

eBook

Talent Maker primer

Learn how leaders are transforming the way their companies attract, hire and onboard talent to drive business growth

greenhouse



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Introduction

Join a new conversation about hiring

The ability to find, attract and hire great people has become more competitive and more vital to business growth than ever before, demanding that the entire organization engages in hiring. Business leaders know they need a new approach.

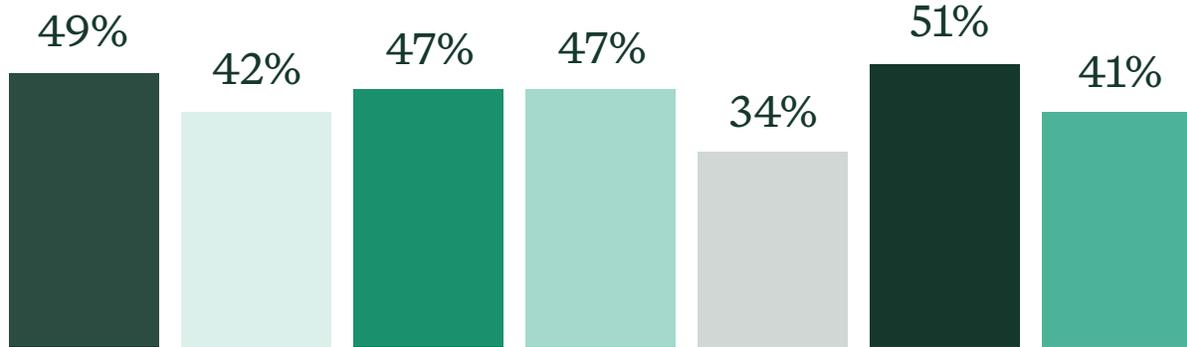
Talent Makers are leaders who believe that talent is their top business priority – and act on it. They champion better hiring to drive their businesses forward toward sustained success.

This guide is your starting point toward becoming a Talent Maker.

