

MASTERING S.M.A.R.T. TALENT MANAGEMENT

THE RIGHT

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HIRE

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EXECUTIVE SUMMARY **2**

Chapter 1 | Prepare Your Hiring Team
to Deliver the Best Candidate

Prepare Your Hiring Team to Deliver the Best Candidate

In order to ensure that you get the right hire, it will take a lot more than simply putting your hiring team in place. In fact, that is only a starting point – if you want the best candidate. Once the hiring team is selected, it is then necessary to align the hiring team members in terms of responsibilities, goals, and to ensure they have a complete understanding of the job requirements and duties. Only then will your company get the quality employees you need and want. If you don't have this much needed alignment, there really is no telling what you may end up with for employees.

Getting your hiring team aligned for the best results requires that a detailed information gathering process be followed. Starting with our specialized Search Prep Questionnaire, this vital step will enable you to produce team unity with everyone being on the same page. The answers to the questions will also enable you to produce a highly refined single document that contains all the essential information about your current open job position and how to properly promote it.

Three Steps to Team Alignment

The information gathering process that ensures team alignment and a quality opportunity marketing document needs only three steps. They are given here, and they will need to be followed each time that you have an open position.

- **Step 1** - This introductory step is to be performed by the hiring manager. He or she needs to look at the job description and ensure that it is up-to-date, accurate, and that it includes all aspects of the job and its responsibilities. In order to take it one step further, the hiring manager's leader should also take a look at it and especially look to upgrade the document with the desired objectives, goals and expected outcomes required of the person in the job position.

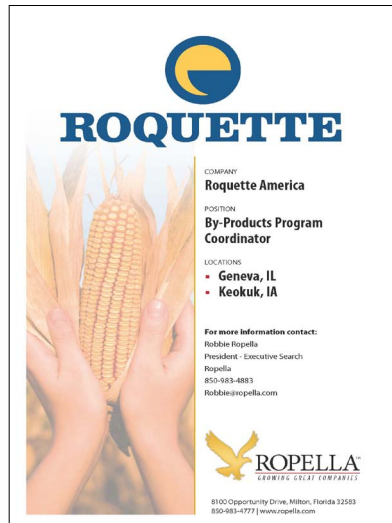
- **Step 2** - The next step is for the HR Manager. Using the Search Prep Questionnaire, he or she fills it out by answering the basic company information, compensation, benefits, hiring process and culture questions, etc. The remainder of the questions need to be answered by the Hiring Manager to get the depth and sizzle that will help sell the opportunity.

Once the questionnaire is completed, then it should be submitted via email to each member of the team. Each one will review it and add their comments, notes and any further questions that they have to the questionnaire. If there are still any unanswered questions at this point, then they will also need to be answered.



It Takes Teamwork to Deliver the Best Results

- **Step 3** - The hiring manager and other team members will now meet together to create another important document to present to potential new hires. They will look at various marketing and promotional company information such as brochures, Websites, organizational and departmental materials, etc., and will use this information to create a SMART Opportunity Marketing Piece (OMP)



Your Company Brochure Can Help You Land the Best Talent

Additional information that you should include in this OMP is information about the local schools, tourism, shopping, local arts and entertainment, spouse's employment opportunities in the area, etc. You can even provide some promotional materials from those places at the first interview. By taking this extra step, you show the candidate that your company is not all about work. You do care about the needs and welfare of the employee's family, too. After all this information is developed and packaged, it can be used repeatedly whenever you have a similar job opening.

The Necessity of the Information-Gathering Stage

Some people reading this article may wonder why these three information-gathering steps are necessary. Here are some reasons to consider.

The main objective of taking time to gather the right information is to ensure that the hiring team is all on the same page and aligned for maximum productivity and success. This process enables the team to clarify the requirements needed for the position in terms of qualifications, experience, education, and skills and how best to interview for and how to promote the opportunity. Apart from the essentials, others on the team may have some additional and valuable considerations, questions, or comments that need to be considered prior to the

interview process. This process gets everyone talking, thinking and contributing before any interviews are scheduled.

