



Recruiting on Target: Sustaining Corporate Culture

About Your Speaker

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 - *President*
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About Talent Function



- We are **recruiting consultants** who help clients succeed with coherent **strategies**, leading **technologies**, best business **processes** and smooth **deployments**, to deliver **ROI** and business **performance**.
- We are **strategic**, **specific** and **practical**.
- We have the **humility** to listen carefully, the **creativity** and experience to innovate, the **expertise** to do things right the first time, and we **love** doing it.

Strategy Consulting Services

- Effective Talent Acquisition organizations depend on a sound and agile operational plan that aligns with the corporate strategy.

Implementation Consulting Services

- Productive Talent Acquisition delivery depends on quality solutions, implemented, adopted and measured for better business performance.



Definitions of Corporate Culture

- **Values** and **behaviors** that contribute to the unique social and psychological environment of an organization.
- The collective **values, beliefs** and **principles** of organizational members and a product of such factors as history, product, market, technology, and strategy, type of employees, management style, and national culture.
- Culture includes the organization's **vision, values, norms, systems, symbols, language, assumptions, beliefs, and habits.**
- A set of **shared assumptions** that guide what happens in organizations by defining appropriate **behavior** for various situations.
- Organizational culture affects the way people and groups **interact** with each other, with clients, and with stakeholders. In addition, organizational culture may affect how much employees **identify** with an organization.

www.wikipedia.com "Organizational Culture"



Factors of Corporate Culture

- **The Paradigm:** What the organization is about, what it does, its mission, its values.
- **Control Systems:** The processes in place to monitor what is going on. Role cultures would have vast rulebooks. There would be more reliance on individualism in a power culture.
- **Organizational Structures:** Reporting lines, hierarchies, and the way that work flows through the business.
- **Power Structures:** Who makes the decisions, how widely spread is power, and on what is power based?
- **Symbols:** These include organizational logos and designs, but also extend to symbols of power such as parking spaces and executive washrooms.
- **Rituals and Routines:** Management meetings, board reports and so on may become more habitual than necessary.
- **Stories and Myths:** build up about people and events, and convey a message about what is valued within the organization.

Johnson, Gerry (1988). "Rethinking Incrementalism". Strategic Management Journal 9: 75–91

management
ORGANIZATIONAL
CULTURE
company

behavior
feedback
status
fit
social
unique
cognitive
employee
task
result
meaning
success
symbols
type
high
values
stories
leadership
cultural
society
external
problems

expertise
interpersonal
organizational
knowledge
important
outlasting
deepest
satisfaction
collective
growth
belief
result

