How Do I Find the Talent I Need?

WeCrut4U.com

Talent Management: Leader Effectiveness Coaching / CEO & Leader Peer to Peer Coaching Groups
Executive Performance Contract Development & Facilitation
Talent Search: Recruiting for Future Performance (with a focus on Small to Medium Sized Businesses)
Search for Organization Builders and Turnaround Leaders
Talent Development: Professional Development for Managers, Direct Reports, and Professional Recruiters
Custom E-Learning Content Development

Recruiting =

**asking questions
in order to find people**

1) **Who Can Do The Work
(Performance Fit)**

and

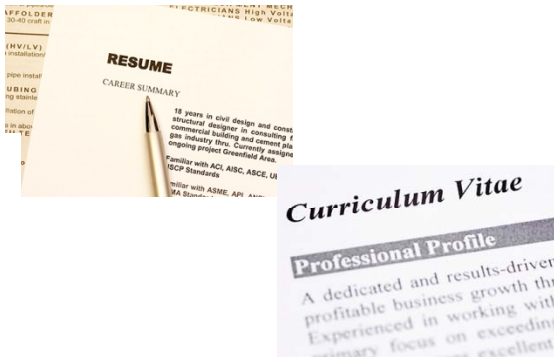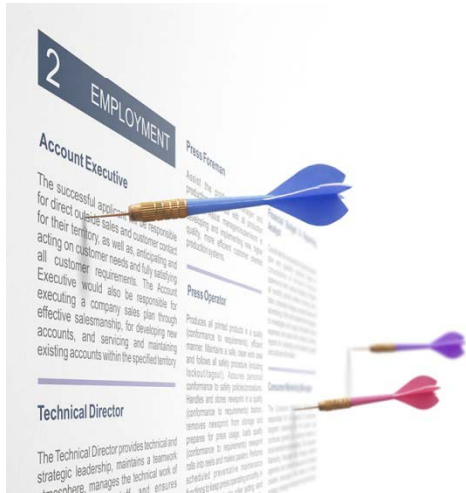2) **Fit into the Organization
(Culture Fit)**

Along Came The Internet

and the 2008 Recession

In the Last 10 Years …

Resume GLUT

Job Boards

Key Word Search Algorithms

? To Recruiting

Performance Fit ?

	Performance Fit ?	
	NO	**YES**
Culture Fit ? NO		**1**
YES	**2**	

Back to Basics:
When you are getting ready to hire a new person,
YOU need to stop and ask …

What kind of role
am I seeking to fill?

Well established,
well understood

New, changing, being defined

What kind of organization are we?

Large, well established

Small to medium sized

Brand new or growing rapidly

The Recruiting Grid: Different Kinds of Recruiting

Organization	Role	
	Well Established Well Understood	**New, changing, Being defined**

Large, well established
 Small to medium sized
	Recruiting for Well Established Roles (job descriptions)
	
	 • **Best candidates have previous experience in similar roles**
	
	 • **First fit candidates in ok**
	
	 • **Personality/culture fit main issue for hiring decision makers**
	
	 • **Recruiter role = recruiting admin + evaluate "does resume = person?"**
		Recruiting for Future Performance (performance profiles)
		
		 - Get candidates to perform to predict on the job performance
		
		 - Use performance scenarios / role plays
		
		 - Look for "high performer" characteristics e.g.
		
		     • Initiator
		     • Innovator / Disciplined Creator
		     • Self Directed Rapid Learner
		     • Environmental Scanner
		     • Individual Contributor PLUS Team Player
		     • Change Stabilizer

Brand new or growing rapidly		- Recruiter role = (recruiting admin) + (consulting = prepare performance profile + "predict future performance")

Organization	Well Established Well Understood
Large, well established	**Recruiting for Well Established Roles (job descriptions)**
Small to medium sized	• Best candidates have previous experience in similar roles
	• First fit candidates in ok
	• Personality/culture fit main issue for hiring decision makers
	• Recruiter role = recruiting admin + evaluate "does resume = person?"
Brand new or growing rapidly	

