



STRATEGIC PLANNING &  
IMPLEMENTATION ASSOCIATES, INC.

# The Changing Face of Executive Recruitment

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In an ideal world, when there is a need to hire an executive or professional, you would select someone from your back 'bench' database of pre-qualified candidates. Cost and time to get this person on board would be negligible compared to initiating a standard recruitment effort. Now, cost containment of executive recruitment can be a reality.

## Minimize Costs and Maximize Good Hires

There are four steps you can take to minimize your recruitment cost while at the same time increase the odds of hiring extraordinary people. These steps are:

### 1) Develop and put in place a proactive recruitment program.

Start with an understanding of the type of talent you will need to hire in the next six to twenty-four months. Certain manager and executive positions may be required to fill gaps on your team that would complete your growth plans. Your personnel additions will spearhead the efforts of your proactive recruitment program.

Your proactive recruitment program should include the development of Hiring Profiles, assigning recruitment accountability to employees, identifying target sources to find the right talent, defining a process for dealing with referrals, and developing relationships with key people you will need in the future. The result should be the creation of a database of talent to draw upon when needed.

### 2) Create and adhere to an objective and predictable hiring process.

A poor hiring decision is usually a result of either ignoring significant steps in your hiring process or a lack of having a minimal-risk, documented hiring decision-making process. There is an inherent risk in any hiring decision. A hiring process that is adhered to and provides for a more objective and predictable result will reduce the risk.

### 3) Ensure hiring decision-makers are well trained in selection skills

Those involved in your hiring process need to be trained in selection skills. Selection skills, such as defining a results-oriented Hiring Profile, building interview skills, techniques and confidence and learning to check references that provide true evaluations are paramount to your reducing hiring risks. One-on-one coaching with your hiring decision-makers as well as group recruitment and selection workshops can provide these skills.

#### **4) Devise an employment offer that incentivizes desired performance.**

Your hiring process is complete only after a candidate has accepted your offer. Therefore your offer should take into consideration three important factors. Your compensation structure must be competitive; your specific compensation offer must motivate the candidate to obtain results; and your offer must satisfy the candidate's compensation and motivational needs.

#### **One Company's Results**

Developing a partnership with a recruitment and selection coach can take you a long way in containing recruitment costs by putting these steps in place. One company took advantage of this relationship by including a selection coach in their staff meetings and annual retreats, thus sharing their growth plans and future talent requirements. Anticipating staffing needs, the selection coach introduced a hiring protocol, advised on candidate sourcing and trained managers in the methodology and techniques to make better hiring decisions. Specific recruitment engagements were kept to a minimum and were only initiated for unexpected executive needs. One-on-one coaching with hiring managers helped create a reservoir of key technical and managerial talent that facilitated the company's growth from \$7.5 million to \$250 million.

This economy presents an ideal time for you to take advantage of the high level of professionals who are in transition. In addition to building a talent bank of professionals for the future, this may also provide you individuals for interim management or key project positions.