RULES SUCCESS MISSION INTEGRITY VISION

CORE VALUES

MANAGEMENT RESPONSIBILITY
TRUST ETHIC IDEA CULTURE TEAM GOALS



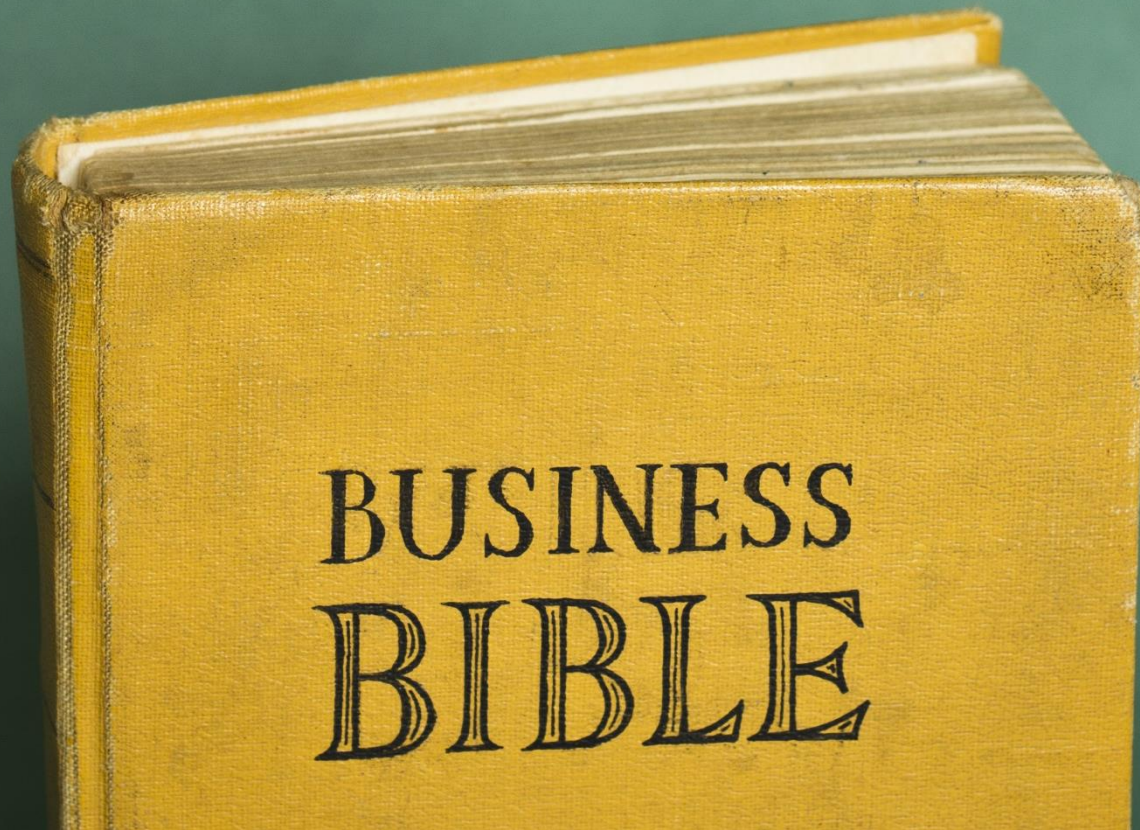
Boiling it Down

- Culture is the consistent experience employees, customers, partners and candidates have when they interact with your organization.

**YOUR
CULTURE
IS YOUR
BRAND**



CULTURE
DRIVES A COMPANY



sustainable





Who is Reponsible?







<http://www.cios.com> "3 Ways to Use Social Media to Recruit Better Tech Talent"





Tel. 1011 3
* send Email



www.libe.com

www.nasrecruitment.com

"I Must Have Sources for the Top of the Modern Hiring Funnel"
"Improving the Candidate Experience: Can You Put Yourself in Their Shoes?"

JOB DESCRIPTION



<http://www.commongoodcareers.com> “Communicating Your Organization’s Culture to Candidates”









