

BROWN BAG RECRUITER



KICK-OFF SESSION PLAYBOOK

[A work in progress]

KICK-OFF SESSION PLAYBOOK

The real value of BROWN BAG RECRUITER training is the framework it provides to define and solve problems. Because recruiting is so different from market to market, company to company, job family to job family and so on, we cannot always apply a 'best-practice' approach.

Rather, we need a system that allows us to be in control most of the time, regardless of our individual circumstances. BROWN BAG RECRUITER is designed to help you achieve just that!

By applying what you learn in our sessions you can begin to develop an intuitive approach to problem-solving, try out and perfect the techniques we share.

With a systematic approach for anticipating and avoiding potential problems we can reach the desired results with less and less bother. In fact, we can even learn to thrive in situations where before we might have become unglued.

When things go wrong, and invariably they will, a systematic approach to recruiting helps us see where the problem started and what we can do to avoid the same mistakes from happening again.



A system like BROWN BAG RECRUITER also helps us improve as professionals and team players.

This *Kick-off Session Playbook* is meant to help you understand how different elements discussed in our training can be applied. Again, there are no hard and fast rules! It is up to you to be sensitive to what is happening around you and manage the process to ensure your greatest likelihood of success.

AN OVERVIEW: BASIC TRAINING

BROWN BAG RECRUITER is a systematic approach to recruiter training and the business of recruiting. BASIC TRAINING embodies the underlying recurring themes and processes which frame the program and its teaching.

Behavior

Doing the right things the right way, and for the right reasons, the types of BEHAVIOR that support our success.

Our training helps identify what those things should be. It helps us recognize what behaviors are good behaviors, to be encouraged, and which behaviors are not so good, behaviors to be avoided.

BEHAVIOR can and should be tracked.

Attitude

Doing the right things at the right time in the best possible way is fine. But without the right ATTITUDE the desired results will be limited.

Training helps us manage the way we think, feel, interact and reflect on our BEHAVIOR.

It gives us the means to produce positive outcomes and better RESULTS.

Skills

We can always improve on the skills and techniques we use. Training and conditioning are important for staying in shape and improving performance.

Our training focuses on:

- SUCCESS FACTORS
- PROBLEM SOLVING
- METRICS
- DECISION MAKING
- EXECUTION

Intuition

Applying the *principles* of best practice are helpful but in the final analysis competitive advantage comes from defining and solving problems, creative thinking, having TARGETS, supportive BEHAVIOR and EXECUTION.

Training equips us with the tools for innovative problem solving and intuitive reasoning. It improves DECISION MAKING and helps us develop GUTS.

Cognition

Simply put, COGNITION is what goes on when we try to understand and make sense of the world.

Training helps that process by examining concepts and possibilities as they relate to our thinking, groups, organizations and work.

Developing our cognitive SKILLS can help develop our INTUITION, understanding the IMPLICATIONS of our DECISION MAKING and so on.

Targets

Having clearly stated and measurable goals provides the basis for benchmarking our performance and other important METRICS.

Training helps provide the context and tools for setting goals, creating BEHAVIOR plans, tracking progress and accountability -- daily, weekly, and over time.

Results

It is as important to define what outcomes are expected as part of our setting TARGETS as it is to consider and assess the IMPLICATIONS of the actions can take.

Training helps us formulate methods for quantifying results expected and/or achieved, and why, where and how to communicate them. Did we meet our and others' EXPECTATIONS?

Implications

Understanding the consequences of our actions and evaluating the possible outcomes are as important in assessing and mitigating risk as they are in knowing when to use our INTUITION and GUTS.

Remember, the 'Principles of Nature' and Newton's 'Law of Motion!'

Analysis

A systematic approach to examining data, situations or problems to better understand what's going on helps us build a business case, support the recommendations we make, the theories we postulate.

Developing a systematic approach through training improves our decision making and helps us achieve both tactical and strategic advantage.

Needs and Expectations

Our ANALYSIS should help uncover the wants, desires, needs, fears and EXPECTATIONS of our clients and the progress we are making toward addressing those things

Knowing what is happening and when, knowing who is responsible for what and why, and having explicit agreement on the required BEHAVIOR and RESULTS is critical for avoiding client 'anticipation'.

Influence

The degree to which we can INFLUENCE people, things, processes and outcomes is a measure of the power we have.

Understanding the source of this power and how to develop it can significantly improve everything from how we are perceived to on-the-job performance.

Training also helps us become aware of how we are being influenced and what to do about it.

Negotiation

The ability to effectively negotiate is critical throughout the recruiting process, life.

Training helps us develop advanced communication SKILLS to maximize our INFLUENCE and achieve the desired RESULTS with our co-workers and clients.

Guts

'Guts' is what it takes when what is required is taking chances, risking feeling and doing things that take us outside of our comfort zones.

'Guts' is what it takes to compete and win!



DON'T FORGET THE RULES

BROWN BAG RECRUITER is a rules-based system!

