



DETERMINE THE HIRING PROFILE

This is a great time to evaluate the organizational structure to determine the desired scope of the role. Some key questions to consider:

- What functional areas will this person oversee?
- How does this position fit into the future plans of the organization?
- What skills or experiences do we need to import into our leadership team?

Build the job specification around the duties and accountabilities. Typically, the right candidates will succeed on the basis of achieving the desired goals, rather than simply aligning with the job description.

Develop a list of goals and accomplishments. Doing this on the front end will also set the right expectation with the candidate and serve as a starting point for an on-boarding plan.

Gather insight and feedback from key peers and stakeholders. Often, they can shed light on key factors impacting this person's success.

Create a list of the intangible qualities that are crucial to success. It is critical to evaluate the candidate against both tangible skills as well as style, personality, interests and values. This list will help build an interview guide that will help you evaluate fit attributes as well as competencies and experience. Typically, when a candidate fails, he or she fails due to fit issues, not lack of skills. This will also help you keep a balanced assessment of the candidate, rather than being wowed by one characteristic.

Be prepared to talk about the sizzle of the job. What would motivate an employed person to consider this opportunity?

DOS AND DON'TS

- ✓ **Do** include as many stakeholders as possible to gather upfront feedback. Communicate with them throughout the process.
- ✗ **Don't** include staff in the actual screening process. Regardless of their objectivity and integrity, picking a boss is inherently not objective.
- ✗ **Don't** expect to hire the very best candidate by only looking at the active candidate pool.
- ✓ **Do** consider the candidate experience when you establish the interview process. Taking a candidate through something that feels like an inquisition may not attract the best talent. Understand this is a two-way street. You will likely be competing against other employers for the best candidates. Be considerate of their time, communicate the steps in the process and leave time during the interviews for them to ask questions.
- ✓ **Do** look for congruency as confirmation that you have the right candidate. Affirmation comes from the candidate's track record, pedigree, interview results, references and the assessment painting a consistent picture. The assessment should be the final step in the process to confirm and validate the other steps.

THE HIRING PROCESS

Establish a predetermined interview plan and communicate this with the internal stakeholders as well as the candidates.

It is best to keep the interview team to a manageable number (three to five people) and involve others by getting their input before you start the search. It can be a mistake to involve and empower too many people in the actual screening process.

All hiring participants' objectives need to be aligned regarding the desired profile and outcomes before the search begins.

The ideal number of steps in the process is somewhere between two and four. Make the final step a lunch or after-hours meeting to gain a view of the person in a more informal environment. Recognize that it can be difficult and uncomfortable for a candidate to take too much time off from a current job. Remember the candidate is also evaluating you as an employer and the interview experience is a big part of this.

Coach the interview team on the interview process. Use an interview guide that includes behavioral interview questions. The first interview or two should be focused on the candidate answering questions, but also make sure there is time for the candidate to ask questions of you. Keep an open mind on each candidate until you complete the interview process.

Steps in the evaluation process should include a background review, interview, objective (mind) and subjective (gut) analysis, references and some type of assessment. Look for congruency to affirm your perception of the right candidate.



CLOSING THE DEAL

Good candidates are getting multiple offers and receiving counter offers. Here are some tips to give you an advantage:

- Making the offer in person is the best way. A face-to-face meeting is a great way to seal the deal.
- Convey excitement and enthusiasm when making the offer. Follow the verbal offer with the details in writing.
- Don't be overly frugal. You want to make a positive impression with the offer. Exceed the expectation that you have set along the way. The offer itself will be interpreted as a measure of how you feel about the candidate.
- Allow him or her time to decide, but not too much time. The right amount of time is more than a day, but less than a week. Three to four days is a suitable timeframe for the candidate to weigh the decision and discuss with a spouse or key mentor. Allowing too much time is counter-productive.
- Make sure the offer letter is warm and personalized. Your legal department might want to make their mark on the letter, but make sure it sends the right message to the person.
- Once they accept, ask them to commit that they will not consider a counter offer. This does not guarantee it will not happen, but it does give them pause to consider their commitment to you.

ABOUT WILLIAMCHARLES

The mission of WilliamCharles is to place the right person in the right opportunity, creating the winning outcome for both the organization and the successful candidate. Having the right people in key positions has a profound effect on a company's success. When a client entrusts us with an assignment, we approach it with the urgency it demands. We have a proven track record of finding, attracting and recruiting the right people.

We recruit across a number of industry segments and functional specialty areas. Our focus is senior level positions in Accounting/Finance, Human Resources, Operations and General Management, Supply Chain, as well as Sales and Marketing leadership.

Our services include Retained Executive Search, Engaged Search, Contingent Professional Recruiting and Contract Placement. We share our client's commitment to having the right people in key positions. We approach every assignment with the intent of building long-term relationships. Our success depends on our ability to find the best possible candidate and our expertise has been developed through working with hundreds of hiring teams since 2001.

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