1. **Job description is the basis for "alignment" between recruiter and hiring decision maker. Past knowledge base for it well established.**
   ➔ **Word based process.**

2. **Best candidates have previous experience in this or closely related similar roles.**

3. **Recruiters pick the first "candidates with the right experience" who "feel" like they will fit.**

4. **Recruiter role is full, but not "deep" when evaluating candidates.**

5. **Hiring decision maker makes final cultural fit decision.**

6. **Recruiting metrics are "efficiency oriented" e.g. average cost per hire & average time per hire.**

Recruiting for Future Performance

Organization	Role	
		New, changing, Being defined
Large, well established	**Recruiting for Future Performance (performance profiles)**	

Small to medium sized	- Get candidates to perform to predict on the job performance
	
	- Use performance scenarios / role plays
	
	- Look for "high performer" characteristics e.g.
	
	   • Initiator
	   • Innovator / Disciplined Creator
	   • Self Directed Rapid Learner
	   • Environmental Scanner
	   • Individual Contributor PLUS Team Player
	   • Change Stabilizer	

Brand new or growing rapidly	- Recruiter role = (recruiting admin) + (consulting = prepare performance profile + "predict future performance")	

1. **Role is evolving. Hiring manager's picture is not always clear. But needs "good" initial picture of what needs to be done ➔ performance profile.**

2. **Best candidates have potential to grow and to expand this role.**

3. **High performer characteristics count. Recruit for "best" performer.**

4. **Recruiter role is deep, involves evaluating performance and potential.**

5. **Hiring decision maker makes final cultural fit decision.**

6. **Recruiting metrics are "effectiveness oriented" e.g. "hiree" performance in 1st 3 months and 1st year.**

Recruiter Energy, Skill and Experience Needed to Predict On the Job Performance

Organization	Role	
	Well Established Well Understood	**New, changing, Being defined**

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Small to medium sized
	Recruiting for Well Established Roles (job descriptions)
	
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Impact of a Hiring Mistake

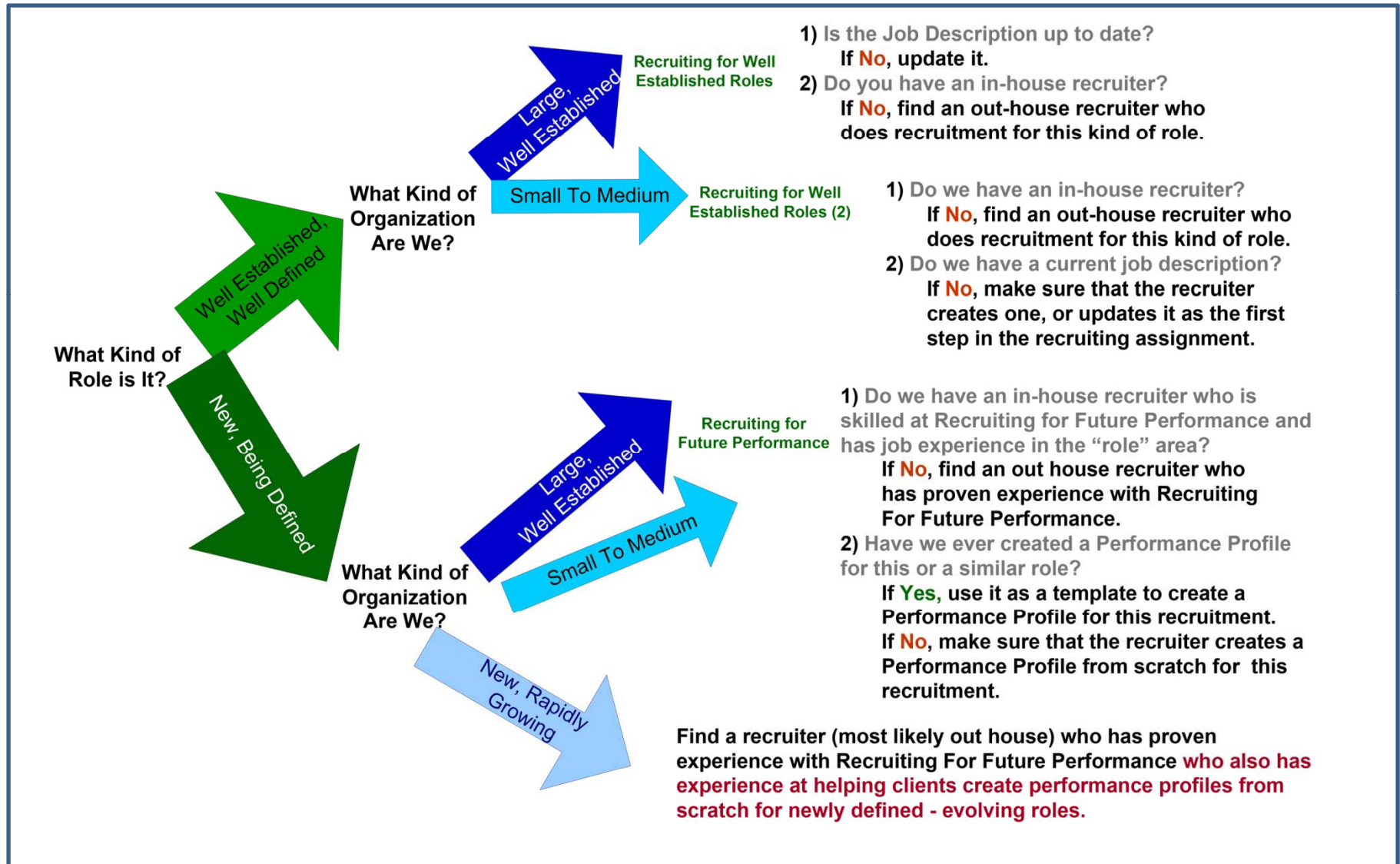| Organization	Role	
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So How Do You Decide?