The rules we use are effective because they represent an informal but widely accepted truth, reality, concept, definition, qualification, condition or way of behaving.

Rules are handy for expressing complex notions in simple terms. They are easy to remember. In every way, we live our lives by rules. We work by the rules. We play by the rules.

The types of rules recruiters use – knowingly or otherwise – include:

Ground Rules

These are hard and fast rules or practices that should always be observed. They help you understand what you should do and when you should do it.

Rule of Thumb

Most of what we will be discussing can be described as “rule of thumb.” You’ll remember a rule of thumb is a principle applied in any number of situations. It is not intended to be strictly applied or always accurate, nor is a rule of thumb reliable for every situation.

“There is no comfort in the learning zone and there is no learning in the comfort zone – STRETCH!”

Rules of thumb are applied for approximately calculating or recalling some value, or for making some rough determination. They help us in guiding our actions throughout the recruiting process.

We discussed three types of “thumb rules.” Do you remember the other two?

Rule of Bent Thumb

Everything has a tolerance, a breaking point even. Rules of thumb are no different. Making exceptions and knowing how far to go under exceptional circumstances is a question of good judgment. Past experiences and personal temperament affect our tolerance for thumb-bending too. So do ‘critical parents.’

Once you have overcome the pain associated with bending your thumb back too far you’ll begin to instinctively know when enough is enough.

If you are so inclined, like Thai dancers, you can train yourself to really bend your thumbs all the way back! Sure, it hurts sometimes but you'll remember: There is no comfort in the learning zone. Always testing the limits is how we continue to grow as professionals in this business.

Rule of Broken Thumb

Ouch! Going too far can have uncomfortable consequences. But don't worry. Learn to forgive yourself when you mess up and realize that failure is part of the learning process, accept it.

Garbage In, Garbage Out

It is difficult to create a good result when the input is bad. For example, if the quality of the job description is substandard the quality of each step in the ensuing process is compromised. The problems are compounded at each step of the process as we put more garbage in and get more garbage out.

Bad hires, frustrated clients and retention problems are the result of "garbage in, garbage out."

Of course, also remember these rules...

Input	Output	Rules
Client need	Business partnership	No Contract, No Deal
Intake process	Strategic direction	Always ReSEARCH
Job description	SEARCH/FIND profiles	Rule of Five Degrees YB4 Rule
Job/candidate profiles	SWOT/FIND analyses	80/20 Rule
Sourcing strategy	Recruitment plan	Contrarian Rule
Recruitment plan	Action items	F-this!
Recruiting	Client satisfaction	80/20 Rule No Contract, No Deal

If you like, you can create uniform questions, reliable checklists, standard operating procedures and wonder why, even though your intake meetings go like clockwork, recruiting never seems to get any easier.

The intake process is rarely a matter of just showing up. Rather, it is a critically important business function that can impact the future success of the entire organization. The problem is this simple fact is often overlooked.

We know that intake meetings cannot be entirely rehearsed you should always be prepared and focused. You should have a heightened sense of situational awareness as you hone your abilities and learn how to intuitively gauge what is going on, respond appropriately.

Getting the most of your intake meetings is critical for getting off on the right foot, establishing credibility with your clients and setting everyone's expectations realistically. You can and should control the conversation but not with a rigid approach that inhibits your ability to explore, expand and properly define the scope of work.

Unfortunately, showing up with interviews and checklists will not enhance your reputation as a client-centric business partner, but the type of process we describe next will. Following these simple ground rules will ensure that client expectations are being set properly and that you are enabling your own success too.

No Contract, No Deal

To build consensus and maintain control it is important that everyone is in agreement about what happens next, who is involved, who is responsible for what, what the expected outcomes are, and what the consequences of failure or noncompliance are.

"Get agreements up-front and make sure that everyone understands, 'It is a contract!'"

Having these agreements in place before committing time and resources to the process are called Up-front Contracts. As the name implies, these agreements are made up-front.

Always ReSEARCH

During the intake process, your purpose is to identify the candidate profile using the SEARCH method. Your purpose is to engage the client in the recruiting process and as a business partner.

Do	Don't	Why
<p>Confirm the exact times and dates for the intake.</p>	<p>Accept anything other than a firm time with a commitment that the meeting will be undisturbed.</p>	<p>If the client is not prepared to commit to this you may already be in trouble.</p> <p>Will the client make time for subsequent meetings, to review candidates, keep interview times?</p>
<p>Explain the intake process. It may take two or three visits: The second meeting to validate the profiles and after, agree to the plan and commit resources.</p>	<p>Let the client define your process and squeeze it all into a hurried session.</p>	<p>You cannot cut corners without compromising the company's interests and short-changing your candidates and future employees.</p> <p>You want to use what time you have on substantive work not simply confirming the job title and who the position reports to.</p>
<p>As much of the research as possible. Get the basic requirements up front and go to work!</p>	<p>Waste time trying to impress the client with what you know.</p> <p>The intake meetings are a discovery and planning process</p>	<p>If the client doesn't know the information, they are not ready to begin the process either. It's okay to tell them that.</p>

Gather as much information as possible before going to the intake and once there, involve the client in reviewing the information with you.