Not having this clarification up front often leads to confusion, and may lead to some of the team members wondering why certain candidates are being considered at all. Making sure the hiring team members have all their questions answered beforehand will help everyone to be on the same page and will prevent last minute interviewers from coming into the picture at a crucial time - such as in the interview stage, or worse - in the offer stage, where they are unprepared and/or unclear as to the goals and focus of the interview and selection process/team.

Another important reason to invest in this planning and preparation process is to ensure that the company looks good during the process. With candidates often approaching a company with a highly polished presentation of their qualifications, as well as being ready for the questions with excellent answers, the company also needs to be able to provide an image that is equally polished, well thought out - and with an interview and offer process that is clearly well presented.

Candidates today can easily grab powerful and precise tips about how to prepare for an interview and find out how to answer many of the questions that are going to be asked from many sources. This enables them to be more competitive than ever - which requires that an interview and hiring team also must have it fully together to be able to determine the best candidates. The sharper your team is, the more your company will stand out in the mind of interview candidates, which may easily make your company more appealing than your competitors.

A third reason why you need to get your information together and polish it, and be well prepared to present it, is because it will help to establish your company as the leading employer of choice in your local community - not just one just one of your nationally or globally based competitors. It will enable you to precisely answer candidate's questions in detail (for all positions you might fill), and it will also show your community that you value not only getting the right candidate, but also helping the right candidate find you and your community attractive.

Most importantly, the Search Prep Questionnaire enables you to gather the information you need to put together the Opportunity Marketing Piece. Once you have the information, then it is essential to produce a first-class marketing piece that draws in the candidate causing them to want to know much more. Having a professional Opportunity Marketing Piece, well-informed interviewers and hiring team members, combined with a clear understanding of the position will easily motivate candidates to believe you, listen to you, and then to want to work with you.



*Get Everything Settled in Advance to Create
A United Front*

Tips on Collecting the Information

When you are in the process of gathering the position information, it is important to remember that it be a collaborative procedure. You want the opinions and thoughts of others so that you can unify the team to answer the questions uniformly, and to be able to consider all angles.

The Search Prep Questionnaire is designed to provide you with a base of questions to get you started. You will need to add a few questions of your own, possibly five to ten of them that are specialized to the position. This will enable you to custom design the information to your company's goals or criteria.

Care needs to be given to not presume that any individuals on the hiring team will answer the questions in a particular way. This may limit the flow of vital information that will enable a better document to be produced. In addition, some of the information should not be shared openly with the Team, such as information dealing with Compensation, Benefits, and Relocation.

It is necessary to repeat this process for every open position that you have. In order to simplify it, you will want to save the questions and answers of your first open position and then use them to help you move forward faster when you have the next position open. Of course, you will need to eliminate questions and answers that do not pertain to the position. It will be necessary to use the Search Prep Questionnaire each time you start a new search for a different position.

Going back and revisiting the Search Prep Questionnaire the next time you have the same position open is also a must. Each question and answer should be carefully re-considered for accuracy and relevance to this specific position. Changes could have been made in the duties, requirements, skills, etc., which may mandate a review and correction to produce an up-to-date document that once again demonstrates a powerfully positive image of your company.

It may actually surprise you just how many questions can be raised when you meet with your team to discuss an open position and the issues that pertain to it. When each team member is allowed to add their thoughts to the discussion, it may open up totally new areas of discussion that will need further analysis and examination. As various surprises, disagreements, and other elements enter into the discussion, each one that is relevant will need to be answered more fully. This lets you hammer out a more precise document and interview and selection process and it will bring your hiring team into a highly refined position of focus – allowing them to work as a single unit when the time comes.

The SMART Search Prep Questionnaire

Here is a brief sample of the Search Prep Questionnaire so that you can see the type of questions involved. Altogether, there are more than 60 questions in it.



The Search Prep Questionnaire Gets Your Team Unity Started.

Position/Responsibilities Basics

- Typical key day-to-day responsibilities?
- What are our overall specific targets, objectives, outcomes and/or expectations for the person in this role? We want specific outcomes for as many line items on the position description as possible.