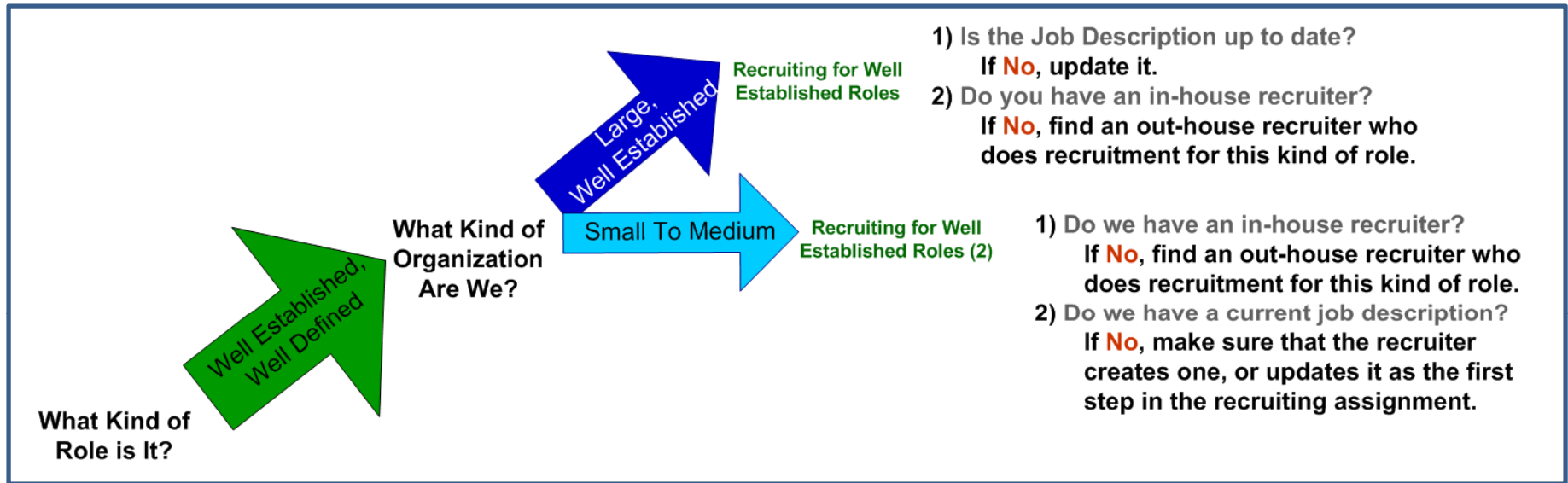# "What Kind of Recruiting Do I Need to Do?"

