

Opinion



MATTE Consulting Group
EXECUTIVE SEARCH AND COACHING

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Strategic talent acquisition: a challenge with an impact!

"The companies that have learned to identify and retain the best talent will have a distinct advantage in the coming years."

– Harvard Business Review

Social networks and Internet job posting websites - just think of Facebook, LinkedIn and Jobboom - have become very popular lately.

Because of their visibility, it is easy to think that these tools can replace the recruitment function in a human resources department or even the help of a professional recruiter.

Or course, these new technologies offer a wider choice to the users.

But, do the candidates you identify really meet your needs? Should you settle and hire a candidate that partially meets the profile you are looking for?

How can we find candidates that are actually not looking for a new challenge? Those who have not even thought of looking for a new position?

The costs associated with an error in recruitment, either in lost productivity, profit or reputation, are enormous.

In this Opinion, we address the new realities of recruitment and try to see how to make a perfect "marriage".

Feel free to send us your questions and comments.

Happy reading!

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Define the profile that I really need

Here are some points to consider when identifying or establishing a realistic profile:

- Do you really need to fill this position? Yes: this is a strategic position within your company or this is a rare skill on the market. If the position to fill does not fit in one of these two categories, you can probably wait.
- Are your expectations realistic? The criteria listed in the profile must be found on the job market.
- What is your company's reputation on the market? Ranked 1st or in 20th place? If your company is ranked 20th, strategy and possibly a professional recruiter will help you attract candidates working for a No. 1 company.
- Do you have the budget to attract the best candidate on the market? Are you really competitive and have you taken into account the amount you will have to pay to attract a top talent?

We might think that identifying our needs is an easy thing to do, but it is not that simple.

Sometimes, using an outside firm can be invaluable to take a step back, get a better perspective and above all, a standard of measure.

Find potential people

With the advent of the Internet, social networks and specialized job websites, it has become quite easy and relatively simple for employers to advertise positions and grab the attention of candidates.

These postings will reach active searchers: those who go through newspapers and websites looking for a position. But what we also want to do is to reach passive searchers: those open to exploring new opportunities, but who have no time to search all the sites and, finally, those who do not yet know they might be interested in a new position where they may be happier and more fulfilled.

Our experience has shown that the ideal candidate is often found in this last

category; he/she is often recommended to us during calls placed in the completion of the mandate. Despite the advent of the Internet, word of mouth combined with experience and the tact of the recruiter are still today more efficient tools, not to find a candidate but to find THE candidate.

The recruiter works with the client as a team to promote the client's company (the recruitment is also a publicity campaign for the client or the opportunity to improve its image if the reputation has been tarnished) and to search the market for the ideal candidate. His knowledge of the market as well as a wide network of contacts enable him to reach passive candidates as well as candidates who

might be interested in the position without actively looking.

Finding the candidate combining talent and skills, experience and personality, to meet the corporate objectives of a company is a delicate challenge a professional recruiter is accustomed to handle.

Beyond identification of potential candidates, specialists in executive search evaluate and advise candidates to ensure they are not "sold" on a position, but that they choose voluntarily and knowingly to join a new employer.

The advantages of a professional recruiter

Below are some advantages of partnering with a professional recruiter:

Objectivity: the candidate recognizes that the recruitment process is not biased by internal politics or personal feelings.

Credibility: it is often easier for a third party to discuss a position; the recruiter is perceived as neutral.

Confidentiality: the search can be conducted without mentioning the name of the hiring company.

Professional approach: a successful recruitment increases the visibility of the client on the market.

Strategy: by contacting competitors directly, the company may find itself in a precarious situation vis-à-vis the competitor.

Confidence: an employee working for a competitor will feel more at ease to talk to a third party; it is then easier to know how satisfied he is with his career and his superior, his salary, etc.

Consistency: all candidates are interviewed by the same professional and evaluated according to established criteria.

Rapidity: the talent gap widens with the baby boomers who will soon retire. People are very busy and do not want to waste time.

Ensure candidates will choose you

During his conversation with a candidate, the recruiter establishes a relationship of trust, focusing on the individual, his career and his objectives. This allows him to establish a perfect match with the position, the profile, the culture of the company, etc.

It is always the candidates who choose to pursue. This is a very

important point as when we decide to "sell" a position and to push a candidate to accept it, chances are he will leave the company soon after starting in his new position.

Do not forget that for a candidate, accepting a new position is often a lifestyle change.

To learn more

- about our services: www.matteic.com

- reading suggestion:

Finding & Keeping the Best People, Harvard Business Review, 2011
(texts written by experts)



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