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Recruiting Your "A" Team

The Goal:

To find 3 insights on how to increase your ability to bring in the next level of talent to your organization.

A goal
without a plan
is just a wish.
Larry Elder

Recruiting Hat

"**Hiring the right people takes time and money, hiring the wrong people always costs you more.**"
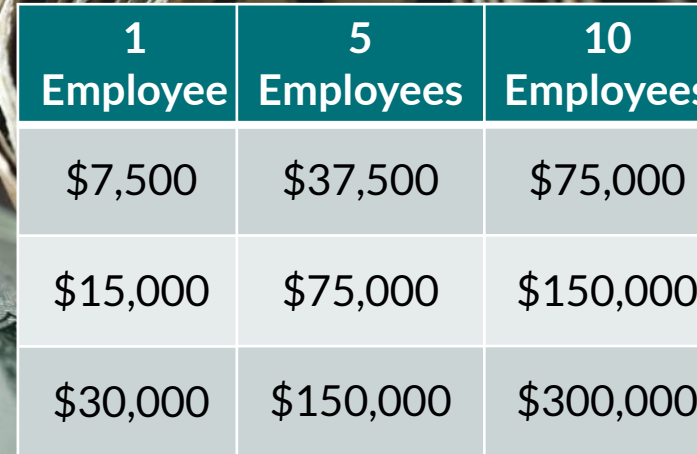
~ Anyone That Has Ever Hired the Wrong Person

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Today's Roadmap

- **Three Important Prep ?'s**
- **Selecting Top Talent For Interview**
- **Selling Top Candidates**
- **Behavioral Analysis For Final Selection**
- **2 Most Common Mistakes**

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Why is This Skill Important

Cost of Hiring at $50, $100 or $200

Task	# Needed	Hours
Names	50	3
Voice Mails	25	3
Phone Screenings	12	6
Live Interviews	6	12
Offer Letters	2	2
Paperwork	1	2
Training	1	80
Coaching	1	20
Post Leadership	12	12
Total	**N/A**	**140**

1 Employee	5 Employees	10 Employees
$7,500	$37,500	$75,000
$15,000	$75,000	$150,000
$30,000	$150,000	$300,000

*Doesn't include loss of culture, earnings of employee paid out

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Recruiting is not Luck

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When to Hire

Capacity
vs
Opportunity

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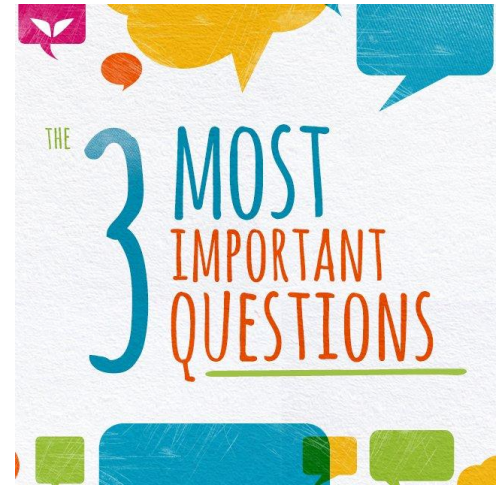
Three Important Prep ?'s

1. Are You Ready To Hire?

- KPI's, goals & 90 day metrics

- Leadership systems set up

- Training plan / program

- Reward planner built

- Cash-flow to support

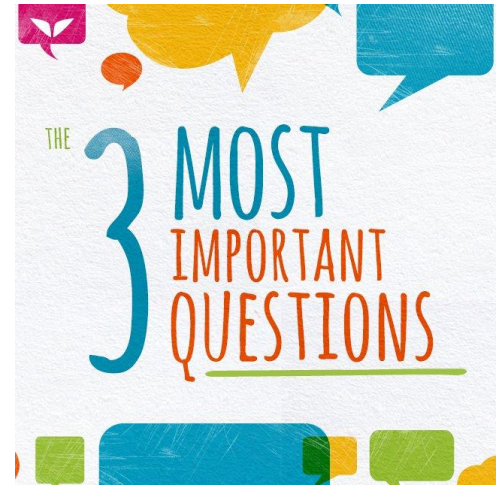- Recruiting process, budget & timeline

THE 3 MOST IMPORTANT QUESTIONS

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Compensation

- Value of Hiring Up

- Market Vs Talent Cost

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2. Is Your Organization Persona Locked In?

