

JOB and CANDIDATE PROFILING

BROWN BAG RECRUITER
Training for recruiters on the go...

Session sponsored by: [Standout Jobs](#)



SESSION GOALS

GETTING ANSWERS

Why is profiling so important, huh?

What are job and candidate profiles good for?

Requisitions, can you read between the lines?

Developing an intuitive approach

RULES TO LIVE BY...

The Rule of Five Degrees

Always ReSEARCH

The 80/20 Rule

The F-this! Rule

The Rule of Three



WORKSHOP TOPICS

GETTING ANSWERS

Managing the intake process

Job profiles versus job descriptions

Creating a job profile

The SEARCH and FIND method

THE RULE OF FIVE DEGREES



To reach your destination you must set your course,
be true to your guiding principles

WHAT IS IT?



Candidate profiling is about attraction, knowing who the people best suited for the job would be and how to appeal to the most attractive of them.

It is about laying the foundations for...

- Sourcing
- Communications
- Screening and selection
- Engagement and retention
- Succession planning
- Getting paid

IS IT IMPORTANT?

Without systematic profiling,
we run the danger of...

- Unqualified response
- Compromised standards
- Client 'anticapointment'
- Broken promises and hiring decisions
- Poor engagement and retention
- Increased costs, lost opportunities
- A cycle of despair

[DUH!]

BUILDING A

CANDIDATE PROFILE

SKILLS

EXPERIENCE

ATTITUDE

RESULTS

COGNITIVE ABILITY

HABITS

FIT

INTERESTS and VALUES

'NERGY

DEMOGRAPHICS

DON'T BE TAKEN IN!



Recruiting is about relationships that are built on effective communication.

Becoming a 'business partner' means that we have to start communicating that way, consulting.

'Discovery' is what consultants do. Through effective communication we can learn all we need to effectively create a profile.

The 'intake' is our discovery process, the basis for our building relationships.

ADULT TRANSACTIONS



Sorry...intake meetings are not about getting your emotional needs met!

- **Establishing mutual trust and rapport, building credibility**
- **Charting the course, building real consensus, not just head-nodding**
- **Agreeing the direction, not taking it**

PARENT STATE

- Critical parent – serious, objectionable, opinionated
- Nurturing parent – supportive, helpful, kind

ADULT STATE

- Unemotional
- Informational
- Matter-of-fact

CHILD STATE

- Natural child – free-spirited, creative, playful
- Adaptive child – needs approval, craves love
- Rebellious child – defiant, non-compliant, vindictive

ERGO, EGO! CONTROLLING THE INTAKE CALL...

- **Verbal and non-verbal cues**
- **Understand the games that people play**
- **‘The Recruiters Pendulum’**



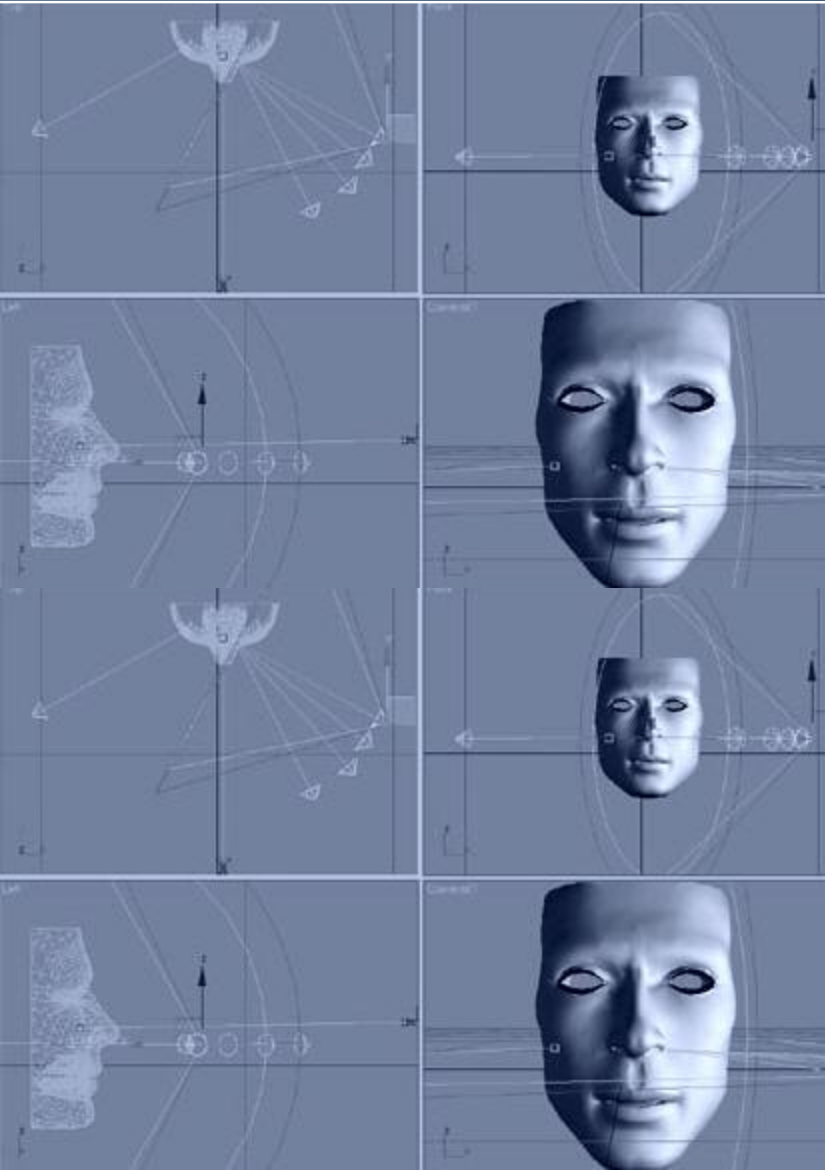
IT'S A RULE... ALWAYS ReSEARCH, ALWAYS!