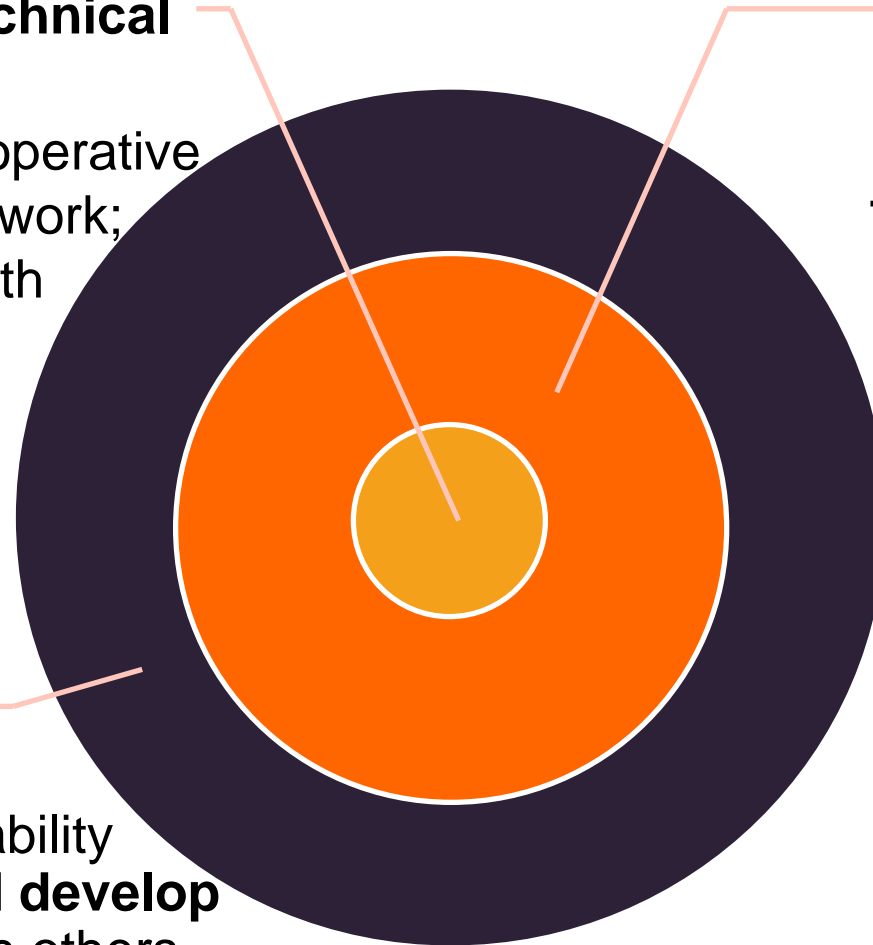
Recruiting on Target

- **Professional / Technical Skills**

- Relates to the operative capacity of the work; mainly deals with the **procedural aspects of the job**

- **Leadership Capabilities**

- Relates to the ability to **manage and develop** interactions with others



- **Culture Fit**

- Relates to the **experience and feelings employees have** and how work gets done

