"Recruiting For Innovation"

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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 to excel.

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

- 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 delivery" 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
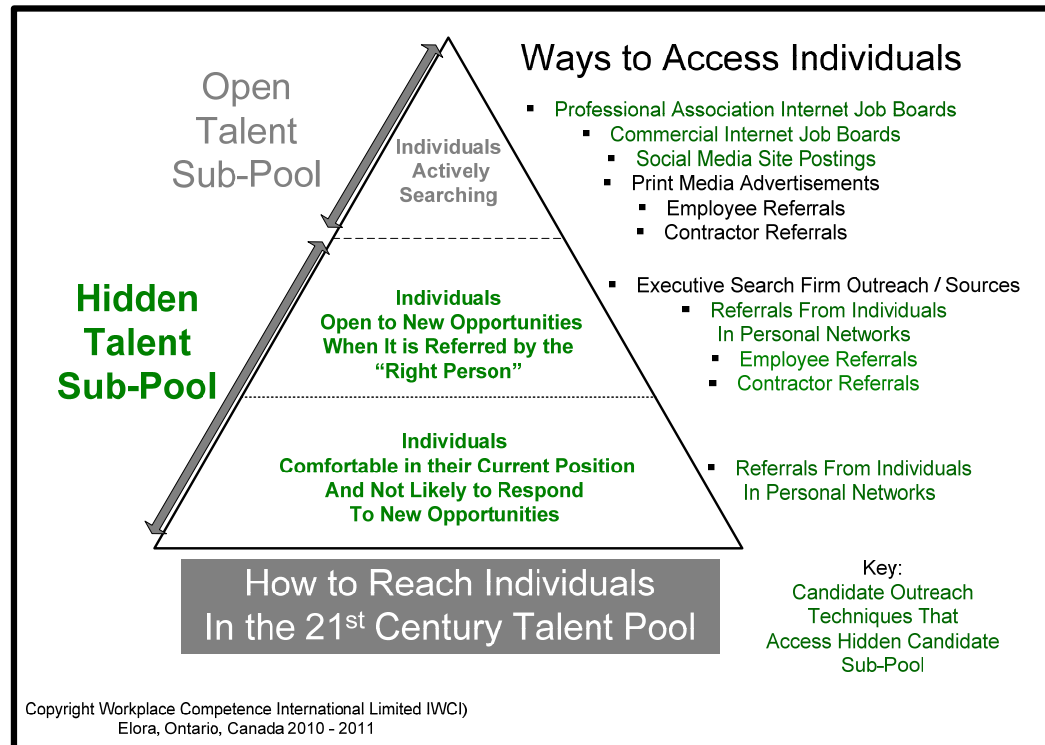
New Realities in Recruiting

- 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

Ways to Access Individuals

Open Talent Sub-Pool

Individuals Actively Searching

- Professional Association Internet Job Boards
  - Commercial Internet Job Boards
    - Social Media Site Postings
    - Print Media Advertisements
      - Employee Referrals
      - Contractor Referrals

Hidden Talent Sub-Pool

Individuals Open to New Opportunities When It is Referred by the "Right Person"

- Executive Search Firm Outreach / Sources
  - Referrals From Individuals In Personal Networks
    - Employee Referrals
    - Contractor Referrals

Individuals Comfortable in their Current Position And Not Likely to Respond To New Opportunities

- Referrals From Individuals In Personal Networks

How to Reach Individuals In the 21ˢᵗ Century Talent Pool

Key:
Candidate Outreach Techniques That Access Hidden Candidate Sub-Pool

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Elora, Ontario, Canada 2010 - 2011

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 ….

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

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**

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				

Innovators | Early Adopters | Early Majority | Late Majority | Laggards

"The Chasm"