A Helpful Decision Tree

What Kind of Role is It?

Well Established, Well Defined →

What Kind of Organization Are We?

Large, Well Established → **Recruiting for Well Established Roles**

1) Is the Job Description up to date?
   If No, update it.
2) Do you have an in-house recruiter?
   If No, find an out-house recruiter who does recruitment for this kind of role.

Small To Medium → **Recruiting for Well Established Roles (2)**

1) Do we have an in-house recruiter?
   If No, find an out-house recruiter who does recruitment for this kind of role.
2) Do we have a current job description?
   If No, make sure that the recruiter creates one, or updates it as the first step in the recruiting assignment.

New, Being Defined →

What Kind of Organization Are We?

Large, Well Established → **Recruiting for Future Performance**

1) Do we have an in-house recruiter who is skilled at Recruiting for Future Performance and has job experience in the "role" area?
   If No, find an out house recruiter who has proven experience with Recruiting For Future Performance.
2) Have we ever created a Performance Profile for this or a similar role?
   If Yes, use it as a template to create a Performance Profile for this recruitment.
   If No, make sure that the recruiter creates a Performance Profile from scratch for this recruitment.

Small To Medium →

New, Rapidly Growing →

Find a recruiter (most likely out house) who has proven experience with Recruiting For Future Performance who also has experience at helping clients create performance profiles from scratch for newly defined - evolving roles.

Well Established Organization, Well Defined Role

1) Is the Job Description up to date?
   If **No**, update it.
2) Do you have an in-house recruiter?
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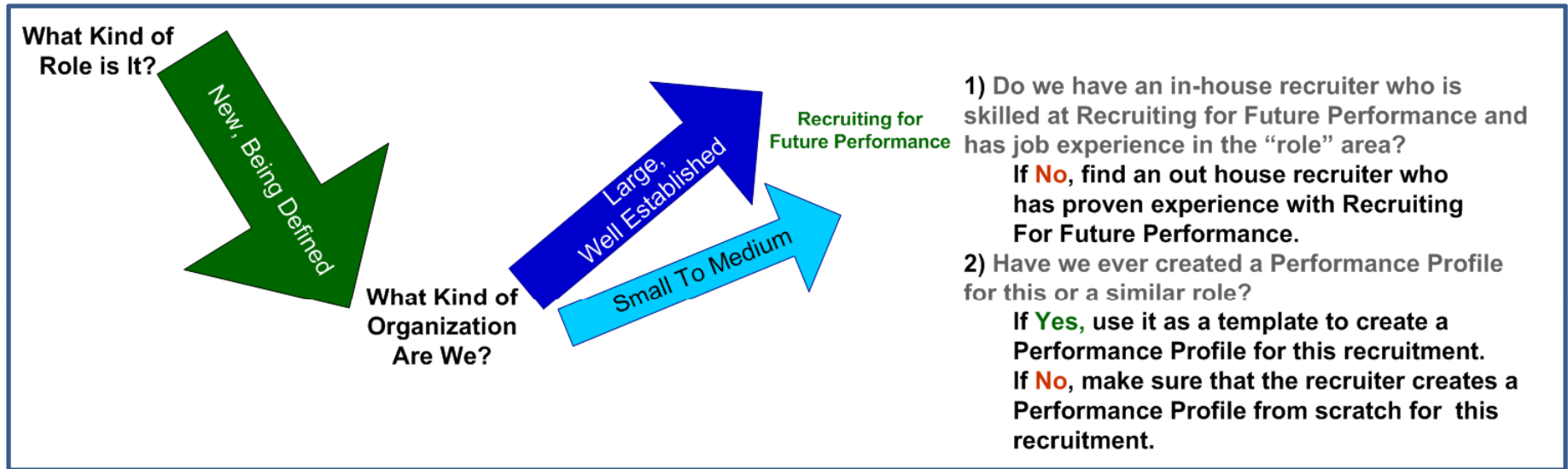| Organization	Well Established Well Understood
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3. **Hiring decision maker makes final cultural fit decision.**

Performance Fit ?

