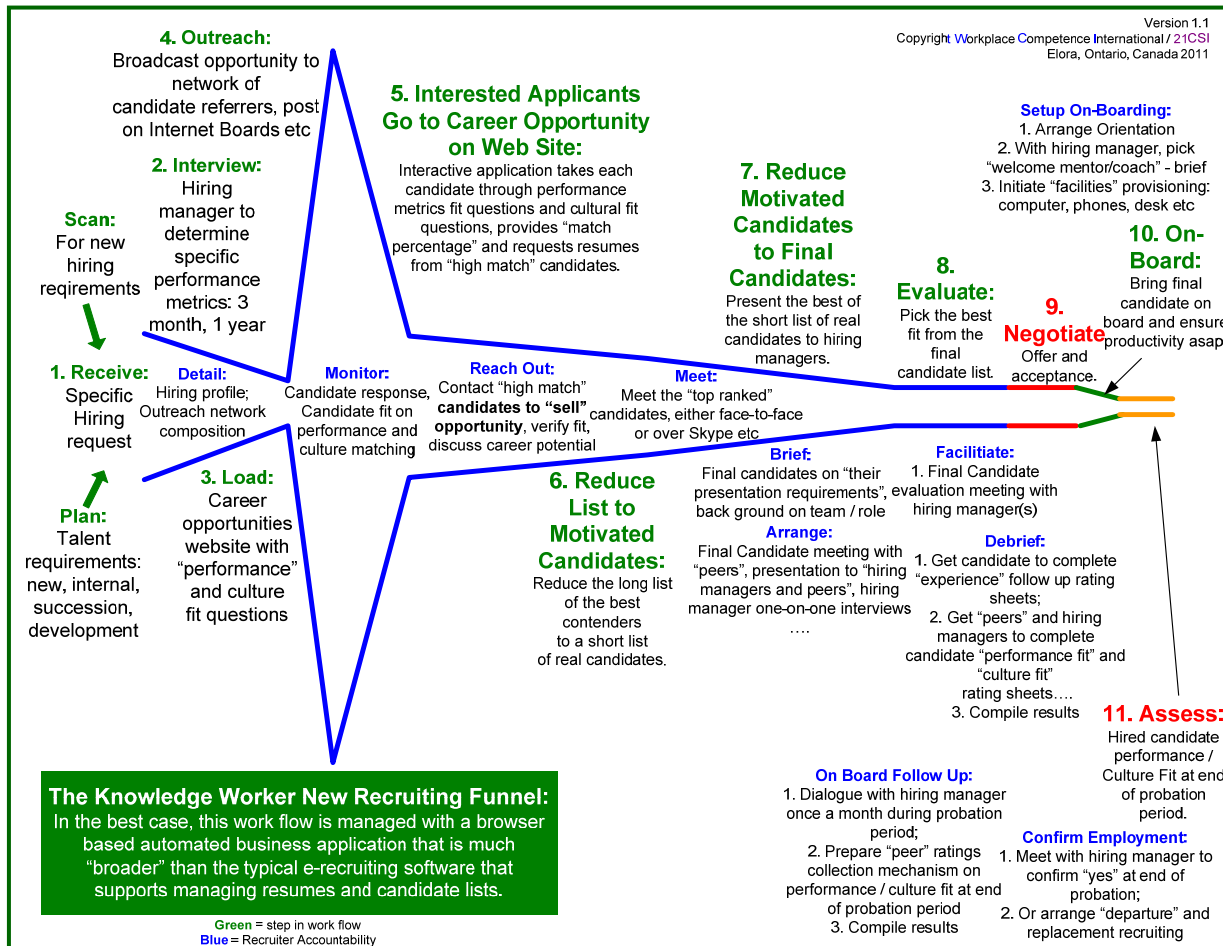


Skilled Knowledge Workers are not easy to hire ...

- **Average Cost per Hire and Average Time to Hire are not relevant recruiting metrics**
- **Actual Candidate performance on-the-job against understood / stated performance metrics are**
 - In first 3 months,
 - In first year,
 - In second year and subsequent years as the candidate **grows over a career with you as your organization grows**



The Knowledge Worker New Recruiting Funnel and Broader Accountabilities for Recruiters



Selling the Opportunity and the Organization at the Core of "Recruiter" Skills

Other potential innovative components:

1. Group interviews,
2. "Work with us" for a day sessions
3. "Present us with a portfolio of your past work" reviews

...
All of which require recruiters to have "deeper" interpersonal, facilitating others, and persuading others skills

Key Recruiting Metrics:
Performance rating at end of probation
Performance rating at end of year 1

Spend more time with highly qualified candidates.
Let "smart applications" identify them on performance metrics associated with job and attitudes associated with culture fit.



What will it take to implement this? Necessary but not sufficient ...

1. Referrer databases

- And “personal choice” **incentives schemes** that attract them and encourage them to make “trusted” referrals to potential candidates in their personal networks

2. Recruiter professional development

- In **interviewing skills** to collect “**performance metrics**” from hiring managers
 - Not the same as “candidate interviewing skills”
- In “**selling skills**” to allow them to **sell the career opportunity and the organization** to highly qualified likely “candidates”
- In **Work Flow facilitation skills** to allow them to “keep” things moving

3. Design Expertise

- To design “**knowledge worker**” **recruiting work flows** and implement them in automated work flow management tools
 - In the best of all possible worlds, this means “mobile apps” for at least the candidate portion
- To design “**frameworks**” for translating **role performance metrics** into **performance fit questions** for interested candidates
- To design “**frameworks**” for matching **candidate attitudes** against “**culture fit**”



What will it take to make sure that it REALLY pays off?

Talent management is key
to reducing **average cost per hire** over a number of years

- Once you hire a top performer, do **every thing you can to keep that person**
 - **Implications**
 - HR strategy is a focus on talent management
 - Management strategy is a focus on performance contracting
 - which is not the same thing as performance appraisal
 - Personal Focus is on **individual/team delivery** and **personal development**
 - Coaching
 - every manager of staff must be a competent coach
 - 70% /20% /10% approaches to staff time allocation
 - 70% achieving current contracted performance metrics
 - 20% working on “future” things of value to “us”
 - 10% growing your skills – those of value to “us” and “you” in your future with “us”



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Who needs to bother with this?

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The Location of the Enterprise
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and of its Customers in the
Technology Adaption Life Cycle**

	Information Technology and IT High Value-Added Manufacturing	Engineering and Customer Engineering High Value-Added Manufacturing	Life Sciences Design and Life Science Design High Value-Added Manufacturing	Established Business
Established Business				
Enterprise Start Ups				
Enterprise Turnarounds				
Enterprise Break Outs				
Enterprise Transformations				
Green Enterprises				
	<p>Technology Adoption Lifecycle</p>			

- If your organization fits here

- You need to be consider these recruiting realities and approaches



Thank You

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