



THE NEW
NORMAL
OF
INTERVIEWING
AND HIRING

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The amount of time that good candidates are on the market is shorter than it has ever been.

The number of good candidates that are on the market is fewer than it has been in ten years.

The money you paid two years ago or even one year ago won't get you the kind of candidate you really want.

Candidates are not as prone to "fill out your online application" as they used to be.

Candidates *won't* talk to your 22 year old corporate recruiter whose job it is to screen them.

Candidates are not going to go to your "tracking portal" to *apply* for your job.

Candidates don't want to talk to anyone but YOU . . . the hiring authority . . . WHY? . . . Because the people who are also trying to hire this candidate are also having their managers talk with them directly.

The candidate you prefer is likely being considered by at least three other organizations . . . he or she has many choices.

If you tell a candidate that you're going to get back to them by a certain time, you had best do it . . . a year or so ago good candidates had to "live" with being treated poorly . . . they don't have to put up with that any more . . . they have too many choices. Your competition is "courting" them heavily.

A "lowball" offer is likely to be rejected.

"Meeting the team . . . just so you can get a feel for our company." The REAL TRUTH is: "So they can possibly eliminate you as competition." This request will be ignored or outright refused by many candidates . . . The majority of the time they are employed and are getting so many "REAL" interviews, they don't need or take the time for team meetings.



Candidates are more likely to receive counteroffers than they ever have in the past.

Candidates may not have an updated resume . . . in this market, they may not need one . . . please don't recite the mantra of "Well if they're serious about looking for a job they'll have a new resume" . . . their "seriousness" simply depends on whether your opportunity allows them to better themselves.

Assume that if you're going to make a candidate an offer, so will two other organizations.

Candidates won't tolerate the "nine person interviewing process that we have to use in order to be careful and hire the right person" . . . they don't have to put up with this anymore . . . Your competition is interviewing them no more than three times and making them an offer . . . and doing it quickly!

Candidates don't have to consider "temp-to-perm" types of opportunities . . . there are too many companies that are willing to hire them permanently from the get-go. While you're trying to be "careful" by hiring them "temp-to-perm," your competitor is making a perceived long term commitment, with benefits that start immediately, etc.

SELL YOUR JOB . . . Give candidates real good reasons why they ought to be going to work for you . . . The idea that "anyone would be lucky to work here" just doesn't fly anymore.

Treat every candidate as though they were being 'recruited' . . . happy with their job . . . with a number of suitors and choices.

Your interviewing cycle needs to be short . . . anything beyond ten working days is a risk . . . your competition is moving faster than that.

Respectfully explain to your H.R. recruiting department



that you need to streamline the usual hiring process. Their well-intentioned, protective compliance activities may be costing you top candidates. The HR Dept. may not understand how hard it is to find these folks, because they don't have sales quotas to meet. No one in their department sees you doing the work of two people while you are trying to fill a vacancy . . . they're trying their best to follow procedures but it often costs you candidates.

. . . Also, talk to the candidate *directly*. If candidates have to go through your H.R. department/recruiter/admin./office manager/screener, etc., they don't feel *loved* and will be more likely to go to work for hiring managers who establish a personal rapport with them.

Please stop saying to candidates that "hiring is one of the most important things I do . . ." then *act* like hiring them is not a high priority by not returning their calls, keeping in touch with them, postponing a decision, keeping them in the dark, going 'silent' etc.

Stop looking for "Mr. or Ms Perfect" . . . the purple squirrel who doesn't really exist or, if they do, are happily employed and making more money than you can afford . . . it will take you months to come to the conclusion that you're not going to find this perfect person and you'd best try to hire the best athlete you can find . . . the person who has been a winner at most everything they've ever done but, just not in the exact area you are searching. In the time it takes to find Mr. or Ms Perfect, you can hire one of these best athletes and *train* them.

Try to avoid writing a wish list of "requirements" that reflect your fear of hiring the wrong person . . . We got one of these lists recently and it had 32 items on it . . . the vice pres-



ident who sent it to us laughed, saying that he's not sure why he wrote all this stuff down and that even he didn't have all of these requirements. He didn't know of anyone who did!