



Flycast Executive Search and Training presents
Advanced Executive Recruiting and Hiring

Section 1 – INTRODUCTION

Welcome to Recruiting High-Powered Executives Advanced Course
Grow your business! Build an outstanding team.

By the end of this course, you will be able to:

1. Attract the best talent
2. Use a highly effective assessment methodology
3. Close the deal and hire the best talent available

Bonuses include:

1. Bonus lessons
2. Step-by-step worksheets and templates
3. Extensive notes on every lecture

Section 2 – WHO DO YOU WANT TO HIRE?

Lesson 1 – You must answer these questions in order to create a strong case for hiring

1. Why do you want to hire?
2. How does the new hire impact your bottom line?
3. What is the long term financial impact?
4. How does the hire impact your organization?
5. What can you afford to pay your new hire?
6. What is the market price for the type of person you want?

Lesson 2 – SMART Objectives for your search

1. Specific - identify in a concrete way
2. Measurable - put a number to it
3. Attainable - (or achievable, whichever)
4. Realistic - not crazy!
5. Timely - set a realistic timeframe
6. These objectives guide your search, and will help you stay on track as conditions change during your search.

Lesson 3 – Responsibilities

1. Translate SMART objectives into responsibilities
2. NO Laundry Lists
3. Select the five most critical responsibilities for your hire

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4. Then choose three of the five. These guide your search.
5. Now, choose one. Gulp!
6. It's easier to relate just one responsibility to the business case
7. That single responsibility connects the SMART objectives and the business case with your open position
8. It creates clarity, which helps attract candidates, and screen them, and allows you to remain flexible

Lesson 4 – Qualifications

1. Outline the qualifications you need by reviewing the business case.
2. Then the responsibilities required to solve your business problem.
3. What type of person would be able to take on those responsibilities and solve your business problem?
4. Start with a mental picture of the qualifications a new hire must possess.
5. Reduce those qualifications to only the most critical.
6. Compare them to your understanding of the market availability of those qualifications.
7. Remain flexible.

Section 3

Lesson 1 – Brief overview of 3 focus areas in this section

1. Create a Career Case - our primary focus
2. Describe your company first to attract the best candidates
3. Craft the pitch for your company and the open position

Lesson 2 – What is a Career Case?

1. The Career Case is the translation of the business case into a description of the opportunity.
2. It is your vision for the position.
3. It takes your candidates interests into account.
4. The best candidates have choices.
5. They don't need your job.
6. But, they do want career opportunities.
7. You can use the Career Case to screen candidates because if the candidates aren't psyched about your vision for the position, then there's no sense pursuing them.

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Lesson 3 – How to create a Career Case

OVERVIEW

1. Start with the vision for the company.
2. Growth, Cultural Transformation, Change the World! A New Product in your Industry.
3. The career case must have a context. That context is the strategy and vision for the organization.
4. Revisit the business case and make sure the strategy, vision and career opportunity line up.
5. Test out your pitch for the role.
6. Be sure to answer the question, "Why would someone want to work here? That is your Career Case.
7. DO NOT begin your search without clearly understanding and being able to discuss the Career Case!

6 Steps to a great Career Case!

1. Review the company's vision and strategy.
2. Review the business case and how it fits into the strategy.
3. Create a draft Career Case.
4. Practice presenting the Career Case
5. Make any adjustments.
6. Finalize and launch your search!

Lesson 4 – How to use the Career Case

1. Everyone that has contact with candidates must be able to describe the Career Case.
2. Frontline recruiters must know it well.
3. In an initial call, the objective is to captivate.
4. Pitch the most powerful component of the Career Case.
5. Brief your interviewers before they meet with candidates.
6. Refresh them with a 2-3 sentence email describing the position.
7. Hiring managers generally like to sell their companies and career opportunities.
8. Just be sure to let the boss know how you have expressed the Career Case to the candidate.
9. The hiring manager will give you feedback and you can correct if needed.

In order to screen with a Career Case focus on one aspect of the role that is critical to doing it well AND being happy doing it. Candidates that don't fit will not find your open position very interesting. Good for both of you!

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Lesson 5 – Describe the opportunity before the job

1. Describe the company before the position in the first phone call
2. Emphasize your candidate's future over your needs in order to attract great talent
3. Paint a picture of the opportunity
4. This helps avoid eliminating good candidates too early.
5. Describe the vision, the company and the future to attract the very best candidates!

BONUS LESSON – The Career Case

THE CAREER CASE LESSON GUIDE

The best candidates anticipate changes and plan in advance. In order to appeal to them, you need to describe what the benefits are of taking a position with your firm. When you create a career case, you will have the material to discuss the specific benefits of the position to a potential candidate. In addition to attracting great candidates, you will find that the case will save valuable interview time by helping you select out candidates whose aspirations don't align with the position.