Culture Fit ?		NO	YES
	NO		1
	YES	2	

Majority of recruitments fall here (60% to 80%)

➔ **Default**

Role is New, Changing, Being Defined

What Kind of Role is It?

New, Being Defined

What Kind of Organization Are We?

Large, Well Established

Small To Medium

Recruiting for Future Performance

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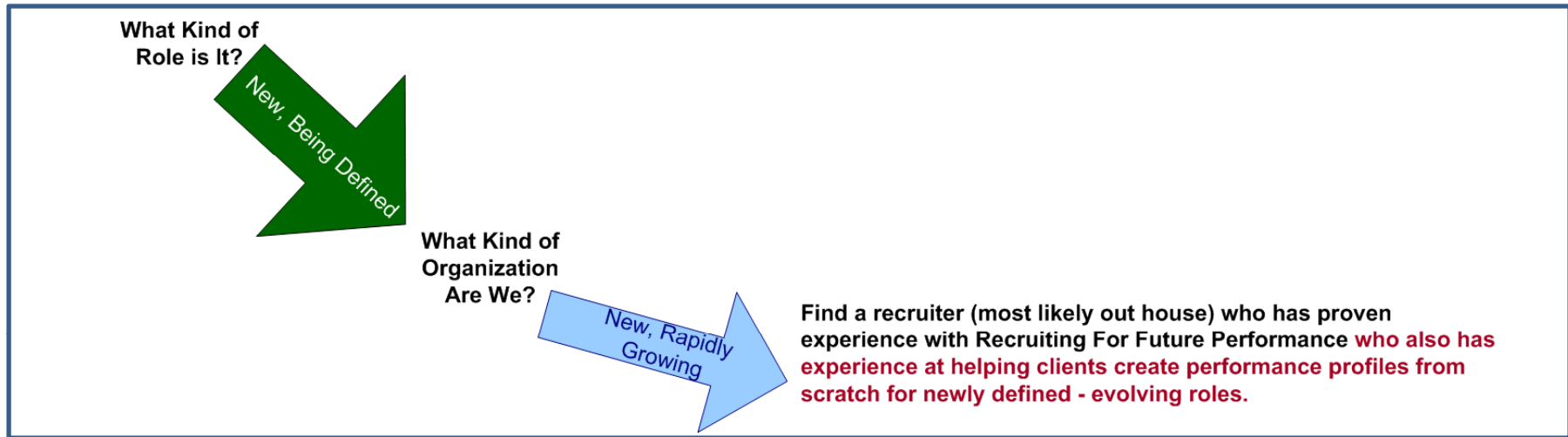| Organization	Role	
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Brand new or growing rapidly	- Recruiter role = (recruiting admin) + (consulting = prepare performance profile + "predict future performance")	

1. **Knowing what the person must do (performance profile) is key to successful hiring. Focus on Future.**

2. **Best candidates demonstrate what they will do on the job. Recruiters need the skills to get them to do that (> skills needed to hire for well established positions). Best recruiters have managed people during career.**

3. **Hiring mistakes are critically painful.**

Culture Fit ?	Performance Fit ?	
	NO	YES
NO		1
YES	2	🥕

More & more, recruitments for small to medium business fit here

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Role is New, Changing, Being Defined
in a Rapidly Changing, Rapidly Growing Organization

What Kind of Role is It?

New, Being Defined

What Kind of Organization Are We?

New, Rapidly Growing

Find a recruiter (most likely out house) who has proven experience with Recruiting For Future Performance who also has experience at helping clients create performance profiles from scratch for newly defined - evolving roles.