- Background experience required

- Technical tasks – easy to coach this

- Attributes – hard to coach this

- Traits - deal breakers

- Culture fit

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The Raw Materials - Attributes

- Preferences
- Different for different roles
- Leaders preference
- *Examples: Attainment or Leadership*

The Raw Materials - Traits

- ○ DNA of the person
- ○ You don't want to try and teach
- ○ Examples: Tenacity, Values, or Introspection

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3. Where will you find your ideal candidate?

- Every role can be different

- Common jobs posted on Indeed

- Ideally find people with jobs

    ○ LinkedIn

    ○ Referrals & Networking

    ○ Talent Agencies

- More candidates commonly needed
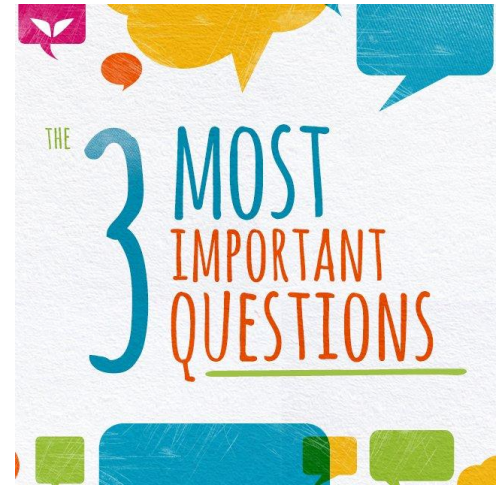
Should I Outsource It or Have A Recruiter?

Process	Activity Goal	Unit Time (hr)	Total Time (hr)
Hire	2	0.5	1
Interview	7	2	14
Screening Call	14	0.5	14
Qualified Applicant	23	0.15	3
Name	115	0.5	58
			90h

What is the value of your time?

90 hrs x $50 = $4,500
90 hrs x $300 = $27,000

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Selecting Top Talent For Interview

Your Deal Breakers

- Technical Skills
  - Experience
  - Education
- Logistics
  - Car, Location
- Key Traits & Attributes

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1. Have Resume Rules & Don't Bend On Them

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3. Use an Assessment

A.) Use Personality Index or other type of assessment

B.) Have predetermined desired results to weed out quickly

Factor A
Measures the drive to exert influence on people and events.

DOMINANCE
Unselfish ... Accommodating   Self confident....Independent

Factor B
Measures the drive for social interaction.

EXTROVERSION
Reserved...Thoughtful   Empathetic...Understanding

Factor C
Measures the intensity of a person's tension and pace.

PATIENCE
Sense of Urgency   Patient...Consistent

Factor D
Measures the drive to conform to formal rules and structure.

FORMALITY
Uninhibited...Informal   Conscientious...By the Book

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Your Interview

- Professional setting: no coffee shops
- Dress code
- Be prepared
- On time
- Deliver on promises
- Create opportunities to do so

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Focus on Fit

- First Priority: Is this a fit for them? Not you
- Be honest if there is or not
- Benefits:
  - Job Satisfaction
  - Retention
  - Performance
  - Culture

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Selling in Interview – 20 Minutes Minimum

First: Needs Analysis 8m

Second: Helicopter Tour   8m

Third: Confirm Benefits 4m

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First: Needs Analysis (8m)

Questions to ask

- *What interests you about the job?*
- *What have you liked/disliked about past roles?*
- *What do you like/dislike about your current role?*
- *Why do you think you would like to be a part of the team?*

Probing

- *What sounds rewarding about working with the senior population?*
- *What is it about challenge that you find rewarding?*

Validate

- *What I am hearing you say is ____ is important to you. Is that right?*

Second: Helicopter Tour (8m)

Overview of
the Role

Highlight features
that match their
needs

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Third: Confirm Benefits (4m)

"From what I just described, how do you think this position could help you?"