Developing your role as a consultant means building credibility with your clients...

- Being prepared, even when you're not quite!
- Being informed, but don't overdo it
- Being inquisitive, up to a point
- Probing, seeking clarification, qualifying what is being said versus what is really meant
- Building consensus, getting commitments

*[So, what **ego** state are you in?]*

THE 80/20 RULE



Always set realistic expectations for your clients...

- There are no perfect jobs
- There are no perfect candidates
- Understate [80%] and over-deliver [20%]
- If the cap fits, wear it!

“Practice makes perfect!”

What is wrong with that statement?

Look for problems, not solutions

Recall, collective intelligence and intuitive reasoning

Using your faculties

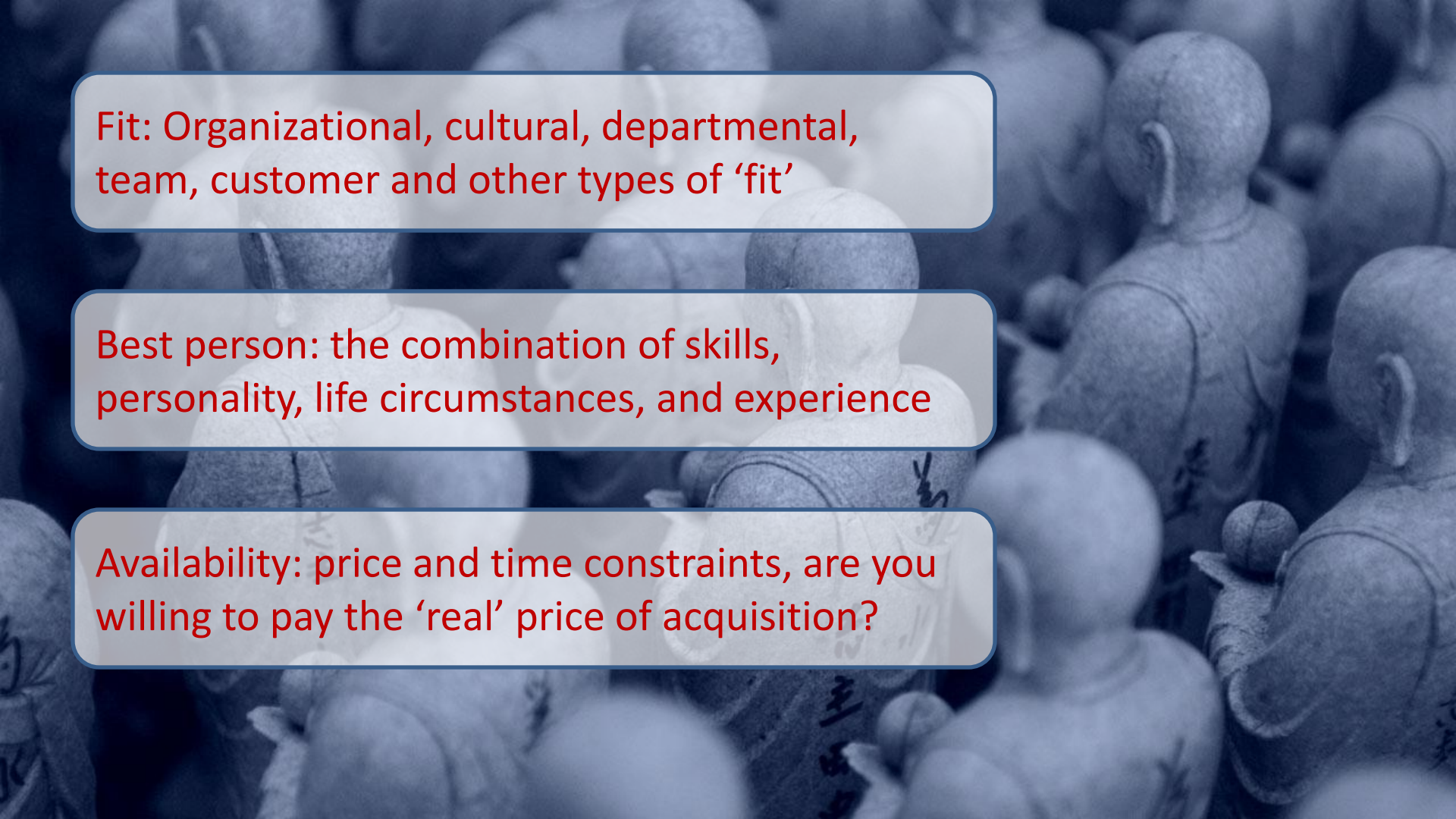
Assume nothing



WELCOME TO THE TRIBE

“Recruiting is the gateway to organizational membership...”

- How would you describe the ‘tribe’ where you work?
- Are you looking for ‘Romans’ or ‘Huns?’
- What rituals accompany initiation to the tribe?
- How does all this affect your profile?



Fit: Organizational, cultural, departmental, team, customer and other types of 'fit'

Best person: the combination of skills, personality, life circumstances, and experience

Availability: price and time constraints, are you willing to pay the 'real' price of acquisition?

WHAT DO CHIEFTAINS WANT?