1. How will the new hire grow within the context of our overall business strategy?
2. Can our front-line recruiters articulate the career case in an initial call to help preserve our brand and eliminate non-fits quickly?
3. Have we shared the career case with our team so that everyone can sell and screen throughout the interview process?

In addition to facilitating good conversations, a strong career case allows you to make an appropriate financial offer. A weak one means you will need to stretch financially, or spend less and get less. The career case acts like a rudder for your search, keeping it on track while allowing you to adjust for changing circumstances.

Section 4 – The phone screen

Lesson 1 – Overview – The phone screen

1. Even though a candidate has returned your call, you must focus on attracting them before screening them.
2. Attract first, screen second.

Lesson 2 – Introduce yourself with power

1. Introduce your company in a few short sentences.
2. Ask what the candidate knows about your company.
3. Stay focused on the company.

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4. The power is subtle.
5. It comes from a place of creating a desire to hear about the position.
6. Create an element of mystery around the position.
7. Capture their curiosity.
8. Get a read on their reaction.
9. Let the candidate talk.
10. Gather information so that you can sell the position more effectively.
11. Or decide not to sell it if your prospect does not fit.
12. That makes it easier for you to end the interview process before it gets started.

Lesson 3 – Setting expectations

1. Create expectations for your first call.
2. Create a timeframe for the discussion.
3. Describe your objective for the call, and get agreement.
4. It will boost your candidate's confidence.
5. And give you a read on their interest level.
6. Setting expectations increases your power.
7. It forces the candidate to get to the point by limiting discussion time.
8. Gives you the opportunity to end the call gracefully.
9. Boosts your candidate's confidence in you and the process.
10. Pushes the discussion of the position to the end of the call.

Lesson 4 – Negotiation

1. Negotiation begins with the first phone conversation.
2. Avoid giving away compensation information to start, unless you absolutely need to qualify compensation up front.
3. Remain vague. Delay the conversation.
4. Sell the company, not the job.
5. Focus on interviewing your candidate.
6. Focus on responsibilities, not the title.
7. Describe the career case, not compensation.
8. Ask for compensation first.
9. Make it a surprise.
10. Ask casually.
11. Be prepared for them to ask you about compensation.
12. Provide compensation information only if asked.

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13. Ask about compensation a second time and get more specific.

Lesson 5 – Have a code for responding to applicants

Create a code for dealing with candidates in order to preserve valuable relationships.

1. You don't need to respond to resumes that you receive.
2. However, if someone follows up after submitting their resume, then respond with a note. It can be a standard copy/paste job.
3. You've had an email interaction, but no phone contact. Just make sure they know you are not moving ahead.
4. People that you've had a phone screen with. Separate into two groups. Call the important ones. Send emails to the others. Make your feedback concrete and irrefutable.
5. You owe a call to people that you have brought in for a face to face meeting. These are the best potential relationships.
6. Finalists must receive a call. Consider whether the hiring manager should make that call.

Section 5 – Logic, emotion and instinct

Lesson 1 – Overview

1. Logic is our rational side. We use it to identify specific traits in order to evaluate candidates.
2. Emotion is the way that we feel. We "like" or "dislike" a candidate's personality. This is also known as "the airplane test."
3. Instinct is our gut feel. It's the little voice in our heads. Instinct may easily be confused with emotion.
4. Instinct combines our experience with emotion and logic to help us make decisions.

Lesson 2 – Your emotions and the interview plan

1. Recognize your emotions, or just that you are having a reaction.
2. The interview plan helps you sort out your emotions.
3. For example, completing an assessment form.
4. Or, using the same interview format for each candidate.
5. These allow you to make an apples to apples comparison.
6. The assessment form helps you reduce your emotional reaction into data points.
7. Because it's not about the data, it's about understanding and using your emotions.

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Four steps in the interview plan

Step One

What is the overall timing for the search?

How many candidates do you want to interview, and in what timeframe?

Step Two

What are your objectives for each interview?

And, what questions are you going to ask candidates?

Step Three

How will you conduct each individual interview?

How will the interviews be handled overall?

Step Four

Who will be involved in the hiring decision?

What are the criteria for hiring?

Lesson 3 – The best interview question ever

"What accomplishment are you proudest of?"

1. It is an open-ended question, and invites a deep response.
2. It focuses on professional accomplishment, but leaves room for a broader discussion.
3. It helps generate follow up questions.
4. Use it early in an interview.

