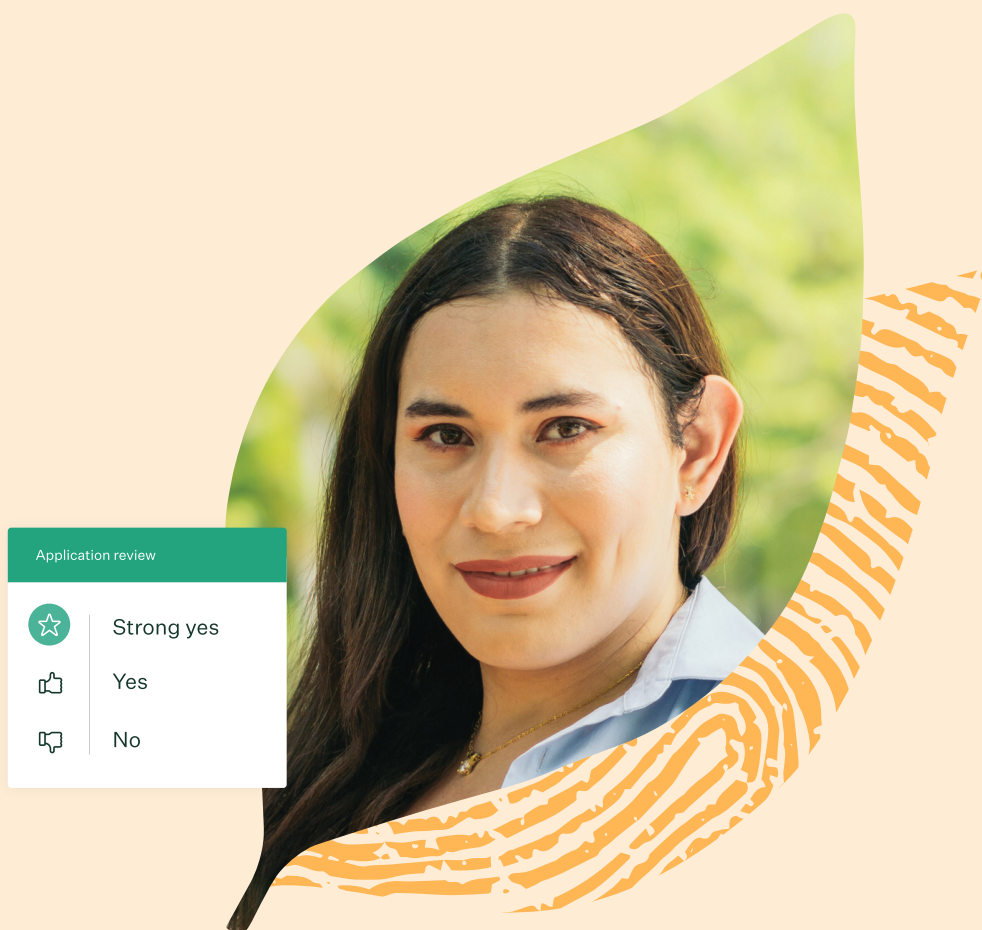


eBook

Positioning recruiting as a trusted advisor



Developed in partnership

greenhouse

+

**GROWTH
BY DESIGN
TALENT**

Overview

Recruiters are often positioned to reactively fill roles and can struggle to have organisations see them as strategic and trusted advisors to the business. In this guide, recruiters will learn the pragmatic approaches and core skills needed to transform their function and themselves to become trusted business advisors, vital to their organisations.



Four key attributes of a trusted advisor

Here are the four key skills that will position you to be seen as a trusted advisor to the business:

Understanding influencing styles

Be operationally excellent

Be the subject matter expert

Frame the tradeoff



Understanding influencing styles

So much of your role as a recruiter is to influence the business and be a strategic “partner”. Knowing your influencing style, and adapting it to what your hiring manager/stakeholders respond to, becomes your superpower in effectively communicating to your audience.

Cooperative

- Getting to know them
- Leveraging the relationship
- Seeking their consult

Logical

- Persuading using data
- Appealing to authority
- Negotiating or trading

Emotional

- Appealing to personal values
- Modelling ways they like others to behave

Which of these three influencing types is your style? Now, consider the stakeholder that you need to influence or build relationships with, and ask yourself: How can I tailor my ask and messaging to fit their style in a way that will resonate best with this individual?



Be operationally excellent

It's important to understand how an operationally efficient recruiting function runs and proactively drives the conversation about recruiting metrics. This allows you to use data to both share progress with leaders, and also influence them to change and pivot when necessary. Here's how:

□ Invest in a recruiting ops person/function

A recruiting ops function improves the efficiency of recruitment processes by measuring success, pulling insights from data, designing and executing improvements to the process, the iterating on this process in a cycle of continuous improvement.

□ Focus on the metrics that matter

Understand the most important metrics for your company and why you're tracking them. Choose metrics that are simple and easy to track/update and that the business leaders are also aligned on.