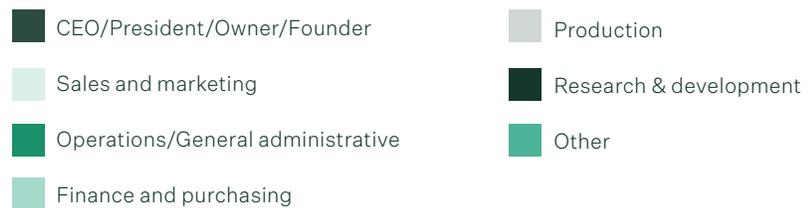


Industry research

Greenhouse research confirms talent and hiring are top leadership concerns



Finding and retaining top talent

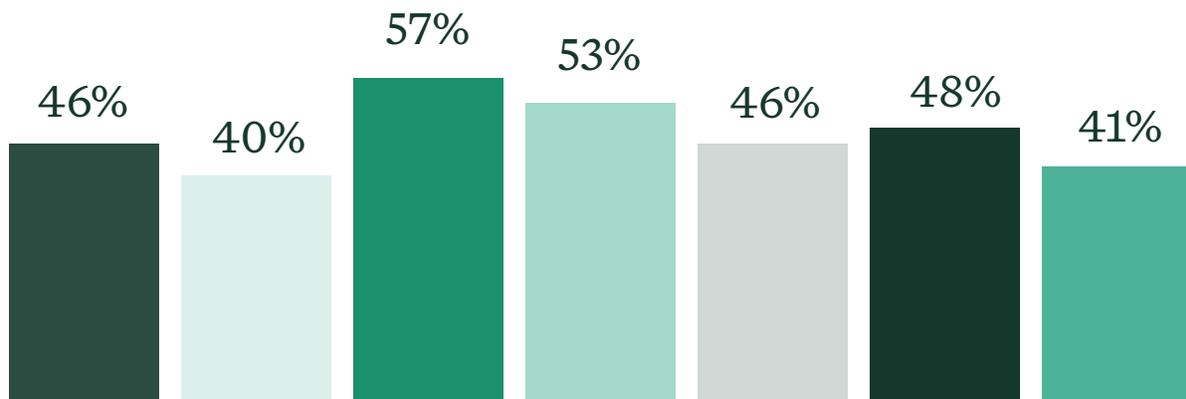


Source: HRWins and Greenhouse Workplace Intelligence Report, April 2019

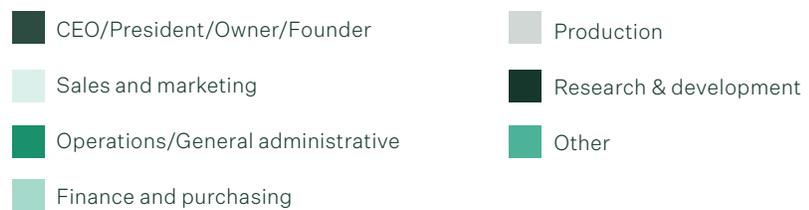


Industry research

46% of CEOs surveyed feel that improving workforce productivity is their most important business problem



Improving workforce productivity

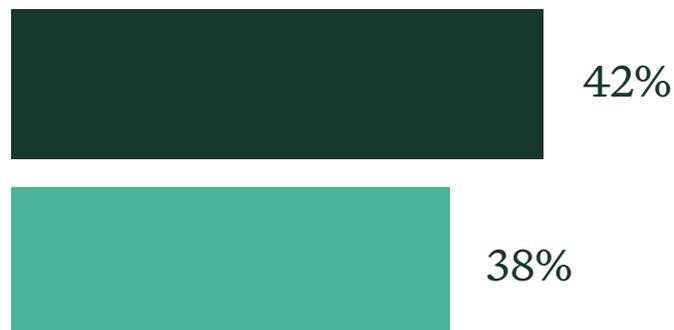


Source: HRWins and Greenhouse Workplace Intelligence Report, April 2019



Hiring managers are largely unequipped to be effective in hiring

Only 39% have received some interview training, and the process used to guide them to a hiring decision is mostly unstructured. Interview guides, a tool that results in consistent processes and clearly anticipated outcomes, are used only 40% of the time, and there is little structure or consistency to the questions being asked or how interviewer feedback is captured. Nearly 20% of survey respondents claim that hiring is completely unstructured in their companies.



My current employer has provided me with interview training



Source: HRWins and Greenhouse Workplace Intelligence Report, April 2019

The scale of the problem

People concerns are business concerns

49%

of over 1,300 business leaders surveyed feel that talent-related challenges are their most important business concerns.

51%

of managers surveyed spend three hours or less on people-related matters every month.