EXAMPLE:

- An executive with profit and loss responsibility
- \$10 million business
- Team of 50
- 75,000 units of production per year

Possible answers:

1. Top line growth
2. Team size, strength or satisfaction
3. Savings created by producing widgets more efficiently

The emphasis on one response gives you an idea of how they will fit (or not fit) your needs.
Ask deeper questions about their strengths or weaknesses.

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Lesson 4 – The second best interview question ever

"If you were to get the job, how would you go about handling it?"

Makes the candidate visualize what it would be like to have the job.

1. Screen the candidate by evaluating their response to an actual business problem.
2. You may receive new ideas about how to solve the business problem you currently face.
3. Gives you the chance to sell your company without discussing the job directly. As the candidate imagines what it would be like to be in the role, they naturally consider the best aspects of what they expect the role to be.

Lesson 5 – The role of logic in hiring

Logic allows us to step back from our emotions.

Logic helps us understand quantitative measures, like:

1. How many years of experience are needed in order to be effective?
2. Does the candidate have the right educational background?
3. Has the candidate demonstrated success in a similar role?

And something deeper....What *type* of candidate do you want to hire for the role?

Using the example of a sales role; if you want to increase sales, look for a salesperson with a track record of successful selling experience. But, what *type* of sales background do you need?

Someone in the same industry, or in a different industry?

Logic helps answer questions like these and provides the backdrop for successful hiring criteria. It provides a *framework* for the hire and for the evaluation of candidates.

Lesson 6 – The role of instinct in hiring

Instinct brings together emotion, logic, your candidate's experience and your knowledge.

You are at THE critical moment in the hiring decision. Only your instinct can help you take the leap.

Instinct is about acting, not thinking.

The act of writing reveals my instincts.

You may have a different way of tapping into your gut feelings (and your little voice).

The unconscious mind contains your instinct.

"You can't connect the dots looking forward; you can only connect them looking backwards.

So you have to trust that the dots will somehow connect in your future.

You have to trust in something - your gut, destiny, life, karma, whatever.

This approach has never let me down, and it has made all the difference in my life."

- Steve Jobs

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Section 6 – Candidate Assessment

Lesson 1 – Overview

1. The assessment process helps you process your emotions and draw out your instincts.
2. Do not try to go through all the assessment criteria in every meeting.
3. Cover the assessment over the course of multiple interviews.
4. On your own or with a group of interviewers.

Lesson 2 – Energy

Energy is about generating momentum from a standstill.

Measure this trait by:

1. Observing a candidate's excitement, but don't be fooled by a high-energy, extroverted personality.
2. Evaluate a candidate's work history instead. Ask about the results of a specific work assignment. Listen for signs of extraordinary effort.
3. Ask about a project that they launched from scratch without outside direction.
4. Look for patterns of going above and beyond an assignment, starting something new, showing a clear understanding of a business problem, and an expression of excitement.

Lesson 3 – Past Performance

"Past performance is the best indicator of future results."

1. Apply this concept to a trend over time, not one specific incidence.
2. Look for candidates that voluntarily take on new roles and complete them successfully.
3. The best performers will be the toughest to hire and retain.
4. They will continually look for an upward career trajectory.
5. The Career Case needs to be compelling!
6. Rate both the candidate and the open position to make sure they share the same goals.

Lesson 4 – Previous Accomplishments

1. Past performance deals with behavior over time.
2. Look for trends in career track and advancement.
3. Past accomplishments deal with individual projects, assignments or positions.
4. Look for specific outcomes.

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5. Compare past accomplishments to the experience you need to hire.
6. Keep in mind that success in one area may signal potential success in a completely different area.

Lesson 5 – Education and Experience

1. Experience, education and industry background are like three legs of a stool.
2. Experience, industry background, and education are the easiest objective criteria to measure in an interview.
3. However, energy, past performance and previous accomplishments may outweigh these.
4. Competence and desire may indicate greater likelihood of success than expertise and knowledge.
5. Education is the least likely to indicate success.
6. It has more to do with perception than capability.

Lesson 6 – Problem Solving

1. Problem solving translates experience and education into practical solutions.
2. It requires creativity.
3. The types of challenges that require this trait will vary.
4. Some require technical intelligence. You can test these skills.
5. Some require managerial skills.
6. Some require emotional intelligence or E.Q.
7. Identify the types of problems the new hire will face.
8. Then hire for problem solving ability in that area.

Lesson 7 – Team Leadership

1. Team leadership is the ability to motivate others toward a goal.
2. Leaders rely on personal charisma, credibility, and many other traits.
3. There are different types of leaders.
4. Not everyone can be a CEO.
5. But leaders are needed at every level of an organization.
6. You need to measure leadership in a specific area based on the unique requirements for the role.
7. Identify the kind of leader you need before screening for the criteria of "leadership."
8. Look for indications of that type of leadership in previous roles.

