



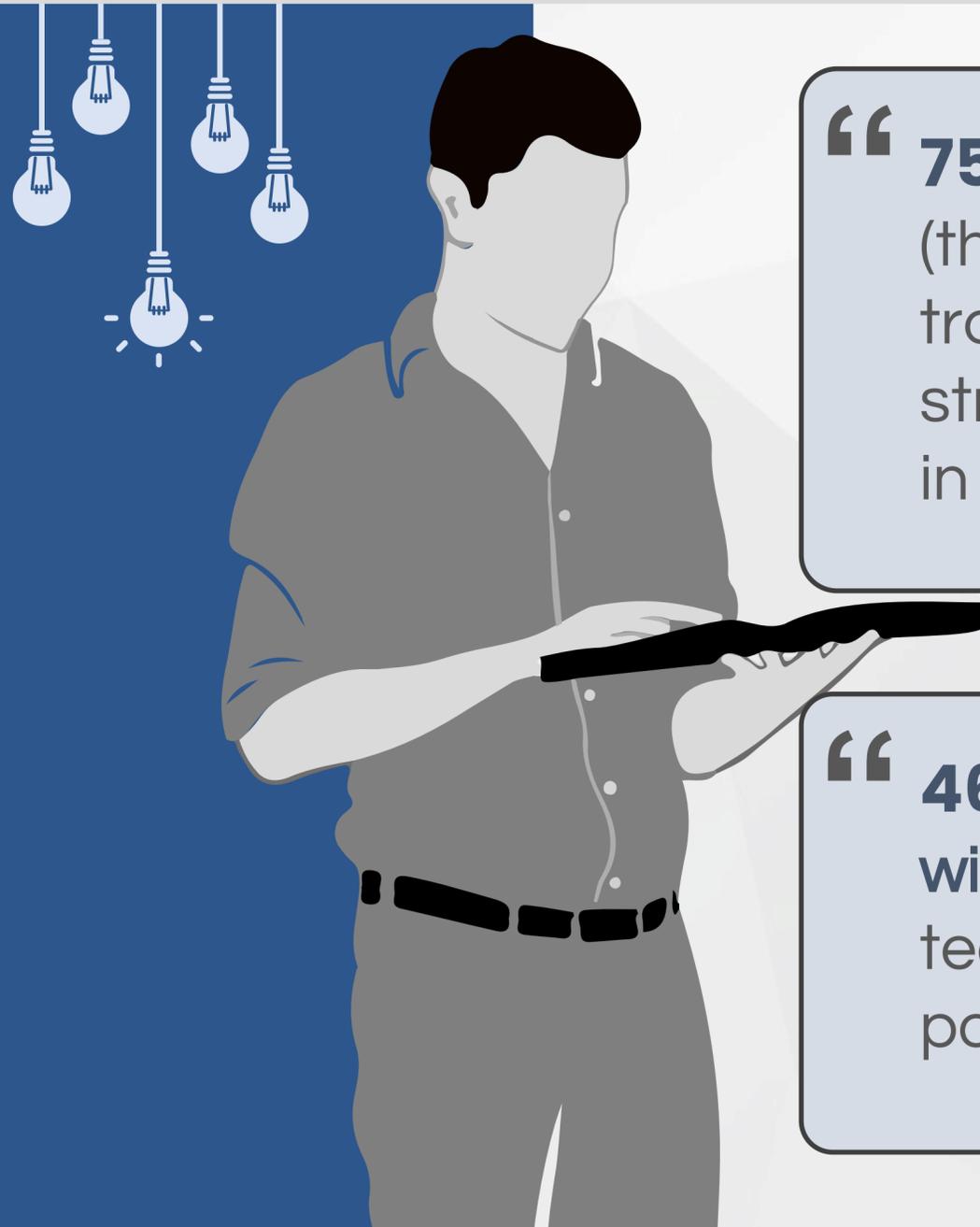
The 7 KEY STEPS to Recruit & Retain Great Talent

How to Improve your Competitive Edge!