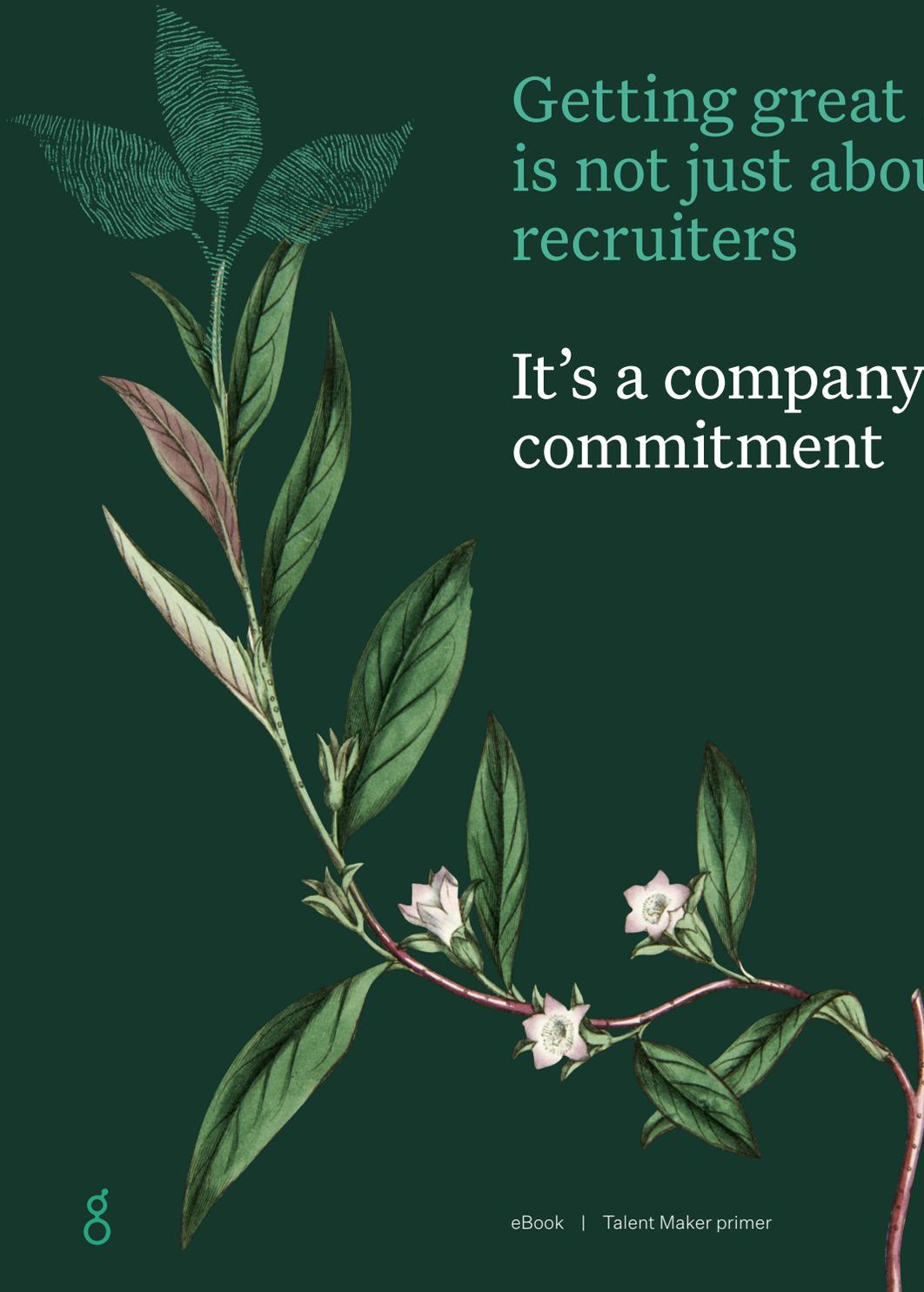


The talent maker mindset

A Talent Maker is
a leader who makes
talent a top priority

Getting great at hiring
is not just about great
recruiters

It's a company-wide
commitment



Become a talent maker

We've identified the three key roles of a Talent Maker. But what does it look like when they're put into practice? Here's our primer: an inside look at some of the ways executives are applying the Talent Maker mindset to source, attract and onboard the best talent.

Be a talent leader

A talent leader builds a culture of hiring, making it a priority for the whole company.

Be a talent magnet

A talent magnet creates a place where great talent is attracted to come work.

Be a talent partner

A talent partner ensures everyone has the best support and tools to succeed.



Tips for talent leaders

Look for qualities beyond what the hiring team may be sourcing for

Don't simply hire functionally for the current job, but also for the next job or to fit the company you're becoming.

Book a weekly status meeting

Review open roles with your team and have a system of accountability that helps determine why some positions aren't getting filled.

Set a regular cadence to engage with your network and encourage colleagues to do the same

For instance, you could stay connected to your alma mater by hosting an annual summer intern event at your company. Another idea is to have 30 minutes blocked on Wednesday afternoons to connect with people who have reached out to you about career opportunities.



Be a talent leader

Build a culture of hiring

It starts with strategy

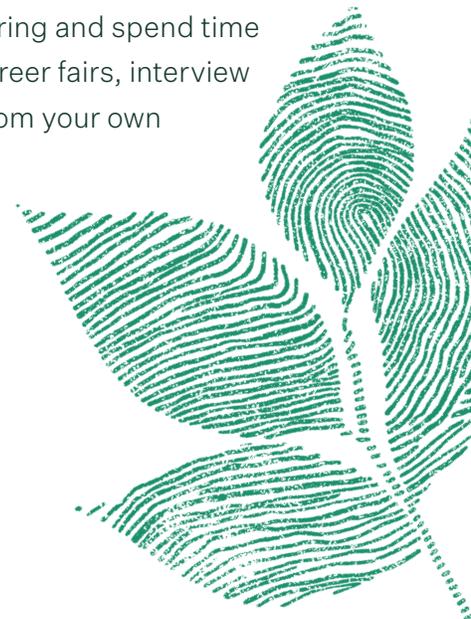
Great hiring happens when your business strategy and talent strategy become one and the same. When recruiters and HR teams aren't siloed, and everyone throughout the company is all in on finding the best people and creating an environment where they can do the best work of their careers. Celebrate these great hires as much as revenue wins, because you can't have one without the other.