For example, you might try going online and find jobs with similar titles and have the client review them with you pointing out what is relevant and what is irrelevant in the information you have gathered. If possible, pull the resumes for existing employees in

the same role and do the same thing with their resumes. You might even use existing employees who are in that job and compare their resumes against the “80/20” candidate.

Do	Don't	Why
<p>Organize your findings: web research, sample job descriptions, competitor postings, resumes, and existing employees' records. Prepare only one copy -- yours.</p>	<p>Prepare anything to leave with the client after the intake.</p> <p>Your purpose is to gather information and realistically set client expectations.</p>	<p>If you have done a good job, they will ask for you to leave your file. Make preparing them their own copy contingent on their cooperating in the next steps which will involve more of their time and effort.</p>
<p>Have a copy of the job description before meeting with the client. If you are expected to create one, understand that you will first need to do a job inventory or some other type of research.</p>	<p>Appear to be stalling or unhelpful.</p> <p>Ask if an exactly similar job description from a competitor would be enough to start or if you can provide generic examples.</p>	<p>You'll need a job description to prepare for the initial intake.</p> <p>If one doesn't exist you'll end up providing one anyway.</p>
<p>Ask if existing employees have been identified and/or considered.</p>	<p>Assume it is easier to recruit for a vacancy created by a lateral move or promotion even though it might be.</p>	<p>Your motivation should be to satisfy the req. with the best possible candidate although due consideration should be given to the additional benefits of internal movement.</p>
<p>Remember to educate your client about the process and point out that their undivided attention and commitment is needed.</p>	<p>Allow the client to take you off track by suggesting an alternative approach that suits their needs better than yours.</p>	<p>Your process has been determined to best suit the needs of the business. In the final analysis, that is all that really matters.</p>

The Rule of Three

Remember, you must dig deep enough to uncover real issues as they relate to your clients’ fears, aspirations, concerns, and challenges and to the strengths, weaknesses, opportunities and threats associated with open -- and upcoming -- reqs.

Prior to the first intake meeting, develop a series of questions that are designed to open up the conversation and help you understand the scope of work. Your goal is to leave this meeting with at least enough information to complete your job and candidate profiles.

Job Function	Dig	Digging	Deeper
Supervises employees...	How many people will be supervised and do you think that number will change over the next 12 months?	So if the team will grow will the supervisor also be involved in the hiring decisions – I don’t see that noted here...	What kind of experience would the supervisor have hiring these types of employees? Will they make the final selection?
...who are performing analysis and training within the department.	Sounds like the candidate should have management skills and a background in learning practices and systems, right?	Ideally what kind of learning practices and systems should the candidate have experience of and to what extent?	Under what circumstances would you consider someone who had experience with other types of systems? Which ones?
Interacts with many different internal departments and various external partners.	Sounds like we need someone who can consult, negotiate, and manage multiple projects. Correct?	Which of those things is most important and why? Why did you pick that one?	Got it. So if they travel to meet with external partners are we looking for a “road warrior?” Am I right?

The Rule of Five Degrees

“To reach your destination you must set your course and be true to your guiding principles.”

Heading true north, if you make a five degree mistake at the beginning it is hardly noticed.

As you move farther and farther away from your point of departure the distance between where you are and where you should be, grows and the gap continues to widen. By the time you realize that you are off course it's too late, you are lost.

When getting back on track becomes the new goal your energy and motivation suffer.



The 80/20 Rule

This rule can apply to a number of situations where expectations must be set realistically but particularly during the intake process. Clients should be made aware that there are no perfect candidates and that at best you can only recruit up to 80% of the candidate profile.

The balance up to 20% should be discussed in the context of what will happen post-hire to bring the candidate closer to the perfect mark (training, development and so on). Closing that gap requires a conversation about performance management, training and development and compensation during the intake.

Conversely, there are no perfect jobs. Candidates, like hiring managers, must have their expectations set properly.

The Contrarian Rule

If everyone else is doing it, don't do it! Don't compete with mediocrity or a recruiting herd mentality if you don't have to.

The F-this! Rule

Remember this:

"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."

Remember how our normal loss of acuity is supposed to make us smarter. Instead it misleads us into believing one thing when something else is true.

Be aware that there are things we do not see that we must force ourselves to look for. Why? Because the devil is in the details!

The Rule of Three

You must dig deep enough to uncover real issues as they relate to clients' fears, aspirations, concerns, and challenges; and to the strengths, weaknesses, opportunities and threats associated with open -- and upcoming -- requisitions.

"It takes at least three questions to uncover what lies behind the issue, three questions to find the truth."

The ‘So What?’ Rule

This rule describes the process by which we can develop the value proposition which will be communicated in our various communications.

The goal is to translate the job functions into the benefits that a candidate might buy into. The phrase *‘which means that’* helps us automatically go through the steps toward that end. Stumped? No problem, just ask, *‘so what?’* to get the process rolling again.