Conditional Closing

"Assuming your spouse says they are okay with the commute time - would you want this role?"

"Assuming my partner is okay with the delayed start day we discussed - would you be ready to go to start October 15th or is there anything else that needs to be sorted out?"

"If we were to offer you the role, is it something you would be ready & excited take?"

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Quick Chat

What Can You Not Forget So Far From This Webinar? (1 of your insights captured)

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Behavior Analysis For Final Selection

A Behavioral Interview - 40 Minutes Minimum

Past performance is the best indicator

of who they are. Future explanations is often

who they want to be.

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Their Helicopter Tour (10m)

Overview of
the Past

Identify specific
stories to utilize

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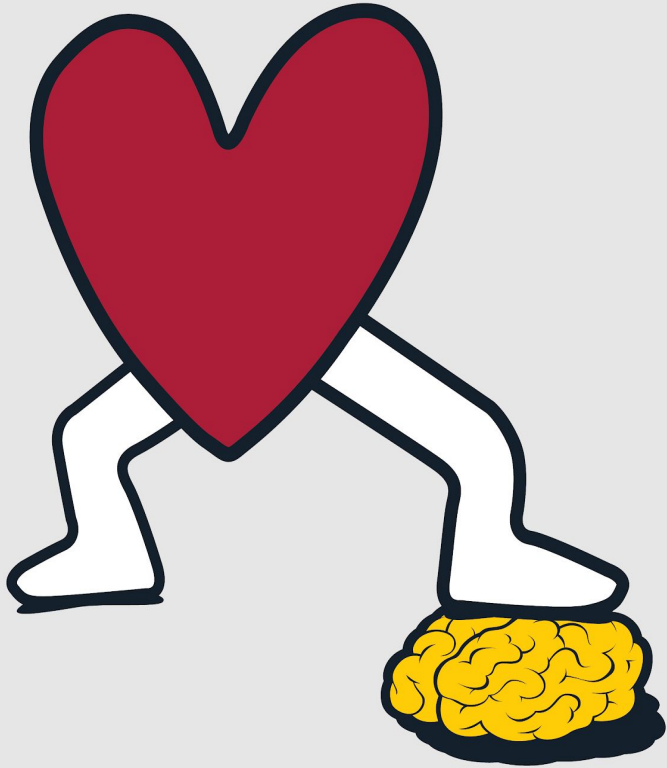
Get <u>REAL</u> With 3 Attributes / Traits (30 Min)

- Take story to break apart to measure attributes and traits (10 Min. Each)
- Its an onion, probe 5 layers deep
- Remember, past behavior not future beliefs
- Connect references to stories

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Remove Your Emotion

- Your Gut is NOT Scalable, Must Be Able to Compare
- Have Numerical Rating System (ie. 1 – 5)
- Minimum score requirements, most points win

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Two Biggest Mistakes

1. Position of Strength

People want what they fear they may not be able to get

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Position of Strength Options

- Say "If we decide there is a fit…"
- Provide hard feedback & analyze response
- Be candid in your excitement
- Share you have options

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2. Partner for Retention

People need to know their potential direction, for better or worst

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Partnering Options

- Walk through potential tracks to take
- Ensure clear expectations on performance
- Try talking them out of role - worst parts
- Validate value in role for them per needs

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"**Your company is as good as your worst employee**"

~ Your Angry Customers Perspective

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Recruiting Your "A" Team

1. Choose Next Steps
2. Submit Final Questions
3. Biggest Takeaway in Chat

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