Organization	Role
	New, Being defined
Large, well established Small to medium sized	**Recruiting for Future Performance** - Get candidates to perform to predict on the job performance - Use performance scenarios / role plays - Look for "high performer" characteristics e.gt.
	• Initiator • Innovator / Disciplined Creator • Self Directed Rapid Learner • Environmental Scanner • Individual Contributor PLUS Team Player • Change Stabilizer
Brand new or growing rapidly	- Recruiter role = admin + "predict future performance"

1. **Finding this kind of talent effectively is as much consulting as it is recruiting.**

2. **Creating first performance profile is critical, but it is highly likely to change in first few months as the person starts to perform.**

3. **High performer "personal characteristics" are critically important. Hiring for potential. Require advanced recruiting skills needed to evaluate – looking for evidence in past career.**

4. **Hiring mistakes are critically painful.**

A few bad or less than great hires can critically damage a rapidly growing organization's future
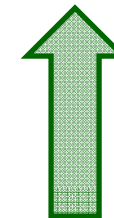
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The Talent You Need is SCARCE IN THE TALENT MARKETPLACE

When You Believe This:

- Use "head hunters" (search or recruiter)

  - who can reach into organizations you cannot,
  - and are at the cutting edge of using Linked In and social media to find candidates.

- They are going to have to SELL your opportunity. That means you must provide highly competitive compensation and career opportunity.

  - Provide bonuses for referrals ….
  - Use "signing bonuses" as incentives to move
  - …

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Pick "head hunters" who are experienced at doing the kind of recruiting you need for the role for which you need talent

Where does Executive Search Fit Into All of this?

- Done for "higher level positions"
  - VP and Directors (roles which manage others – from a few to thousands)

Done on a "RETAINED" basis	Established Leader Search	Potential Leader Search
fees usually run from 20% to 33% of value of 1st year's compensation	➔ candidate can manage / lead existing people, process and tools ➔ must have good fit into an existing culture ➔ at CEO level, ability to grow, either organically or through acquisition, may be a requirement	➔ **Builder:** can build by creating innovative new ways integrating people, process and tools ➔**Turnaround:** clean up "messes" in quick time frames – build stable team for the future ➔ **Break Out:** can growth a stable org X times in short time frames
Characteristics of Search Professional	**Requires an ability to "sell" opportunity** **and pick "good fit" candidates**	**Requires an ability to "read" the potential in a candidate** **Must understand / have experience of the dynamics of organization build, turnaround, and growth**

"Talent Drives Everything"
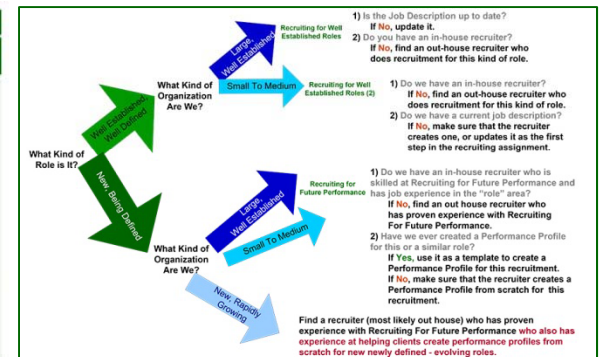## but the talent has to be right for you

It depends …

Pick the recruiting process and the recruiter which best fits the needs of the role for which you are recruiting

and the nature of your organization.

Performance Fit ?

Culture Fit ?

Culture Fit ?	Performance Fit ?	
	NO	YES
NO		1
YES	2	

Organization	Role	
	Well Established / Well Understood	New, / Being defined
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Search for Organization Builders and Turnaround Leaders
Talent Development: Professional Development for Managers, Direct Reports, and Professional Recruiters
Custom E-Learning Content Development

Among Other Things:

- **We Recruit for Future Performance™ for Clients**

- **We search for Organizational Builders and Turnaround Leaders**

- **Contact Roelf Woldring at 416-427-1567 or roelf.woldring@wecrut4u.com**