Job Function	Feature	Advantage	Benefit
Supervises employees...	Which means that team members will be relying on him/her for guiding their own careers and future, help them define, realize and exceed their personal and professional goals...	This means a lot of personal satisfaction for the incumbent in helping the team, individuals and the company grow...	Which will be rewarded with increasing levels of responsibility, compensation and status too! <i>“Do increasing levels of responsibility, reward and status appeal to you Want to be a part of our succession plan?”</i>
Interacts with many different internal departments and various external partners.	Which means that you will be central to the organization’s successful operations, a face to our mission-critical business	Which means that you will become increasingly valued...	Which means you’ll enjoy high visibility and recognition. <i>“Does a high profile position with recognition for your achievements appeal to you?”</i>

The 'No Wife Beating' Rule

When you lay emphasis on different parts of this statement the meaning changes dramatically: "I did not say he beat his wife" means something different from:



- "I did not **say** he beat his wife," or
- "I did not say **he** beat his wife," or
- "I did not say he **beat** his wife," or
- "I did not say he beat **his** wife," or
- "I did not say he beat his **wife!**"

When writing postings, ad copy, scripts and screening questions and so on, make sure you lay the right emphasis in the right place. It makes a difference!

The Go for 'No' Rule

This rule draws on the law of physics that states that for every action there is an equal and opposite reaction and that an object in motion stays in motion while an object at rest stays at rest.

Sales innovator David Sandler applied these laws of physics to the selling system that he developed, embodied in his notions of *Negative Reverse Selling*. It is useful for us in recruiting too.

In our communications with our clients we are trying to qualify and validate facts to build agreements and consensus. We are also going to maintain an "Adult" position.

Those things suggest we must maintain control which this advanced communication technique enables us to do so. But being negative is counterintuitive. It also requires that you understand why you are doing what you are doing and what the desired outcome should be. Otherwise this approach can backfire horribly!

Referencing the "Recruiters Pendulum" the rule of thumb is:

- If your client is positive, go negative.
- If your client is neutral, go negative.
- If your client is negative, go more negative!

The YB4 Rule

You must complete the job profile before you can prepare the candidate profile. Likewise, you must know who you are looking for (the candidate profile) before you can determine where to find them (sourcing strategy).

*“‘Why?’ before ‘Who?’ and
‘Who?’ before ‘Where?’ and
‘SEARCH’ before ‘FIND.’ ”*

JOB ANALYSIS: GETTING STARTED

Job descriptions vary in detail and accuracy. Before a job description can be written there should be a job analysis done. Simply, a job analysis is the process where jobs are analyzed to enable:

- The recruiting of people for the positions described.
- Performance management and assessment of people who are already working in those jobs.

Let's consider some of the approaches for getting the analysis done...

Work-oriented Methods

The principle of work-orientation is to understand the job that is done in terms of the outcomes and the activities used to achieve them. Work-oriented methods can be used for work improvement, job definition and also for recruitment. We will describe the following work-orientated methods:

- Structured questionnaire: Using questionnaires and checklists to organize.
- Process analysis: Breaking down the job by activity.
- Observation: Simply watching what is done.
- Self-reports: Using diaries and logs, the employee reports back on their own process analysis, observations and so on.
- Participation: The recruiter/researcher actually does the job.

Worker-oriented Methods

Worker-oriented methods are focused on the person and their experience and perception. We will look more closely at each of these methods too:

- Interview: The person doing the job is questioned about it.
- Critical Incident Technique: This is where we look at key incidents and to try and identify successful and unsuccessful behaviors.
- Repertory Grid: Finding similarities and differences and building on those blocks.

Potential Problems

The information you get from job analysis may not be as good as you hoped for, firstly in its accuracy and consequently how stable it is over time.

- Accuracy of response may be affected by a number of issues, including:
- The volunteer may not tell the truth (for example, idealizing, giving what you want, and fear of consequences).
- The organizational context shapes how the job is done.
- Distortions may affect perceptions of the job for personal or political reasons.
- Errors of misunderstanding may occur (cognitive).
- Not understanding the job.
- Over-emphasis on similarities, missing differences.
- Stereotyping of the role.
- Job not being done properly (behavioral).
- Personal motivations (affective).

A number of items may affect the stability of the job detail, including:

- Seasonality (some jobs change over time).
- Employee-determined changes, for example, 'improvements'.
- Environmental factors, such as laws, business climate, etc.

The output from the job analysis is the job profile which lists the series of job functions identified. The next step is building the candidate profile.

SEARCH

This analysis helps us build a candidate profile based on the job functions. Job functions are the actual tasks that are entailed in doing the job. Typically they are the things against which performance is measured.