Area under the curve represents number of customer

Technology Adoption Lifecycle

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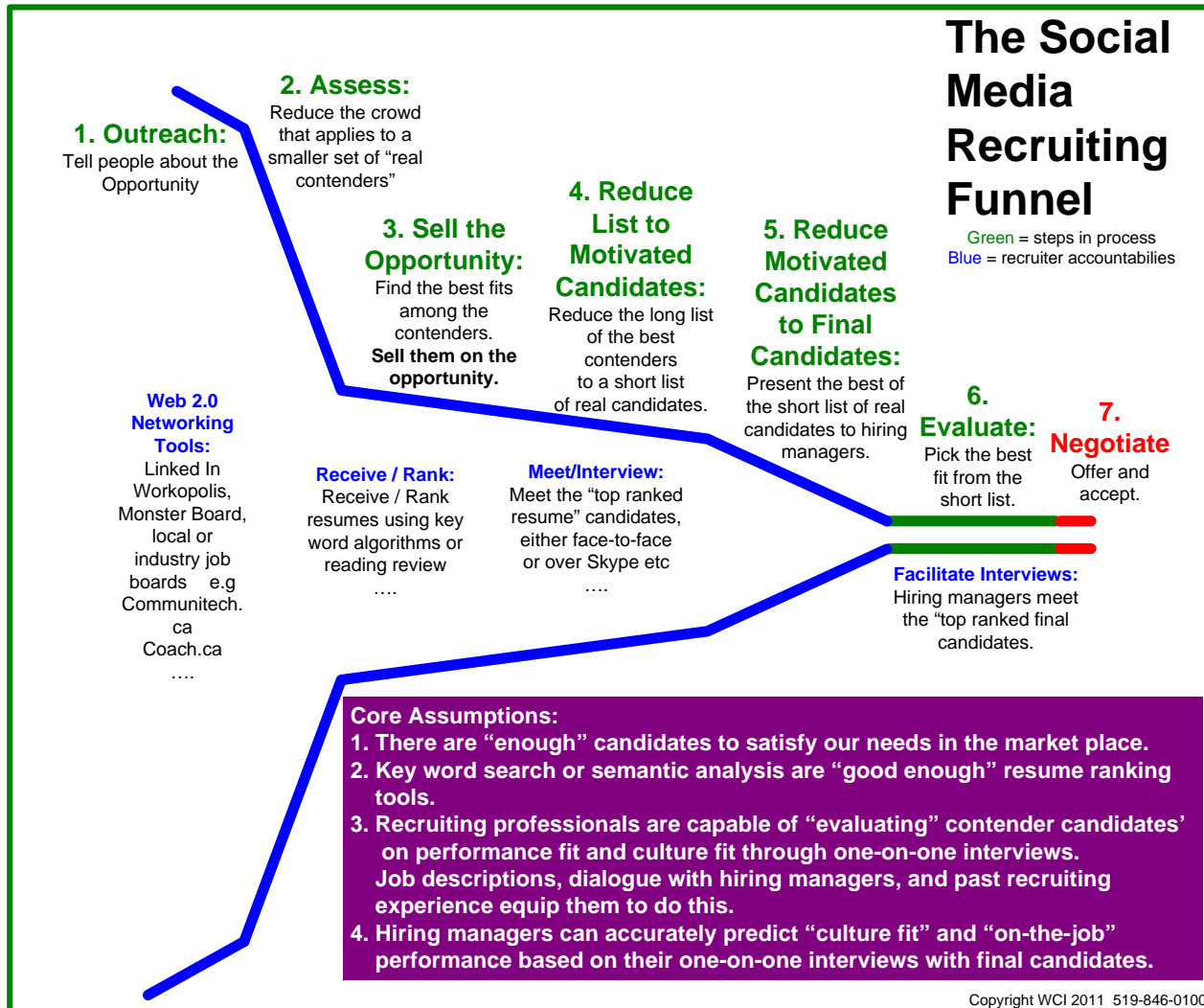
e.g. innovators / early adopters on the near side of the Chasm or early adopters on the far side of the Chasm / early majority

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

The Social Media Recruiting Funnel

Green = steps in process
Blue = recruiter accountabilies

1. Outreach:
Tell people about the Opportunity

2. Assess:
Reduce the crowd that applies to a smaller set of "real contenders"

3. Sell the Opportunity:
Find the best fits among the contenders. **Sell them on the opportunity.**

4. Reduce List to Motivated Candidates:
Reduce the long list of the best contenders to a short list of real candidates.

5. Reduce Motivated Candidates to Final Candidates:
Present the best of the short list of real candidates to hiring managers.

6. Evaluate:
Pick the best fit from the short list.

7. Negotiate
Offer and accept.

Web 2.0 Networking Tools:
Linked In Workopolis, Monster Board, local or industry job boards   e.g Communitech. ca Coach.ca ….

Receive / Rank:
Receive / Rank resumes using key word algorithms or reading review ….

Meet/Interview:
Meet the "top ranked resume" candidates, either face-to-face or over Skype etc ….

Facilitate Interviews:
Hiring managers meet the "top ranked final candidates.

Core Assumptions:
1. There are "enough" candidates to satisfy our needs in the market place.
2. Key word search or semantic analysis are "good enough" resume ranking tools.
3. Recruiting professionals are capable of "evaluating" contender candidates' on performance fit and culture fit through one-on-one interviews. Job descriptions, dialogue with hiring managers, and past recruiting experience equip them to do this.
4. Hiring managers can accurately predict "culture fit" and "on-the-job" performance based on their one-on-one interviews with final candidates.