Make hiring #1

Treat hiring like your company's future depends upon it, because it does. It is not the recruiter's job alone to find someone. It is everyone's responsibility. From the bottom up, people at every level of your company need to know hiring is an important and mandatory part of their job.

Lead by example

Shape your own behavior as a leader so the rest of your company has a concrete model to follow. Prioritize hiring and spend time on those decisions. Make time to attend career fairs, interview candidates yourself and refer colleagues from your own network.



Tips for talent magnets

Create a list of blog topics relevant to your team or business

Engage a writer or your corporate communications team to get support writing blogs on a regular basis.

Host social events

A great way to do social interviewing is to ask employees to invite their friends and potential hires in their network to monthly meet-and-greet happy hours and other community events hosted by your organization.

Set reminders

Create a recurring event in your calendar that reminds you to reach out to people you'd like to stay in touch with.



Be a talent magnet

Be the closer in winning great talent

Build your personal brand

Define your brand and values and how they tie to your company's mission. Find ways to build your own presence within your industry network. Sponsor affinity groups like Women in Tech, speak at related conferences or write a blog or Twitter posts about topics that resonate with those candidates you most want to attract. Share insights and information and seek them out from your peers.

Conduct social interviewing

Invite candidates to shadow your team and share a meal together. It will give everyone an opportunity to present their authentic selves and help everyone determine if it feels right to move forward.

Stay in touch with your network

Maintain an open-door policy with all the great people you've worked with in the past and if there's someone you want to work with in the future, keep in touch with them. If you meet someone great, find a way to work with them, even if you don't have the exact role available for them yet.

Tips for talent partners

Share profiles of the ideal candidate with your recruiter

Find and send five or six profiles of the type of person you think would be right for the role. Flesh out that profile with the types of projects they've worked on, the software they've used, and so on – so it's not just a keyword search.

Ask a range of thought-provoking questions relevant to the role to provide a better candidate experience

Many companies unknowingly have interviewers ask the same questions throughout the interview process, making for a lackluster interviewing experience for the candidate.

Elevate the interview culture at your company

Make it a privilege to interview. Teach your people how to interview well with trainings and best practice sharing and define it as an integral part of an employee's career ladder.

Work together

Run "sourcing parties" or "referral jams" where employees bring their laptops into an all-hands meeting and have a company-wide LinkedIn dash for key roles.

Be a talent partner

Ensure everyone has the tools to make great hires

Be intentional

The more thought and attention you put into the beginning of the hiring process, the better the talent you'll get in the end. Don't leave it up to your talent acquisition team to define the role to fill. Focus instead on the characteristics, values and attributes of the person you want to work with rather than just a job description.

Define the process

Decide at the outset what skills and attributes are critical for the role, and define the questions that will target them so interviewers are prepared and consistent. This will minimize unconscious bias and ensure everyone is getting asked the right questions. Audit scorecards after the interview in a debrief with key decision makers.

Stay on message

Create an FAQ sheet for interviewers with guidance on how to talk about the company, its culture and what makes it a great place to work.

Activate your current employees

Host events such as happy hours and pizza power hours, encourage and potentially incentivize referrals and offer raffles to source new candidates from your existing pool of hired talent – your current team. Take advantage of social platforms like LinkedIn and Twitter by drafting ready-to-share messages and social posts about your company and any open roles.



Conclusion

Ultimately, talent making is both a process and a mindset across your organization. When great hiring happens, each person you hire is integrated into your culture faster. They stay longer.

And they do the best work of their careers – with your company.

To learn more about how Greenhouse can help you and your company become Talent Makers, visit greenhouse.io/talentmakers or email talentmakers@greenhouse.io.



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We help businesses be great at hiring through
our powerful hiring approach, complete suite of
software and services, and large partner ecosystem –
so businesses can hire for what's next.

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