SEARCH is an acronym:

- Skills** What specific skills must the successful candidate possess?
- Experience** What specific activities, areas of responsibility, work history and background are relevant to the job?
- Attitude** How must the candidate approach the work, colleagues and life? What guiding principles should the successful candidate possess?
- Results** What success has the candidate had in the past in order to do the job? What results have been produced in similar situations? Has the candidate out-performed others in similar situations? Is this level of performance a prerequisite?
- Cognitive skills** What type of abilities must the candidate have as it relates to learning, processing information, decision making, problem solving, communication, and problem resolution? How is the candidate's ability to think and learn relative to doing the job?
- Habits** What specific behaviors, life tasks and approaches to accomplishing the job are required for this position?

Ask: *“What is the combination of behaviors, attitudes and techniques that are most desirable for the candidate to have? Which of the SEARCH criteria are essential and which are preferred?”*



FIND

The next step in the process helps us build the candidate profile based on non-job related factors. These are the factors that affect the recruiting process starting with candidate sourcing, screening and assessment.

Where SEARCH relates primarily to elements of the job description, FIND draws heavily the qualities and attributes of the desired candidate.

FIND is an acronym:

Fit

What characteristics should the candidate possess and how well do they align with the organization's/ managers' corporate culture, values, organizational structure, team dynamics, peer-to-peer interactions, clients and so on?

Interests and values

What personal interests and values are consistent with the job and working environment?

'Nergy

What types of motivations and energy levels are consistent with the job and working environment? How will the candidate be stimulated by the types of opportunity the position offers?

Demographics

What is the preferred profile of the candidate as it relates to a wide range of factors including minority status, cultural background, educational background, geographic location, income level, societal status, values, hobbies and recreational interests and so on.

RECRUITMENT STRATEGY AND PLANNING: THE 'SWOT' ANALYSIS

The SWOT analysis is an extremely useful tool for understanding and decision-making for all sorts of situations in business and organizations.

SWOT is an acronym:

- Strengths
- Weaknesses
- Opportunities
- Threats

The SWOT analysis headings provide a good framework for reviewing strategy, position and direction for a particular recruiting assignment. Completing a SWOT analysis is simple, and is a good subject for the intake and related meetings.

A SWOT analysis is a subjective assessment of data which is organized by the SWOT format into a logical order that helps understanding, presentation, discussion and decision-making.

“Before going to planning and execution, how about a reality check?”




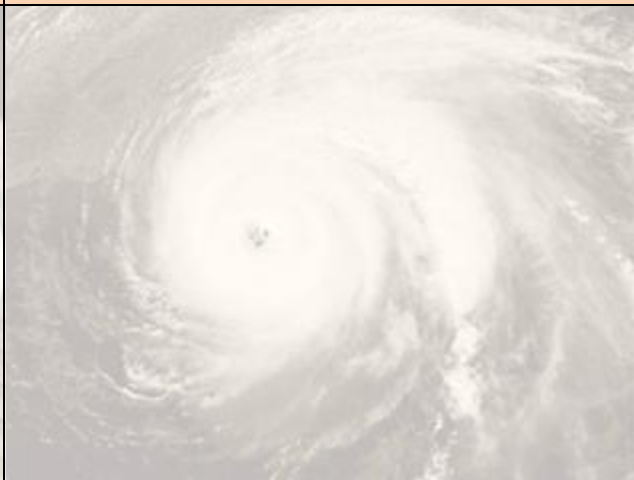
The four dimensions are a useful extension of a basic two heading list of pro's and con's.

Example strengths and/or weaknesses

- The organization's reputation
- Location and facilities
- Type of work
- Professional standards
- Management
- Compensation
- Corporate culture and values
- Relationships with customers
- Principles

Example opportunities and threats

- Market Trends
- Economic condition
- Expectations of stakeholders
- Technology
- Candidate supply and demand
- New team/product/market
- Career prospects

Strengths	Weakness
	
Opportunities	Threats
	

How can a SWOT analysis be 'USED'

This acronym serves as a simple reminder of the types of questions to ask during the intake meeting.

- How can we **U**se each strength?
- How can we **S**top each weakness?
- How can we **E**xploit each opportunity?
- How can we **D**efend against each threat?

These are also good questions to ask during each step of the planning process.

TRANSACTIONAL ANALYSIS

As HR professionals with special responsibilities for communicating effectively, we must find systems that help us maintain both our professional demeanor and role as business partner consulting with clients at all levels of the business.

Transactional Analysis (TA) is a system of understanding that can be very helpful in promoting our professional reputations while providing a framework to develop our individual understanding about people, our interactions with them and the outcomes we want.



Transactional Analysis History and Theory

Transactional Analysis is one of the most accessible theories of modern psychology. Transactional Analysis was founded by Eric Berne, and the famous 'parent adult child' theory is still being developed today.

Transactional Analysis has wide applications in clinical, therapeutic, organizational and personal development, encompassing communications, management, personality, relationships and behavior. As such it is a useful tool for the BROWN BAG RECRUITER program.

The underlying idea behind TA is this:

- The human brain acts like a tape recorder, and whilst we may 'forget' experiences, the brain still has them recorded.
- Along with events the brain also records the associated feelings, and both feelings and events stay locked together
- It is possible for a person to exist in two states simultaneously (because patients replaying hidden events and feelings could talk about them objectively at the same time)
- Hidden experiences when replayed are vivid, and affect how we feel at the time of replaying.

