



# A Talent Hungry World: What Got You Here Won't Get You There

## Talent Challenges & Solutions

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# Presenters



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# Today's Agenda:



Recruiting



Finding and sourcing candidates



Hiring



Interviewing and getting to an offer



Retention



Keeping people happy

**SOLVE YOUR #1 PROBLEM**

**"Knowing what to do is not the major challenge faced  
by executives—finding who to do it is!  
Here's great advice for a talent-hungry world."  
—MARSHALL GOLDSMITH, author of  
What Got You Here Won't Get You There**

# Who



FROM THE AUTHORS OF POWER SCORE  
**GEOFF SMART AND RANDY STREE**



# Challenges

- Unclear/not specific about what is needed in a job
- Have a weak flow of candidates
- Ability to pick out the right candidate
- Lose candidates you really want
- Lose employees you want to keep



# Recruiting

## Challenges & Ideas



# Top Five Best Methods for Sourcing Talent

- Business network 77%
- Personal network 77%
- External recruiter 65%
- Recruiting researcher 47%
- Internal recruiter 24%

Source: Who, by Geoff Smart and Randy Street



# Challenge: Defining the role

## Strategies for Success

- Slow down
- Required vs. nice to have
- Define core competencies
- Assess/Score profiles THIS way, not against "one another"





# Challenge: Finding good people

## Strategies for Success

- Job postings
- Your own network
- Your people – referral bonuses!
- Recruiting passive candidate
- Use recruiters



# Challenge: Difficult Labor Market

## Strategies for Success

- Be intentional
- Self-reflect (as a company)
- Re-evaluate flexibility
- Investing in talent may = investing in recruiting
- Keep recruiting!



# Hiring

## Challenges & Ideas





# Steps to Finding “A” Players

- The Screening
- The Who Interview
- The Focused Interview
- The Reference Interview



# The Screening

- What are your career goals?
- What are you really good at professionally?
- What are you not good at or not interested in doing professionally?
- Who were your last 5 bosses and how will they each rate your performance on a 1-10 scale when we talk to them?



# The Who Interview

- What were you hired to do?
- What accomplishments are you most proud of?
- What were some low points during that job?
- Who were the people you worked with? Specifically
- Why did you leave that job?



# The Focused Interview

- The purpose of this interview is to talk about \_\_\_\_\_.
- What are your biggest accomplishments in this area during your career?
- What are your insights into your biggest mistakes and lesson learned in this area?



# The Reference Interview

- Testing what you learned:
  - In what context did you work with this person?
  - His/her biggest strengths?
  - His/her biggest areas of improvement *back then*?
  - How would you rate his/her overall performance (1-10)?
  - The person mentioned he struggled with \_\_\_\_\_. Can you tell me more about that?
  - What words of wisdom would you give her/his supervisor on how to make them successfully? How should they be managed?





# When To Dig Deeper

## The Candidate

- Does not mention any failures
- Exaggerates his/her answers
- Takes credit for the work of others
- Speaks poorly of past bosses
- Cannot explain job moves
- Seems more interested in compensation and benefits
- Tries too hard to sound like an expert
- Is self-absorbed



# Selling “A” Players

- Identify what is the most important to candidate
  - Fit, family, freedom, fortune, fun
  - Create and execute a plan to address the relevant “f”
  - Be persistent. Don’t give up



# Legal Traps to Avoid

- Ask relevant questions
- Standardize hiring process
- Use nondiscriminatory language
- Avoid asking illegal questions
  - Marital status, children, origin, medical conditions



# Challenge: Process

## Strategies for Success

- Speed of process – accelerate, don't short cut
  - Virtual interviewing
- Compare a candidate against the job description, not against other candidates
- Pivot from vetting to selling



# Challenge: Securing a Candidate

## Strategies for Success

- Strong offer!
  - Understand all aspects of comp/benefits
  - What's important to them!
- Stay close through acceptance
  - Have multiple team members give "congrats"
  - Help through giving notice
- Transition period is CRITICAL!



# Offer Is Made -Transition Period Ideas

- Calls from HR or HM (or both!)
- Send Swag
- Business Book
- Coffee Meeting
- Team Lunch
- Gift Basket
- Team Events





# Retention

## Challenges & Ideas



# Challenge: Retention

## Strategies for Success

- Onboarding Matters!
- Talk & Listen
  - Ask questions around goals and growth
  - Take a personalized approach with each individual
  - What's working / not working
- And...





# Challenge: Recognition & Appreciation

## Ideas

- Card
- Gift card
- Lunch /happy hour
- "Reply All" call out
- Spot bonus
- "Gift" a PTO day
- Swag/gifts
- Team Outings
- Company Events
- Recognition programs





**What else?**

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