FIRST: Recognize the Pitfalls of Ineffective Recruiting

TOO MUCH EMPHASIS is on Technical Competence & Leadership Experience as the Primary Indicator of Future Performance



“ **75%** of new leadership hires are having trouble with interpersonal skills (the ability to build relationships, collaborate, and influence others). A troubling finding of the study is that many of these new hires had both strong technical skills and leadership experience and yet they fell short in the interpersonal area.

(American Society for Training & Development 2011)

“ **46%** of newly-hired executives will fail within 18 months, while “only 19%” will achieve unequivocal success. But contrary to popular belief, technical skills are not the primary reason why new hires fail; instead, poor interpersonal skills dominate the list.

Leadership IQ 2009

Step 1: Discovery Step replaces Typical Job Specs

05. Define prior Desired Accomplishments and Skills used in a Similar Environment

01. Define Key Objectives of the Role

04. Determine what Potential Candidates will do with the Required Skills, not just the having of them

02. Conduct surveys of Team members and key stakeholders of the role to gauge Team Dynamics



03. Create a Target Candidate Profile and Identify Direct and Indirect Competitors

Why Both Role Fit & Team Fit are Essential in the Recruitment Screening & Interview Process

26% Coachability

The ability to accept and implement feedback from bosses, colleagues, customers and others.

23% Emotional Intelligence

The ability to understand and manage one's own emotions, and accurately assess others' emotions.



17% Motivation

A sufficient drive to achieve one's full potential and excel in the job.

15% Temperament

Attitude and personality suited to the particular job and work environment.

11% Technical Competence

Functional or technical skills required to do the job.

Step 2: Identifying the Target Candidate Profile

Conduct brief online surveys (8-14 minutes) of the Role's Stakeholders reveals:



These Job Surveys are combined into a **Composite Team Profile** which, in turn, identifies the **Target Candidate Profile** to ensure Potential Candidates are **BOTH** a **Role Fit** & **Team Fit**.

Step 3: Assessing how Candidates fits in Team Dynamics



	DO minant ↔ AC cepting:	Competitive, Goal Oriented ↔ Deliberate, Cautious
	SO ciable ↔ AN alytical:	Empathetic, Extroverted ↔ Logical, Task Oriented
	RE laxed ↔ DR iving:	Patient, Reliable ↔ Restless, Pressure Oriented
	CO mpliant ↔ IN dependent:	Conscientious, Detail Oriented ↔ Strong Minded, Persistent



Step 4: Assessments

Benchmark potential candidates' experiences and traits to determine if they can meet or exceed the objectives of the role.

3 Levels of Assessment



Level 01

- Appearance
- Manner
- Expressiveness
- Interests
- Presence

Appear to...

Level 02

- Knowledge
- Acquired skills
- Training
- Experience
- Education
- Credentials

Can do...

Level 03

- Attitudes and beliefs
- Self motivation
- Stability and persistence
- Maturity and judgement
- Aptitude/capability to learn
- Temperament/behaviour patterns

Will do...



Impact on Performance

Step 5 - C-Level:

Measure Relative KPIs & Depth of Industry Relationships



C-Level Senior Management

- Effective leadership communications skills with staff, customer base, and social media
- Prior validation of calculated risk-taking, effective decision-making, and successful strategy planning
- History of excellent investor, industry media, finance analysts' relationships, an Influencer?
- Depending on situation, successes in market share expansion or turnarounds
- Trained in developing financial business modeling techniques and strong history of positive P&L performance.