- There is a certain connection between mind and body, i.e. the link between the biological and the psychological, for example, a psychological fear of spiders and a biological feeling of nausea.

The Model

Eric Berne said that verbal communication, particularly face to face, is at the center of human social relationships and psychoanalysis. Berne said that each person is made up of three alter ego states:

Parent

This is our ingrained voice of authority, absorbed conditioning, learning and attitudes from when we were young. We were conditioned by our real parents, teachers, and older people and so on.

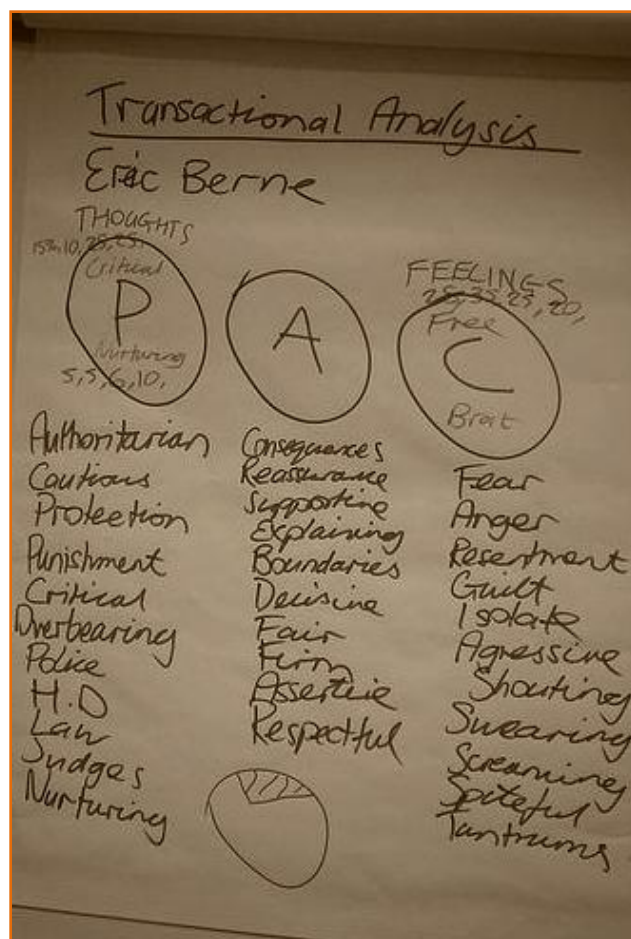
Our Parent is made up of many hidden and overt recorded playbacks. Our parent is formed by external events and influences upon us as we grow through early childhood.

Child

Our internal reaction and feelings to external events form the 'Child'. This is the seeing, hearing, feeling, and emotional body of data within each of us. When anger or despair dominates reason, the Child is in control.

Adult

Our 'Adult' is our ability to think and determine action for ourselves, based on received data. The adult in us begins to form at around ten months old, and is the means by which we keep our Parent and Child under control. If we are to change our Parent or Child we must do so through our adult.



To summarize:

- Parent is our 'Taught' concept of life
- Adult is our 'Thought' concept of life
- Child is our 'Felt' concept of life

Complementary and Crossed Transactions

When we communicate we are doing so from one of our own alter ego states: Parent, Adult or Child.

Our feelings at the time determine which one we use, and at any time something can trigger a shift from one state to another. When we respond, we are also doing this from one of the three states, and it is in the analysis of these stimuli and responses that the essence of Transactional Analysis lies.

At the core of Berne's theory is the rule that effective transactions (i.e. successful communications) must be complementary.

If a crossed transaction occurs, there is ineffective communication. Worse still either or both parties will be upset. In order for the relationship to continue smoothly the agent or the respondent must rescue the situation with a complementary transaction.

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

In serious break-downs, there is no chance of immediately resuming a discussion about the original subject matter. Attention should be focused on the relationship. The discussion can only continue constructively when and if the relationship is mended.

Here are some simple clues as to the ego state sending the signal. You will be able to see these clearly in others, and in yourself:

Parent

Physical: Angry or impatient body-language and expressions, finger-pointing, patronizing gestures,

Verbal: Always, never, for once and for all, judgmental words, critical words, patronizing language, posturing language.

Note: Beware of cultural differences in body-language or emphases that appear 'Parental'.

Child

Physical: Emotionally sad expressions, despair, temper tantrums, whining voice, rolling eyes, shrugging shoulders, teasing, and delight, laughter, speaking behind hand, raising hand to speak, squirming and giggling.

Verbal: Baby talk, I wish, I dunno, I want, I'm gonna, I don't care, oh no, not again, things never go right for me, worst day of my life, bigger, biggest, best, many superlatives, words to impress.

Adult

Physical: Attentive, interested, straight-forward, tilted head, non-threatening and non-threatened.

