

# Ernst Enterprises Newsletter



## SOURCING THE RIGHT TALENT

### DON'T "PLAY IT AGAIN"

"Round up the usual suspects" was the famous quote by Captain Renault (Claude Rains) at the end of the movie *Casablanca*. Often that is how managers approach the recruiting process when looking for new employees. Regardless of how unsuccessful those methods may have been in the past, many managers revert to the same process for finding new talent.

We believe that finding the right/best talent often requires approaching the process in a different manner and looking for talent in different places.

What criteria do you use when sourcing new employees? Review all that you currently use and consider whether this information is essential or just good to know.

- Education
- General experience
- Industry experience
- Results this job must produce
- Skills and competencies required to produce the results desired

### IT'S ALL ABOUT RESULTS

We recommend that when sourcing new employees the most important information that should drive all qualifying requirements should be the **results this job must produce**. Results-based job descriptions and using results to drive the process mean that our central focus is **results**. With **results** driving the process we would look for education, experiences, skills and competencies, all of which are required so that the candidate can in fact achieve the **results**.

All too often the expected job **results** do not weigh that heavily in the selection process. Factors

such as general experience, industry experience or even age or gender seem to be controlling. Interestingly, we often find that industry experience may be least valuable or least helpful in determining whether a candidate is qualified and will produce the results required from this position.

Examples of executives who have been significant "game changers" and who came from outside the industry are Lou Gerstner who came to IBM from Nabisco, and Alan Mulally who came to Ford from Boeing. The same can be true for many employees below the CEO level, and this is particularly true if you want fresh ideas and innovation. People who approach the job without the limitations of "industry thinking" mean they can be open to asking "why" and challenging currently accepted approaches.

## **DEFINING THE RESULTS**

Our guidance to clients is to spend significant time defining the results you expect from the job as specifically as possible. Results should be measurable expressed in both quantitative and qualitative terms. Only when the results are clearly defined can you determine the experiences, skills, and competencies the candidate must have to be able to deliver those results. Worry less about where the experience is earned, and more on the results achieved and the environment in which the person worked, i.e. a large bureaucratic company versus a smaller entrepreneurial company. Results produced in a company similar to yours will be the best predictor of a candidate's success in your company.

We also encourage our clients NOT to assume younger candidates somehow will bring you new ideas, higher energy, or greater commitment. Because of the recession there are many older workers available who have a wealth of experience, well developed work habits, and a depth of knowledge earned over many years with multiple employers. Someone should not be viewed as "over-qualified" if they come to you with greater experience than the minimum qualifications you established in your position spec.

Consider this: why would you want a new hire come to your position with experience that would make your position the biggest job in their career? Wouldn't it be better to have a new hire that has been through the growth that you are about to experience and someone who knows the pitfalls to avoid?

By carefully crafting the position spec (job description) and job posting with an eye toward the results the job must produce today and in the near future (3-5 years), you will have greater success in hiring a candidate who can achieve those results rather than require on-the-job-training ("OJT") to learn the skills required to be successful.

We have the experience to help you re-think your approach to sourcing top talent in this new economy.

At Ernst Enterprises we can provide you with the IT and HR management expertise on a part-time, outsourced, or interim basis. We take the guesswork out of these two complex areas of business management.

Call now and see what in-depth executive talent can mean to your business. Call 847/438-8977 to schedule a confidential assessment of your talent requirements. To learn more about all of our business adviser services, click on [Ernst Enterprises](#) to go directly to our website.

We bring experience and innovative thinking necessary to help you grow your company in these tough economic times.

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**Sincerely,**

*Mark*

Mark Ernst  
Ernst Enterprises, LLC

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