Step 5: Sales & Business Development

Measure Relative KPIs & Depth of Industry Relationships



Sales and Business Development

- Ability to grow market share or penetrate new markets
- Accomplishments in developing pricing strategies and higher profit margins
- Upsell capacity and effectively managing CRM and elevating the Customer Experience
- Similar average sales cycle & average sales volume
- Expertise in Presentation, Negotiating, and Closing
- An Influencer and/or Evangelist in the marketplace via industry media interviews, social media, speaker at trade shows / conferences, prolific blogger or producing video presentations

Step 5 - Engineering & Product Management

Measure Relative KPIs & Depth of Industry Relationships



Engineering & Product Management

- Success at delivering products/services to market on time
- Solid ability to build and manage projects/programs and teams that produce
- Expertise in managing internal and external relationships
- Successful history in full lifecycle product/service development
- Influencer as a speaker, or panelist at conference, or co-lead on standards committees

Step 6: Perform Comprehensive Background & Reference Checks



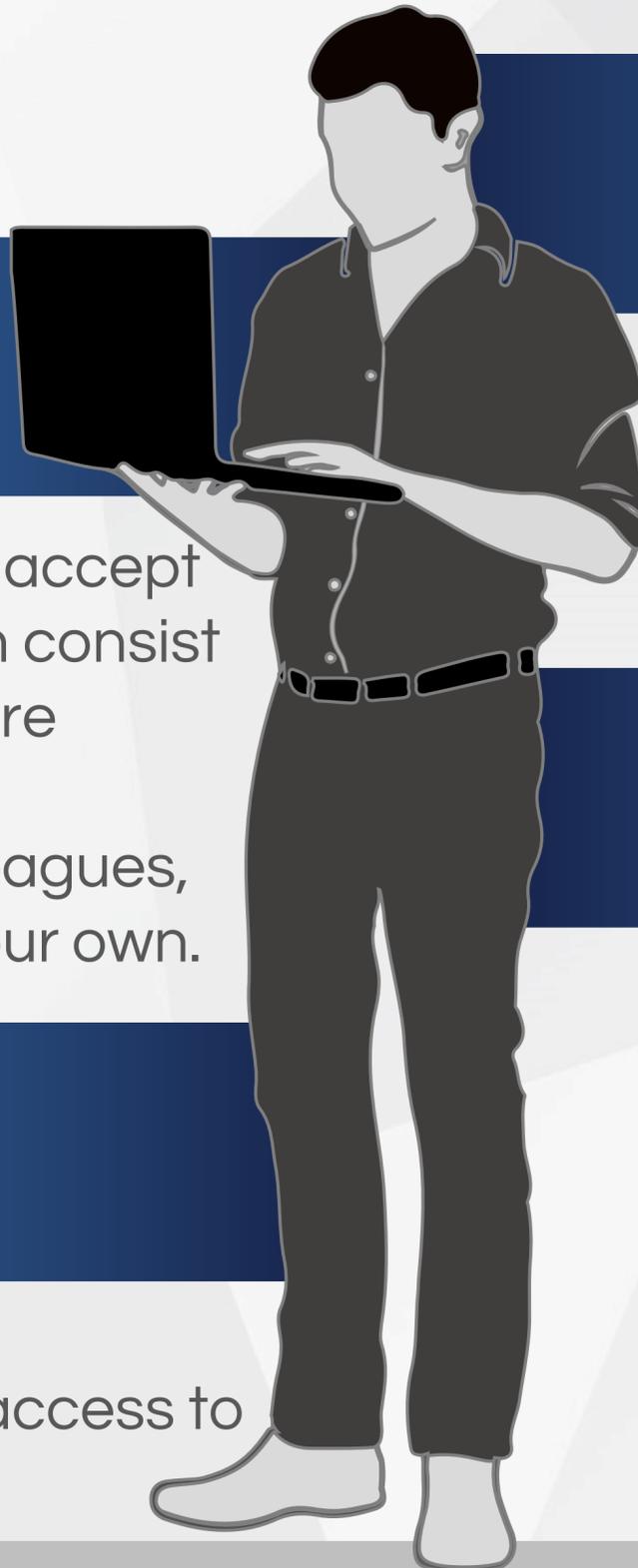
Reference Checks that Indicate Performance

- Radical Reference Checking – NEVER accept candidates' references that most often consist of personal relationships at work and are therefore biased
- Instead identify and cold call past colleagues, competitors, vendors, customers on your own.