Verbal: Why, what, how, who, where and when, how much, in what way, comparative expressions, reasoned statements, true, false, probably, possibly, I think, I realize, I see, I believe, in my opinion.

Complementary Transactions

Parent to Parent

You: *This is going to be a hard job to fill.*

Hiring Manager: *You're telling me!*

Adult to Adult

You: *How much overtime will be available?*

Hiring Manager: *Between 10 and 15 hours a week.*

Child to Adult

Hiring Manager: *Can I get the job descriptions to you on Friday?*

You [smiling, nurturing]: *As long as we can sit down for the intake on Monday or Tuesday.*

Cross Transactions

Parent/Child

You: *This is going to be a hard job to fill.*

Hiring Manager: *So, you've given up before even starting.*

Adult/Parent

You: *How much overtime will be available?*

Hiring Manager: *What makes you think there will be overtime?*

Remember, when you are trying to identify ego states: words are only part of the story. To analyze a transaction you need to see and feel what is being said as well.

Transactional Analysis is effectively a language within a language; a language of true meaning, feeling and motive. It can help you in every situation, firstly through being able to understand more clearly what is going on, and secondly, by virtue of this knowledge, we give ourselves choices of what ego states to adopt, which signals to send, and where to send them.

This enables us to make the most of all our communications and therefore create, develop and maintain better relationships.



BROWN BAG RECRUITER: ONLINE RESOURCES

Job and Candidate Profiling, Starting With the End in Mind

Good job-, performance - and candidate profiles are at the center of legally defensible and effective recruiting, performance management, employee development and succession planning. Here are links to some useful resources to get you started...



- [Job Analysis](#) [HR Guide to the Internet]: An overview that points out that the concept of a job analysis is an analysis of the job and *not* the person. [Also see: [Job Analysis: Tips and FAQs: Frequently Asked Questions](#) and [Job Analysis: Job Descriptions](#)]
- [Job Analysis](#) [ChangingMinds.org] Compares work-oriented and worker-orientated methods pointing out possible problems. Details various methods for getting the job done – literally and figuratively!
- [Job Analysis Tools](#) [Office of Personnel Management] Definitions, methodologies, sample forms and more... [[PDF/Adobe Acrobat](#)]
- [The Occupational Information Network](#) [O*NET] A database of occupational requirements and worker attributes describing occupations and typical work settings. [See also the [O*NET Resource Center](#)]
- [Performing a Job, Task, Content or Goal Analysis Worksheets](#) [National Employee Development Center] Overview of the process and sample forms covering job analysis, task analysis, and content analysis.
- [Competency based Job Analysis](#) [CiteMan Network] An explanation of why and how to describe a job in terms of the measurable, observable, behavioral competencies – knowledge, skills and/or behaviors – that should be exhibited to do the job well.

- [**Job Analysis Resources**](#) [RJ Harvey, Virginia Tech] A personal collection of resources including presentations given to the Society for Industrial and Organizational Psychology
- [**Is Job Analysis Doing the Job? Extending Job Analysis with Cognitive Task Analysis**](#) [Rosemarie Reynolds and Michael T. Brannick, Society for Industrial and Organizational Psychology] An overview that discusses how the changing nature of work and working in the post-industrial information age may affect job analysis.
- [**Using Performance Profiles to Improve Recruiter Effectiveness**](#) [Lou Adler, ERE] A two-part explanation of performance profiles making the distinctions between documenting what it takes to be successful and writing a job description.
- [**Building a Solid Foundation**](#) [Dr. Charles Handler, ERE] A two-part article with practical information for building performance profiles, job descriptions and so on as the basis for a good screening step.
- [**Good Hiring Starts with a Good Job Profile**](#) [Kevin Wheeler, Global Learning Resources] Discusses five ways to help hiring managers analyze the positions they're hiring for.
- [**The Right Fit: Profiling in Relief**](#) [Anna Kassulke, RCI Recruitment Solutions] A three-part article explaining why profiling is the first in a step-by-step approach to "performance staffing."

The Pros and Cons of Job Descriptions and Everything in Between

The scoop on job descriptions. Also, check out the related page on Profiling which covers everything from task and job analysis to performance and candidate profiling.

- [**The Importance of Job Descriptions**](#) [Erisa Ojimba, Salary.com] An overview looking at the basic construct and uses for job descriptions.
- [**How to Write a Job Analysis and Description**](#) [Entrepreneur.com] Offers some basic guidelines to use before the recruiting begins

- [How to Write Job Descriptions that Don't Totally Stink](#) [Heather Hamilton, One Louder] Practical tips learned from experience dealing with hiring managers.

Alternative points of view:

- [Job Descriptions are Part of What is Killing Recruiting](#) [Jeff Hunter, Simply Hired] A post that argues job descriptions should describe work that will be performed in the future not a job that will be out-of-date by the time a job has filled.
- [Why You Must Eliminate Job Descriptions](#) [Lou Adler, Adler Concepts] Makes a case for ditching traditional qualifications-based job descriptions as being a part of the problem in recruiting top talent.
- [Must Be A Loner](#) [Colin Kingsbury, HRMDirect] Suggests why blah-content fails to arouse interest and generate qualified candidates.

