



Lean Recruitment

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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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Gary Romano



- President and CEO of Civitas Strategies
- National work with the W.K. Kellogg Foundation, University of FL Lastinger Center for Learning, Families and Work Institute, Annie E. Casey Foundation
- Author of *Small But Mighty: Changing the World Through Consulting*

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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

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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

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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

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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

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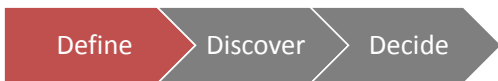
Lean Recruitment Business Model



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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

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The 3D Process



- Find talent
- Network
- Headhunt online
- Advertise

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The 3D Process



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

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Define

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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

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Announcements vs Descriptions

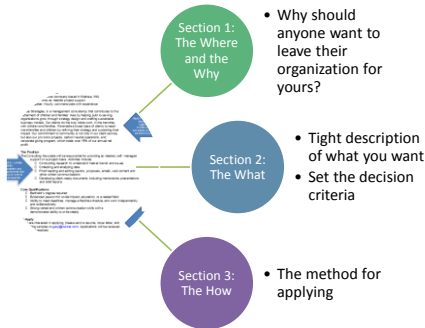


- | | |
|---|--|
| <ul style="list-style-type: none"> • Built on Consensus • Laundry List • Bewildering | <ul style="list-style-type: none"> • Sell the job • Capacity focused • Inviting |
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The Three-Part Job Announcement



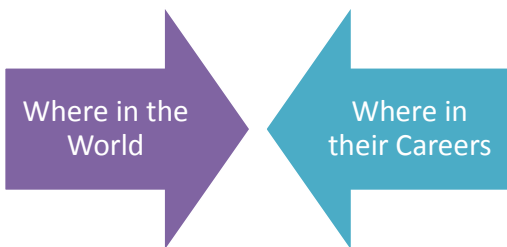
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Discover

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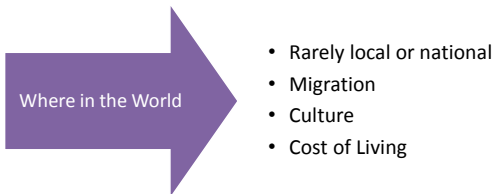
The Two Wheres



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The Two Wheres



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The Two Wheres

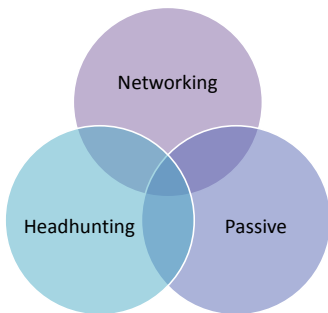
- Level
- Experience
- Ambitions
- Type of organization
- Size
- Analogous?



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Strategies



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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

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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

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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)

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Headhunting Strategy

- Search the web for organizations
 - Remember analogous organizations
 - Plan and Track your keywords
- Use associations
 - Leaders
 - Member organizations

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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

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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

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Scorecards

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

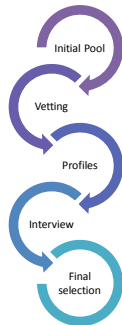
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Decide

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Selection



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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

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Vetting

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

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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

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Interview Process: Ideal

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

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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?

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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

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More Information

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