Peer credit report for fiduciary roles

- SEC and financial records check
- Solid credit report for those who have access to monies



Comprehensive civil / criminal background checks

- Education and Employment Verifications
- Civil & Criminal nationwide checks, sex offender and terror watch list checks



Social Media Reputation Report

- Is this candidate an Influencer, Intelligent / Effective in social media interactions or strictly a selfie addict?
- How someone acts on social media WILL be seen by customers and colleagues. Alerts if negative social media interactions exist.

Step 7: One-Size-Fits-All Orientation is NOT Onboarding

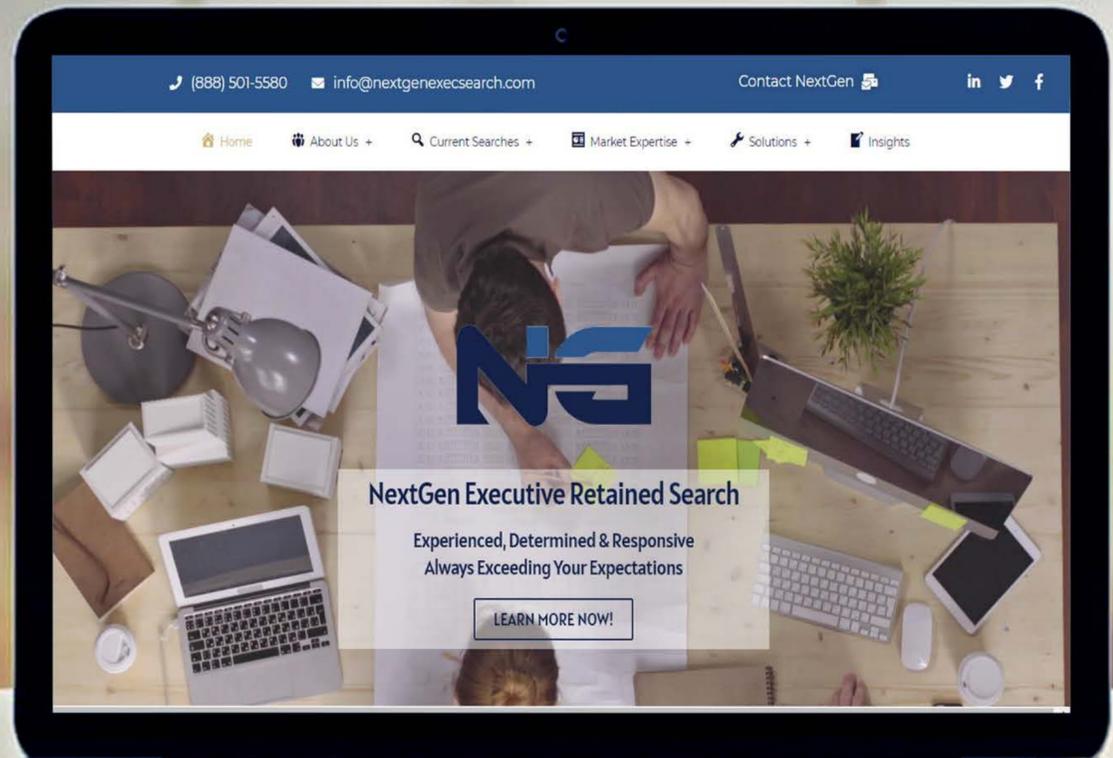
Providing a **Self-Development** report and **Personal Action Plan** is essential for **increasing productivity** for the new hire.

Design a **custom onboarding plan** specifically for the role's Direct Report to increase the likelihood the new hire will not only meet, but **exceed expectations**



Mentoring / Coaching plan prepares new hire in career development and **accelerating his/her tangible value** to the company.

Custom individual Onboarding Tools have proven to be invaluable for the new hire's **quick assimilation** into the team culture, **increased productivity**, and producing **longer retention rates**



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