Search Engine Fundamentals and Basic Boolean Logic

Four quick tutorials from Otis Collier covering the basics of Internet sourcing from what the job entails to getting the job done...



- [Episode 1: The New Sourcing Consultant](#) Discusses what sourcing is, where it came from and the benefits of having it.
- [Episode 2: Search Engine Fundamentals](#) Discusses what a search engine is, how it works, as well as how web crawlers index web pages.
- [Episode 3: Boolean Logic](#) Describes Boolean operators and modifiers and how they work with tips for building successful search strings.
- [The Virtual Rolodex - LinkedIn](#) Discusses what social networking is, the tools and techniques. I will center this training around the popular social networking tool, LinkedIn.

Out-googling Google

Searching for something?

Metasearch engines aggregate the results from a number of search engines while vertical search engines do the same thing but for a particular market or interest. And specialized databases of all sorts add to the great tools for recruiters on the hunt.

In no particular order, here are a few engines and databases to experiment with, compare search results...

Vertical search for job seekers [and sourcers!]:

- **[Indeed.com](#)** A search engine for jobs. The site aggregates postings from a variety of job boards, corporate web sites, association sites and many other places. Useful tools allow you to view [job trends](#), [search salaries](#), and view jobs by [state or category](#).
- **[SimplyHired.com](#)** Like *Indeed.com* in most respects with a similar offering of helpful [tools](#).
- **[Jobster](#)** The site combines job postings from a variety of sources including those posted directly to the site by employers. Employers can also search the resume database.
- **[GetTheJob](#)** claims to represent the elusive “hidden job market” by connecting job seekers directly with the companies that are hiring.

For finding professionals:

- **[LinkedIn.com](#)** *LinkedIn* is an online global network of more than 17 million experienced professionals across 150 industries. Access to others depends on the size of your own network.
- **[Spoke](#)** An online business-to-business network with information on over 40 million people across more than updated to 2.3 million companies.
- **[Jigsaw](#)** Over 7 million business contacts from over 550,000 companies in a searchable online directory maintained by a community of over 300,000 members basically trading business cards.
- **[ZoomInfo](#)** A web-based service that extracts information about people and companies from millions of published resources.

- [XING](#) A Euro-centric professional network, directory of business contacts, contact management tool that lets you search across the network.
- [Ziggs](#) Search index of over 3 million professionals representing more than 90,000 companies from profiles posted on sites throughout the web.

For finding people and personal data:

- [iNet-Investigation.com](#) Provides you free public information links on the web. A searchable links directory of resources and databases is helpful with your online research.
- [Pipl](#) This engine searches for people gathering data from the “deep web” – documents and databases overlooked by the webcrawlers that produce ordinary search engine results.
- [ZabaSearch](#) A search tool that accesses public information and displays what is available in the public domain. An [advanced search](#) option helps narrow down the field.
- [Argali White & Yellow](#) A software download that searches multiple telephone and email directories. Matches are combined, formatted in uniform way and displayed as if they came from one integrated directory.

Metasearch and other search engines:

- [Search Engine Colossus](#) An international directory of search engines covering 343 countries and multiple languages.
- [Beaucoup](#) A combination directory and metasearch site, with connections to 2500+ search engines, directories, and indices.
- [Ixquick](#) Metasearch Searches 14 sites, lets you specify a Web search or a search for news, MP3 files, or pictures, and tailors your search for the parameters of each search engine selected)
- [MySearchEngines](#) Configurable metasearch site that lets you choose the engines you want results pulled from.
- [Vivisimo](#) Collates links from 8 sites and groups results into folders.

BROWN BAG RECRUITER PROGRAM LEADERSHIP

AMITAI GIVERTZ

With 10 years and more in leadership roles for recruitment process outsourcing, talent management consulting and recruiter training firms, Amitai Givertz sees the world through the prism of employers, recruiters, candidates and vendors.

In his current role as an innovator, advisor and coach Ami focuses on developing ways to improve the overall experience and outcomes for everyone involved in the recruiting process.

Ami has been involved in creating and delivering training and development programs for recruiters, sales teams and leadership for close to 15 years.

His unique style of teaching and coaching is designed to help folk connect with the subject matter in ways that makes sense to them personally and corporately, accelerating their growth and enjoyment.

Ami writes daily for a number of online publications that examine recruiting, business and innovation.

He is the Editor for *RecruitingBlogs.com* and a contributing editor on *Recruiting.com*. Ami also sits on the Advisory Board for Kennedy Information's *Recruiting Trends* and is a member of the Human Capital Institute's Expert Advisor Panel - *Internet Recruiting 2.0*.

Serving the local recruiting community, Ami is also the Founder of *South Florida Metro Recruiters*, a group for local recruiters and their friends. It is a place to share and network in person and online: <http://amitaigivertz.com>

PROGRAM SPONSORS



Remember, folks: it's a work in progress!



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