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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 to 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
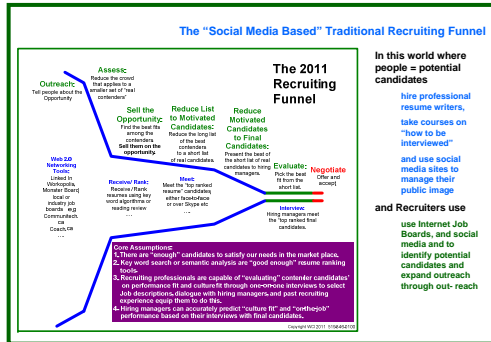
Works best for Established Organizations with well defined processes / transactions / services / products (light gray)
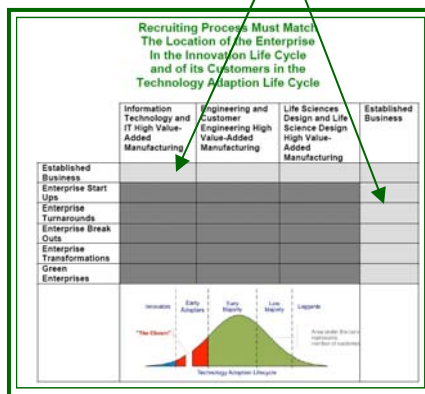
- **Does not "reach out" to best "talent", which is already employed**

- **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

- **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 2013+ Knowledge Worker Recruiting Funnel
and Broader Accountabilities for Recruiters

4. Outreach: Broadcast opportunity to network of candidate referrers, post on Internet Boards etc

2. Interview: Hiring manager to determine specific performance metrics: 3 month, 1 year

Scan: For new hiring requirements

5. Interested Applicants Go to Career Opportunity on Web Site: Interactive application takes each candidate through performance metrics fit questions and cultural fit questions, provides "match percentage" and requests resumes from "high match" candidates.

Setup On-Boarding:
1. Arrange Orientation
2. With hiring manager, pick "welcome mentor/coach" - brief
3. Initiate "facilities" provisioning: computer, phones, desk etc

7. Reduce Motivated Candidates to Final Candidates: Present the best of the short list of real candidates to hiring managers.

10. On-Board: Bring final candidate on board and ensure productivity asap.

8. Evaluate: Pick the best fit from the final candidate list.

9. Negotiate Offer and acceptance.

1. Receive: Specific Hiring request

Detail: Hiring profile; Outreach network composition

Monitor: Candidate response, Candidate fit on performance and culture matching

Reach Out: Contact "high match" **candidates to "sell" opportunity,** verify fit, discuss career potential

Meet: Meet the "top ranked" candidates, either face-to-face or over Skype etc

Plan: Talent requirements: new, internal, succession, development

3. Load: Career opportunities website with "performance" and culture fit questions

6. Reduce List to Motivated Candidates: Reduce the long list of the best contenders to a short list of real candidates.

Brief: Final candidates on "their presentation requirements", back ground on team / role

Arrange: Final Candidate meeting with "peers", presentation to "hiring managers and peers", hiring manager one-on-one interviews ….

Facilitate:
1. Final Candidate evaluation meeting with hiring manager(s)

Debrief:
1. Get candidate to complete "experience" follow up rating sheets;
2. Get "peers" and hiring managers to complete candidate "performance fit" and "culture fit" rating sheets….
3. Compile results

11. Assess: Hired candidate performance / Culture Fit at end of probation period.

On Board Follow Up:
1. Dialogue with hiring manager once a month during probation period;
2. Prepare "peer" ratings collection mechanism on performance / culture fit at end of probation period
3. Compile results

Confirm Employment:
1. Meet with hiring manager to confirm "yes" at end of probation;
2. Or arrange "departure" and replacement recruiting

The Knowledge Worker New Recruiting Funnel: In the best case, this work flow is managed with a browser based automated business application that is much "broader" than the typical e-recruiting software that supports managing resumes and candidate lists.

Green = step in work flow
Blue = Recruiter Accountability

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

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

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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Innovators | Early Adopters | Early Majority | Late Majority | Laggards

"The Chasm"

Area under the curve represents number of customers

Technology Adoption Lifecycle

- If your organization fits here
  (dark gray / early adopter)

- **You need to be consider these recruiting realities and approaches**

Thank You

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