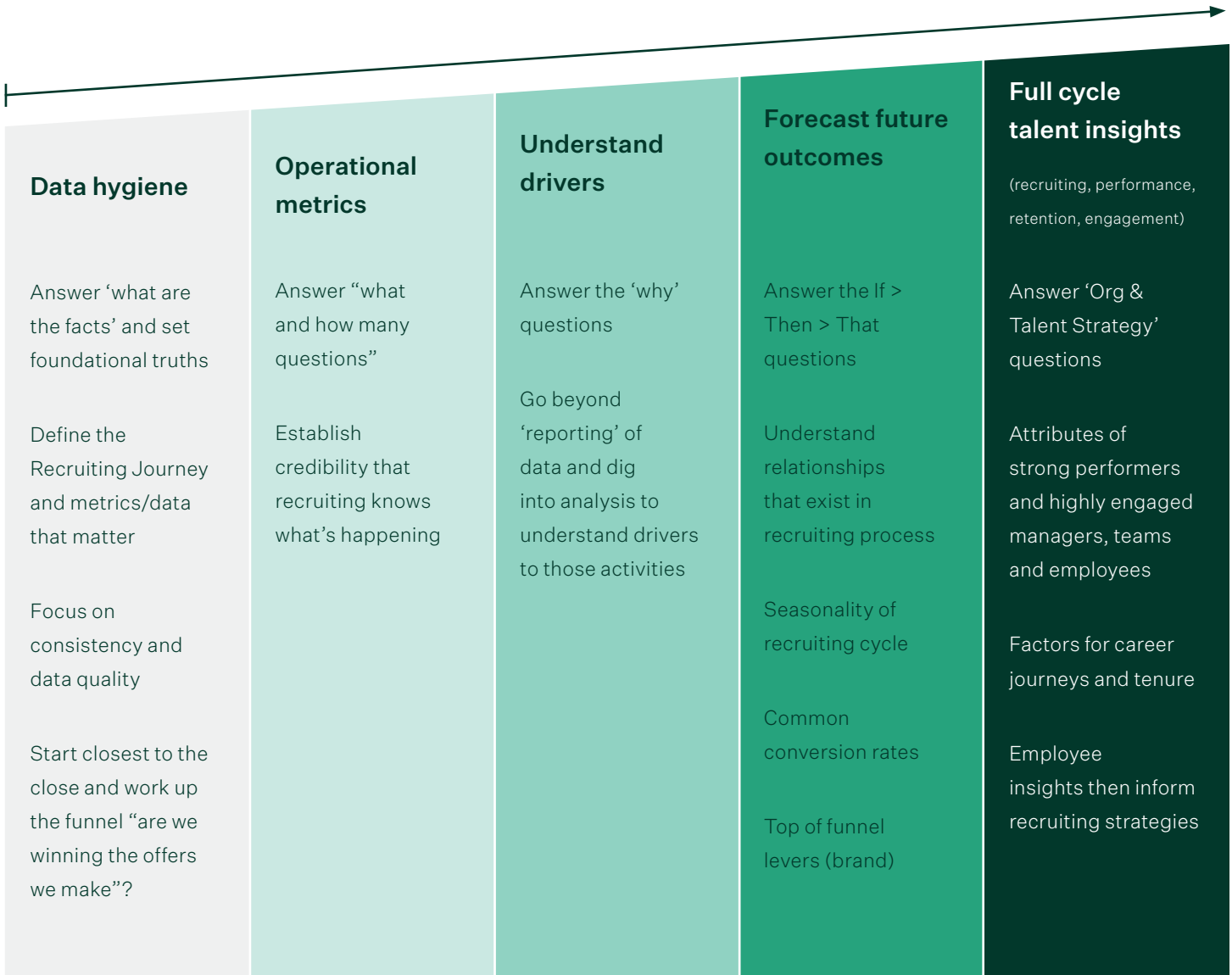
The [five foundational metrics](#) that are easiest to benchmark are:

1. Progress to Hiring Goal
2. Time to Hire
3. Candidate Satisfaction
4. Offer Acceptance Rate
5. Cost per Hire

□ Move from data to insights

Over time, trusted advisors move from reporting data to leading the company's transition to providing valuable insights. This is where data is analysed, and you help leaders understand the drivers and why things happen. Those data-driven insights are then used to inform recruiting strategies.





Data maturity journey

See where your organisation falls on the data maturity spectrum. What questions from leaders can you confidently address? This marks where you are on this journey.

Be the subject-matter expert

Position yourself as a strategic leader that can help the company achieve its business goals and mission. Your to-do list:

Be curious about the business

- Attend team syncs and quarterly business reviews
- Know key competitors in your industry
- Stay up to date on business development that could influence hiring

Be informed by your peers

- Follow thought leaders and companies on social media
- Subscribe to industry newsletters and podcasts

Keep a pulse on industry trends

- Stay on top of market insights by reviewing industry trends and benchmarking data such as [HR Leaders podcast](#), [Recruiting Brainfood](#) and Greenhouse's [Modern Recruiter](#) newsletter.

Following these steps will give you a seat at the table by bringing business knowledge and market insights to talent-centred conversations.



Frame the trade-offs

Your ability to frame trade-offs with the business goals in mind allows you to build trust with stakeholders, and helps paint the picture of why you're making the recommendations you're making. Frame possibilities of outcomes based on your subject matter expertise: "if this, then that"

If _____	Then _____
We have the capacity to recruit for 5 roles	the other ten open roles are P2 until others are closed
The hiring manager wants all 15 roles open now	overall time to fill and candidate experience will be impacted by x and y

Conclusion

By embodying these four attributes of a trusted advisor you can transition your team to be seen as a strategic partner to the organisation, helping drive business outcomes and securing your seat at the leadership table.

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Greenhouse is the hiring operating system for people-first companies. Our industry-leading software brings a structured hiring approach to any company's process, helping to promote more fair and equitable hiring practices and more data-driven decisions so companies can continuously get better at hiring.

To learn more, visit

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