



# Executive Hiring Guide

## DETERMINING THE HIRING PROFILE

**First, this is a great time to evaluate the organizational structure to determine the desired scope of the role. What functional areas will this person oversee? How does this position fit into the succession plan? What skills or experiences do we need to import into our leadership team?**

**Build the job specification around the duties and accountabilities as well as a list of the desired goals and accomplishments.**

The right candidates will succeed on the basis of achieving the desired goals rather than aligning with the job description.

Building a list of the goals will not only help you construct a good position profile, it will also serve as the foundation for the onboarding 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 required for the person to succeed in the role and fit into the culture. This list will help build an interview guide that will help you evaluate fit /attributes as well as competencies and experience. Finally, be prepared to talk about the sizzle of the job. What selling factors exist that will motivate an employed person to consider this opportunity?

## THE HIRING PROCESS

1— Establish a pre-determined interview plan and communicate this with the internal stakeholders as well as the candidates.

2— It is best to keep the interview team to a manageable number (3-5) 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.

3— The right number of steps in the process is somewhere between 2-4. Make the final step a lunch or after hours meeting. Recognize that it can be difficult and uncomfortable for candidates to take too much time off from their current job. Remember that the candidate is also evaluating you as an employer.

4— 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. 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.

5— 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.

## DO'S 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 the employees objectivity and integrity...picking a boss is inherently not an objective step in the process.

**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 that 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 candidates 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.

**DON'T IGNORE RED FLAGS**



## 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 for time to decide...but not too much time. The right amount of time is more than a day but less than a week. 3-4 days is a suitable time frame 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...get them to commit that they will not consider a counter offer. This does not guarantee that it will not happen, but it does give them pause to consider their commitment to you.



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