Value This Position Holds In Our Organization

- How does your team describe success as it relates to this position?

Where Are We in the Search Process?

- Why is the position open / available? Is it a new position, did someone leave, or did someone get promoted?
- How long has the position been vacant?

Interview Process

- When interviewing candidates for this position in the past, what frustrated you the most about the candidates interviewed?
- Do you have a deadline for filling this position? If yes, what is it and why?

Opportunity Selling Points

- What's unique about this opportunity (the Organization, Division, Location, Position, etc.) that would make it exciting and attractive for prospective candidates?
- What's the future potential for growth in this position? Three to five years down the road where could you envision this person going in our organization?

Corporate Culture

- Are there any other important issues worth noting or unspoken rules, clues, or strong opinions about our culture we should be aware of when comparing the fit of candidates?

Pre-Handling Candidate Objections

- Are there any challenges, problems, issues, or politics that we should be aware of that might present roadblocks to the ability to do this job well?

To see a full list of questions in the Search Prep Questionnaire visit the Right Hire Resource Page at: www.ropella.com/therighthire

After the hiring team has met and discussed all of the questions and added their own thoughts, the entire document needs to be assembled with all comments and views in it. The compiled document then needs to be emailed to each member of the team for a review and further notes or comments to be added. Once that is done, it needs to be edited and put into its final form for all members.

THE RIGHT HIRE

“The most important decisions that business people make are not *what* decisions, but *who* decisions.”

- Jim Collins, Author of *Good to Great: Why Some Companies Make the Leap... And Others Don't*



In most organizations, making the right hire means the difference between success and failure. This book helps you recruit great people and keep them loyal to the organization by helping you understand, assimilate and execute today's best processes, programs and practices for Sourcing and Marketing to potential candidates, Assessing and Recruiting top talent, Retaining & Training employees and Transforming your organization for the better.

What you will learn from this book

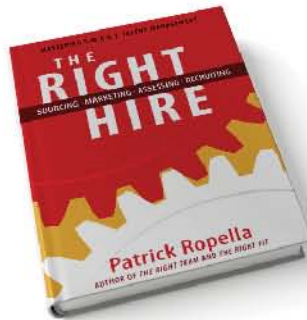
- How to successfully execute the all-important preparation stage of talent sourcing
- What to do to bring into alignment the whole interview-selection team
- Where to scout, network, and narrowcast in order to recruit the best candidates
- What techniques to use to screen and assess talent using proven tools
- How to use behavioral-based questions and interviewing techniques to uncover quality information that leads to great hiring decisions
- What can be done to dramatically improve the negotiations, offer, acceptance, start date and on-boarding processes
- And much, much more...

“People interviewing have choices, and *The Right Hire* presents the right things to do not only attract the top talent, but also to assess for culture fit, personal characteristics, experiences and credentials that will fit with your opportunity. With the growing need for companies to hire the very best talent available, *The Right Hire* is a must read.”

- Steve Watson,
International Chairman, Stanton Chase

“Too often making the right hire is seen as a matter of luck. It should not be. Follow the steps in this book and it will improve your success rate dramatically.”

- Yves Lermusi, CEO, Checkster



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in paperback and
hardcover!**

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Patrick B. Ropella is Chairman & CEO of the Ropella Group, a 25-year-old international Executive Search, Leadership Transformation, and Corporate Consulting firm in Florida with clients among the world's most prestigious corporations. The Ropella Group focuses on working with mid-level management and executive-level leaders regarding their search, leadership, and/or consulting needs across most roles and functions. Patrick authored the book and web based training program, *The Right Hire – Mastering the Art of SMART Talent Management*. The SMART Talent Management System covers Sourcing, Marketing, Assessing, Recruiting, Retention, Training and Transforming top talent. Patrick's status as a thought expert, and writer on talent management & leadership has been promoted, featured and published in a wide variety of trade magazines and business publications, and leadership and executive search industry blogs and journals. Patrick regularly speaks at webinars, career fairs, conferences, trades shows and more. For more information about Growing Your Great Company through Ropella services, visit www.ropella.com, or call Patrick Ropella at (850) 983 - 4777.