Lean Recruitment

January 2017

A New Approach: Lean Recruitment

• Learn how to use a cost-effective, proven method to recruit talent
• Open source for use and adaption and profit
• Fits all sectors and levels of talent
• Front-ends key decisions to reduce risk

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The Talent War

• Bad hires are the number one  
  – Drain on time  
  – Management Cost

• Operations  
  – More complex than ever  
  – Greater talent specialization

• Talent pool  
  • Smaller  
  • Less limited by time and space

Current Solutions

• HR Staff is lean or nonexistent
• Increase salary and benefits
• Staff recruitment bonuses
• Recruitment can be effective  
  – Expensive limiting use  
  – Usually limited to C-Level or EDs

Long Strange Trip

• Stage 1: Avoidance  
  – Specialized service  
  – A black box

• Stage 2: Vetting Firms  
  – Indicative of increasing demand  
  – ROI Problematic

• Stage 3: Coercion & Business Model Re-Design  
  – Client demand  
  – Open up new access
Recruitment Business Model

**Strengths**
- Leveraging organization network
- Process & Advice
- Connection to sites
- Talent matching
- Cold calling (when done)

**Weaknesses**
- Written communications
- Time
- Cost
- "Network Bound"
- Big decisions back-ended

Lean Recruitment Business Model

The 3D Process

- Most difficult phase
- You will define the position
- Limited number of attributes, abilities, and capacities
- Requires editing and a give and take
The 3D Process

Define

• Find talent
• Network
• Headhunt online
• Advertise

Discover

• Impartially score candidates
• Vet highest rated
• Interview
• Select

Decide

Define
Headhunting, Headhunting, Headhunting

• The best talent is hard to find
  – May not even be looking
  – Have options
  – Little time
• You are both customer and vendor
• Passive and active strategies
• Even if you have a front runner, search
  – Builds organizational confidence in the choice
  – Sets the person up for success

Announcements vs Descriptions

• Announcements
  • Sell the job
  • Capacity focused
  • Inviting

• Descriptions
  • Built on Consensus
  • Laundry List
  • Bewildering

The Three-Part Job Announcement

Section 1: The Where and the Why
• Why should anyone want to leave their organization for yours?

Section 2: The What
• Tight description of what you want
• Set the decision criteria

Section 3: The How
• The method for applying
Discover

The Two Wheres

Where in the World

Where in their Careers

- Rarely local or national
- Migration
- Culture
- Cost of Living
The Two Wheres

- Level
- Experience
- Ambitions
- Type of organization
- Size
- Analogous?

Where in Their Careers

Strategies

Networking

Headhunting

Passive

Networking Strategy

- Targeting prospects and connectors
- Systematic mining - use LinkedIn or Contacts
- Include staff, board, volunteers, allies
  - Clarity on who you are looking for
  - Provide the announcement
  - Stock text for social media and emails
- Spreadsheet or form with who, why, and how to contact
Passive Strategy

• Posting can be costly
• Internet robots are your friends
• Use a “feeder” site
  – Key sites are picked up by others
  – Within hours
• Niche sites and associations as needed
• Set a budget

Headhunting Strategy

• Stick to:
  – The announcement
  – The Two Wheres
  – Can be a feedback loop
• Seeking prospects or connectors
  – They may be the opposite
  – Set a goal on the number to reach out to (75-100)

Headhunting Strategy

• Search the web for organizations
  – Remember analogous organizations
  – Plan and Track your keywords
• Use associations
  – Leaders
  – Member organizations
Headhunting Strategy - LinkedIn

- LinkedIn Recruiter Lite or Recruiter
  - Plans do change
- Can be costly, but worth an investment
- Can see anyone (not just 3rd connections)
- Differ in number of LinkedIn emails (30 vs 150)
  - The limits on LinkedIn emails will also focus your search
  - Can find emails on the web

Headhunting Strategy

- Send the announcement with a simple email
  - Letting them know about the exciting opportunity
  - Based on their experience, work, and location anticipate network interest
  - Share with their network
  - Offer to talk briefly for more information

Scorecards

- Don’t go resume to resume – score them!
- Research based
- Focus on needs and wants
- Fast and comparable
- Fight the fights on decisions
Decide

Selection

Initial Pool

• Start with the “Scorecard Cliff”
• Will typically be 10-15 candidates
• Be honest
  – Show stoppers and nonstarters
  – Relocation possibilities
  – Salary and benefits
• When in doubt, include
  – Diamonds in the rough
Vetting

- Short calls – 20 minutes
- Decreases “false positives”
- Confirm the major aspects of the job
- Ask 1-2 pressing questions
- Answer their short questions

Profiles

- An executive summary
  - Key information for decisions
  - Why this person
  - Why not?
- How they compare to others
- Scorecard metrics
- Information from vetting
- Remaining questions

Interview Process: Ideal

- Four to ten candidates
- One round with a fallback
- Group of less than ten
  - Peer
  - Supervisor
  - Customer/consumer
  - Set questions
The Decision

• Be clear on where it rests
• Votes can be good but rarely unanimous
• Always tradeoffs
  – Chart them
• No can be an answer
  – Was it a talent issue or a process issue?

Open Source & Free

• Per a Creative Commons BY license - Free to use and adapt and profit
  – Attribute Civitas Strategies, LLC.
  – Provide feedback to improve the system
  – Let us know the impact – we’re on a mission
• Additional resources coming by email
• Video series 1st Quarter 2017

More Information

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