9. Don't be fooled by extroversion as an expression of leadership.

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Lesson 8 – Character and Values

1. It can be difficult to screen for character and values.
2. Set aside an additional interview for this type of screen.
3. A candidate's values motivate them.
4. Just being aware that values are important will cause you to naturally screen for them.
5. You could ask about a candidate's personal accomplishments.
6. What are they proud of and why?
7. Why are they considering a job change? Dig in!
8. Ask about overcoming challenges and failures.
9. Don't use a stock question.
10. Make them feel comfortable answering you.
11. Make sure your candidate's values match those that you want to promote.

Lesson 9 – Cultural Fit

1. It can be difficult to measure cultural fit.
2. Start by defining what you mean by cultural fit.
3. Brainstorm traits and narrow them down.
A is for **A**lone
B is for **B**elong
C is for in-**C**harge
4. Listen for "I" versus "We" statements as an indicator of how a person views their contribution to a company.

Section 5 – Negotiation and Close

Lesson 1 – Preparing to negotiate

1. There are no absolutes when negotiating.
2. Every person and every situation are different.
3. Negotiation starts in the first conversation with a candidate when you ask about compensation.
4. By the end of the interview process, you will have deepened your understanding of their needs.
5. You will have assured them that you can make an appropriate offer if there is a good fit.
6. Create a list of what the candidate wants and what you have to offer. Be sure to include non-monetary benefits that you may have put together in the Career Case.
7. Compute the maximum total compensation you can offer.

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8. Make your initial offer less than your maximum. The amount will vary depending on the situation.
9. Expect and welcome a counteroffer from your candidate.
10. Consider the negotiation as your final assessment of the candidate before closing the deal.

Lesson 2 – The first conversation after the final interview

1. Start with what the candidate wants.
2. Repeat your understanding of what they need to accept your offer.
3. Try to get them to say "yes" as you list the things that they want.
4. If you hear "no" at any point, stop and resolve your understanding before making an offer.
5. If you cannot reach agreement with your candidate, do not move ahead.
6. Say something like, "I don't want to make you an offer that you can't accept, so let me think about it before putting something in front of you."
7. If you make an offer without resolving the issue, your offer will be weak.
8. Your candidate's little voice will be telling them not to accept.
9. When you are ready in this call or in the next call, downplay the offer.
10. Go slowly. Be a little less excited than you may feel.
11. Start with something like, "I heard what you want and I'm not sure we can give you everything, but I think we do have a strong offer for you."
12. Be patient. This is a drama.
13. It's human nature to think that the initial offer is not enough.
14. Match their level of energy and enthusiasm and recognize that their psychology will cause them to think they can get more regardless of how good the offer is.
15. Describe the compensation slowly and fully.
16. This is your time to talk and let it sink in with them.
17. Ask what they think. And then shut up!
18. You could be more aggressive and simply tell your candidate the numbers. And then shut up!
19. Wait for a reaction. This creates more tension, which could work to your advantage or disadvantage depending on the situation.
20. Listening, not justifying or describing, is the most important thing to do at this point.

Lesson 3 – Negotiation Pitfalls

1. Don't give away too much information.
2. Remain vague during the interview process. Reassure them that they will receive a good offer.
3. Don't give away details too early. Hold back as long as possible.
4. Demonstrate flexibility. But don't share exactly how flexible you are. Leave hints.

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5. "I am going to work with you to get the best package for you."
6. Don't forget to get as much information as you can from your candidate.
7. Don't press for information too hard or too early. You will back your candidate into a corner and get a negative reaction.
8. Don't neglect to reassure them that you are able to make a satisfactory offer.
9. Don't let more than 1 or 2 people discuss compensation.

Lesson 4 – Closing the deal

1. You know you have the ability to offer more. Do not give it away immediately when they ask.
2. Pause and use silence.
3. Identify all of the potential issues together at one time.
4. Don't try to address them one by one.
5. Repeat what they say.
6. Don't be afraid to end the call without resolution.
7. You make your final counteroffer less than you actually have to give. It's NOT crazy! I promise.
8. Look for agreement. Final agreement on terms.
9. If you can't get agreement, get a provisional yes. Answers the question, "What will it take to get you on board?"
10. HERE IT COMES!
11. They have already accepted.
12. And then you present them with a better offer AFTER they have accepted.
13. Your candidate feels like a winner!
14. You have given more than expected. And built a great relationship in the process.
15. And it didn't cost you any more than you had from the start.