

Member's Quarterly

Winter 2019 Edition

Feature

Recruiting Winners in 2019

The search for passive candidates

Research shows that companies adept at recruiting deliver more than three times the revenue growth and twice the earnings before interest, taxes, depreciation and amortization (EBITDA) as those which are not.

Because companies with great leaders significantly outperform others, the competition for the *Best Talent* is fierce. Recruiting has become strategically critical to an organization's ability to thrive and prosper in today's hyper-competitive environment.

The goal in an executive search isn't to find the best talent currently looking for work; it's to find the *Best Talent* period. And herein lies the recruiting challenge: your *Best Talent* isn't looking for work. They already have jobs — good ones.

Here's insight that your competition may not have. Hiring the *Best* isn't about money — it never was. Some may find this shocking, but it's true. The *Best* will join you not to make more money, but because of what your organization stands for — what you're trying to achieve. So, the key to recruiting successfully now means going after talent that isn't looking for work.

To accomplish this, you need a systematic approach to find passive candidates, engage their interest and assess their alignment with your organization's goals. This often requires a full-time effort led by an executive search consultant.

Embrace these five *Best Practices* to maximize your value.

Treat it as a Partnership

Your recruiting partner needs to acquire a deep understanding of your organization, where it wants to go and the hurdles it will have to clear to get there. This is the foundation for success which allows them to represent your firm credibly to prospective executive candidates. Diane Johnson, IPM Associations Ottawa Regional Executive member and former search consultant at Halogen Software explains, "An executive search company becomes part of your management team until that person is on the job. HR needs to understand that they just don't hand over the requirement and brush it off. They need to stay involved."

Proactively Market Your Opportunity to Every Qualified Prospect

"Anytime I've ever selected a recruiter, I wanted somebody who was prepared to develop their own marketing materials based on the qualifications that I'm looking for and could explain to me how they would market my opportunity. I want to understand those details", said Bob Koblovsky, Inpixon Country Manager for Canada. Mandate your recruiter to create a standalone marketing piece for the role. Its mission: to ignite the interest of the Best and connect them to your joint destiny. At the same time, remove 'THE' major barrier preventing passive prospects from talking to you. DO NOT require a resume. Use a Confidential Candidate Brief instead to surface the experience most relevant to the role.

Follow a Rigorous Process Together

Create a *Hiring Blueprint* which makes everyone's role on the search committee clear by articulating the strategy and process that will be used to attract, evaluate and convert the Best prospects into Tier-1 Candidates. "Picking the low-hanging fruit by advertising on Google and Facebook is not recruiting," said veteran recruiter and Big Biller, Bill Vick. Vick added, "The really smart HR person is looking for a partnership relationship where they know they're not simply driving the bus. They have a co-driver."



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Nail the Fit First

Executive interviews need to be different from non-executive interviews because there's more at stake. It's fit that leads to a productive resonance between the candidate and the rest of the executive team. Try selecting a benchmark candidate and conducting a trial interview with the search chair and recruiter to ensure an accurate understanding of the ideal candidate before recruiting in earnest. Reeshma Jassani, Director of HR at CN Rail and IPM Associations Toronto Chapter Co-Chair, expects the consultant to "have evaluated the candidate's personality, their background, what they're aspiring to do in their future 5-10 years from now and what makes them a good fit."

Invite Your Candidates to Audition

CEO of Numerix, Steve O'Hanlon has a very specific process, "First, we want to talk to them on the phone. We get a sense of what kind of personality they may have because if they can sell me over the phone, then they're more apt to be dynamic when they meet you in person." To see how a candidate might act on the job, have your chosen finalist make a formal presentation to the full search committee outlining their understanding of the role and their plans for the first 100 days in the position. This ensures you have a candidate who shares your organization's vision and sensibility.

The Final Word

Great executive recruiters don't just fill in a box on your organization chart. They will create value by turning your recruitment process into an engine for building competitive advantage.

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