



**Discover the 7 Killer Mistakes that
are unwittingly putting off top
performing candidates from joining
your firm**

“Get the right people on the bus....Once you have the right people in place, figure out the path to greatness.”

Jim Collins - Good to Great

Top Performers Boost Your Bottom Line

As many of you are well aware, your top performers can be the difference between a company that is successful and a company that is not. But, you may not be able to convince the top performers to join your firm.

What are the implications for the firm, if you are unable to attract the top performers?

What are the implications for you as the Hiring Manager, if you don't attract the best?

Did you know that the Top Performers Are Always Looking

Recent research from a leading Search firm stated that, “40-50 percent of top performers are actively looking for a job.” This percentage is significantly higher than middle or low performers.

If they are looking, what are you doing to ensure you attract them to your firm?

Before you embark on a campaign to attract the best, please read this document and ensure you stay ahead of your competitors.

Top performers are different than average performers, both on the job and how they look for a new one. Simply defined, a top performer is a person who consistently exceeds expectations.

While you might be able to determine a person's potential to be a top performer in 30 days or so, it takes at least a few months to determine if a person is a top performer. This has to do with motivation, team skills, and the consistent achievement of results.

Discover the 7 Killer Mistakes that are unwittingly putting off top performing candidates from joining your firm:

No Job Specification

How often have you given a search firm a job order, without a job spec and then become extremely frustrated when the candidates put forward don't match what you are looking for. How do you think the candidate feels? To them, it is a complete waste of time and energy attending an interview that they're totally unsuitable for.

The best job descriptions don't just outline duties, responsibilities, and necessary skills. They also articulate **how** you want the work to be done, and the moral climate in which the company operates. If you're a fiercely competitive company that likes to pit teams against each other, say so. If customer or patient care is critical, don't assume that a candidate's empathy is a given. I'd say

the **how** often matters more than the **what**, but it's so hard to measure that most people prefer to ignore it. Do so at your peril!

Be aware of the Internal Team

An advert is placed online that details the precise specification that you are seeking for this new role. You are inundated with enthusiastic candidates who are keen to be interviewed....

Then HR ask

“Are you sure there isn't any internal talent that could be considered for a development opportunity like this?”

Doh!!!

How do think the external candidates view the situation when they are told, ***“Sorry the position is no longer available as it has gone to an internal candidate.”***

And when you consider that internal hires tend to do better than outsiders, promoting from within can significantly reduce your risk. You want to encourage and nurture the talent you already have, so work hard to discover what you have before you go looking for more. Besides which, it will certainly reduce your hiring cost and go a long way to retaining talent within your business and not losing it to your competitors.

Align your values with your hiring process

Here is a LIST of the top values Employers Look for in Employees.

- Strong work ethic;
- Dependability and responsibility;
- Possessing a positive and “can do” attitude;
- Adaptability;
- Honesty and integrity;
- Teamwork.

There's no point saying teamwork is important and then letting one person make the hiring decision. If you say you value instinct, then doing a wide array of personal and professional assessments probably isn't the way to go either. If you value creativity and risk-taking, don't set ridiculously hard problems that humiliate the people who can't solve them.

If the values of the firm don't match that of the candidate, no amount of money will get them to change their mind to join your firm. If they do join you, it won't be for very long, which will be more damaging than them not joining at all.

Lacking an objective Approach.

Every HR professional argues that interviews don't work as everyone is so hopelessly biased that, however lengthy the interview process, results are just too subjective. Bring in a professional assessor who can match evaluations to the skills and qualities you are looking for. Using an outside assessor can save you from yourself, because they won't be swayed by likeability.

No Leading Edge Toys

When looking to attract technical people, the latest technology will attract them to your firm, of course for sales people, a strong leading edge product will mean more sales and greater commission. What if your product or service is not considered leading edge? There are other factors that are just as critical to attracting the best.

Environmental factors such as caliber of management, no "A star" candidate wants to work for a "B grade" Manager.

Not wanting to be rewarded accordingly

The amount of times a Hiring Manager will request a top performer, but are not be prepared to pay the top salary. That just doesn't work.

Hiring Managers that do not understand this are destined for failure when it comes to attracting the best, as it is vital that good people get the good salaries.

In addition, profit share and bonuses, as well as other parts of the package play a key role. Rewards are not always monetary, simply telling someone they are doing a good job and giving positive feedback is rewarding and motivational. If you want a team that will break through brick walls for you, they need to know it is appreciated.

Lack of Training and Development of the team

I am sure you have heard this before.

MD asks the VP Sales, "What happens if we invest in developing and training our consultants and then they leave the company?"

VP Sales answers, "What happens if we don't, and they stay?"

Top performers are top performers for a reason; they work at it, so offer and provide continuous training and development.

How to find the right Search Firm for you

When you've got an important position to fill, and you are considering using a Search firm, here are some questions you must ask to maximize your chances of success in finding the best.

Which search firm should you choose?

There are an overwhelming number of search firms out there, everything from big international agencies to small, local and boutique firms. Before you engage a search firm, it's important to understand whether they are up to the job.

7 Questions you must ask the hiring firm before you engage them.

1. What is your money back guarantee, should it not work?
2. What experience do you have in this sector?
3. When timelines are agreed and what are the implications should you fail to adhere to them?
4. What methods will you be using to ensure we attract the best in the industry?
5. Will you interview all candidates face to face?
6. Will you carry out all reference checks prior to first interview?
7. What evidence can you show to demonstrate your level of success in the sector?

The one question Search firms dread been asked

What's your employee turnover rate over the last 12 months?

Understanding the How's and Why's

Recruiting top performers starts by understanding that **how** and **why** these people decide to look for another job, and accept one offer over another is different than the average performer.

Most sourcing and recruiting processes ignore this fundamental concept. Evidence has shown that this is the root cause of why so many companies are finding it far more difficult and more costly than necessary to attract the best people possible.