RECRUITING and OTHER RITUALS

Job analysis is the process where jobs are examined closely so that we can recruit the right people for the job and then measure their performance

- WORK ORIENTED METHODS
- WORKER-ORIENTED METHODS

[Potential problems? Anybody?]



THE F-THIS! RULE...

“Finished files are the result of years of scientific research and the efforts of officers within the corridors of power of whom we know little about. Because of the sensitivity of classified documents from research and development many of the files remain inaccessible for the time being. For those of us from HQ the format of the files is a closely guarded secret.”

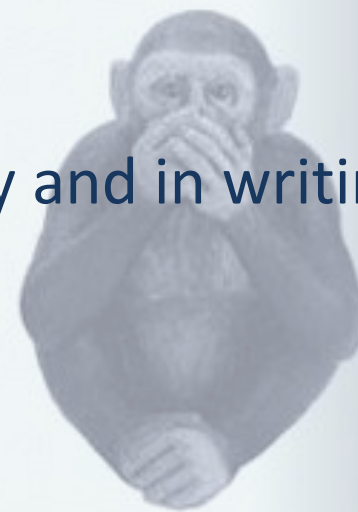
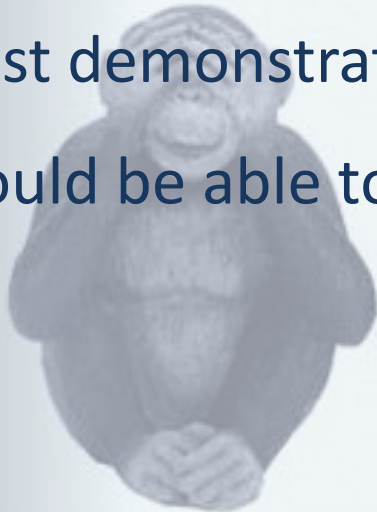
THE F-T-HIS! RULE...

“I cdnuolt blveiee taht I cluod aulacly
uesdnatnrd waht I was rdanieg The phaonmneal
pweor of the hmuan mnid. Aoccdrnig to a
rscheearch, it deosn't mtttaer inwaht oredr the
ltteers in a wrod are, the olny iprmoatnt tihng is
taht the frist and lsat ltteer be in the rghi t pclae.
The rset can be a taotl mses and you can sitll
raed it wouthit a porbelm.”

[TAKE 2]

THE RULE OF THREE *[Want to play?]*

- Must have minimum 5 years experience working with...
- Requires working knowledge of....
- Must demonstrate an ability to...
- Should be able to communicate verbally and in writing



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