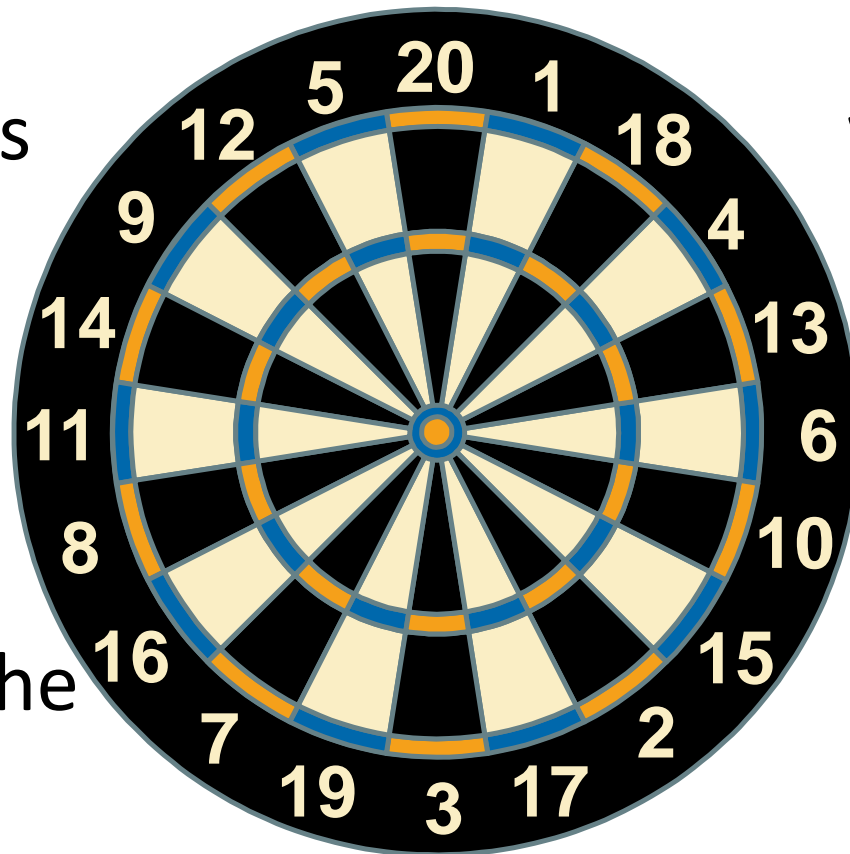




Changing Our Thinking

Let's look at the **whole target** in its entirety

And consider what **each space** on the board represents



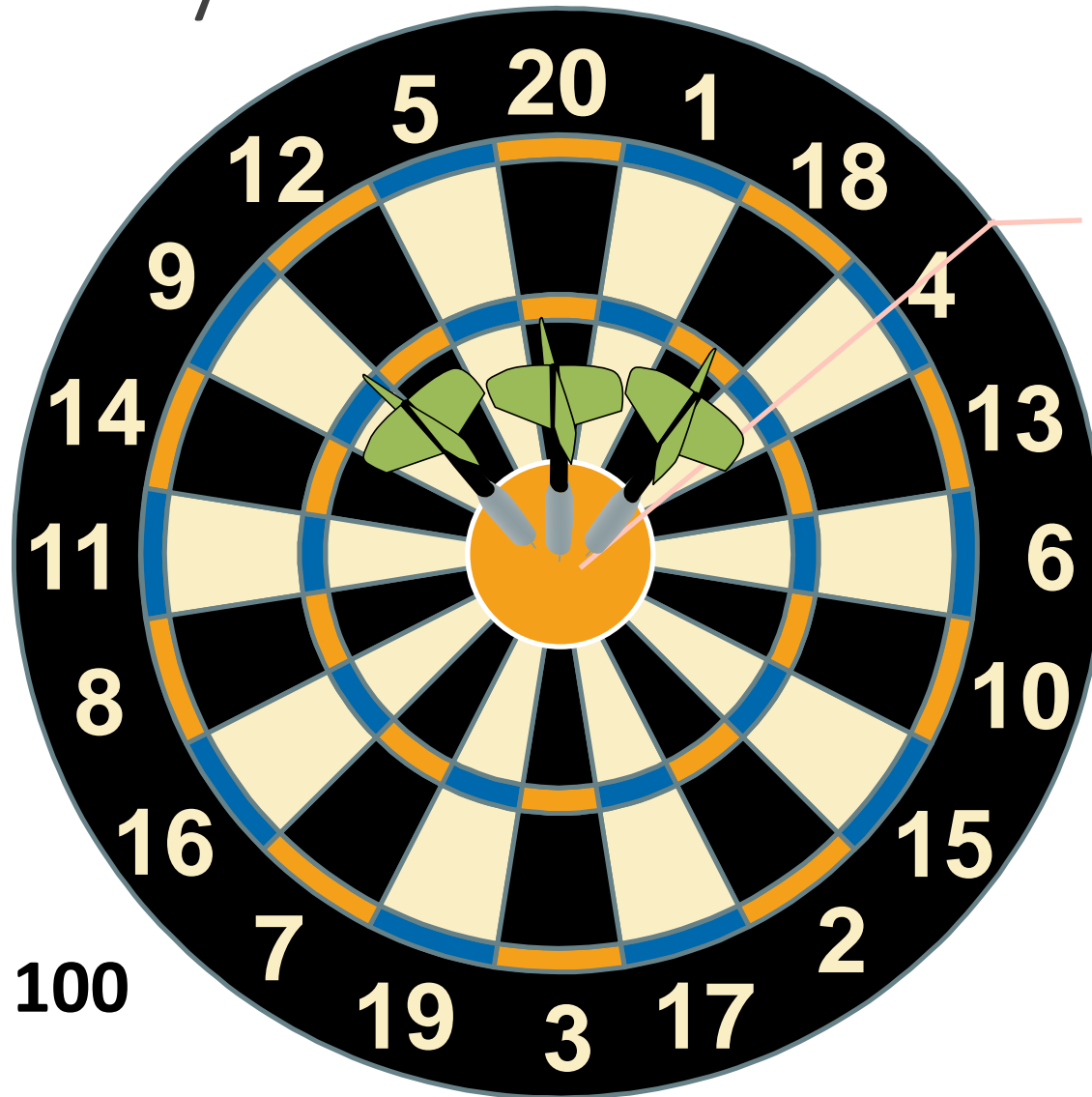
And associate **weighted values** with each of the spaces

← OLD WAY

NEW WAY →



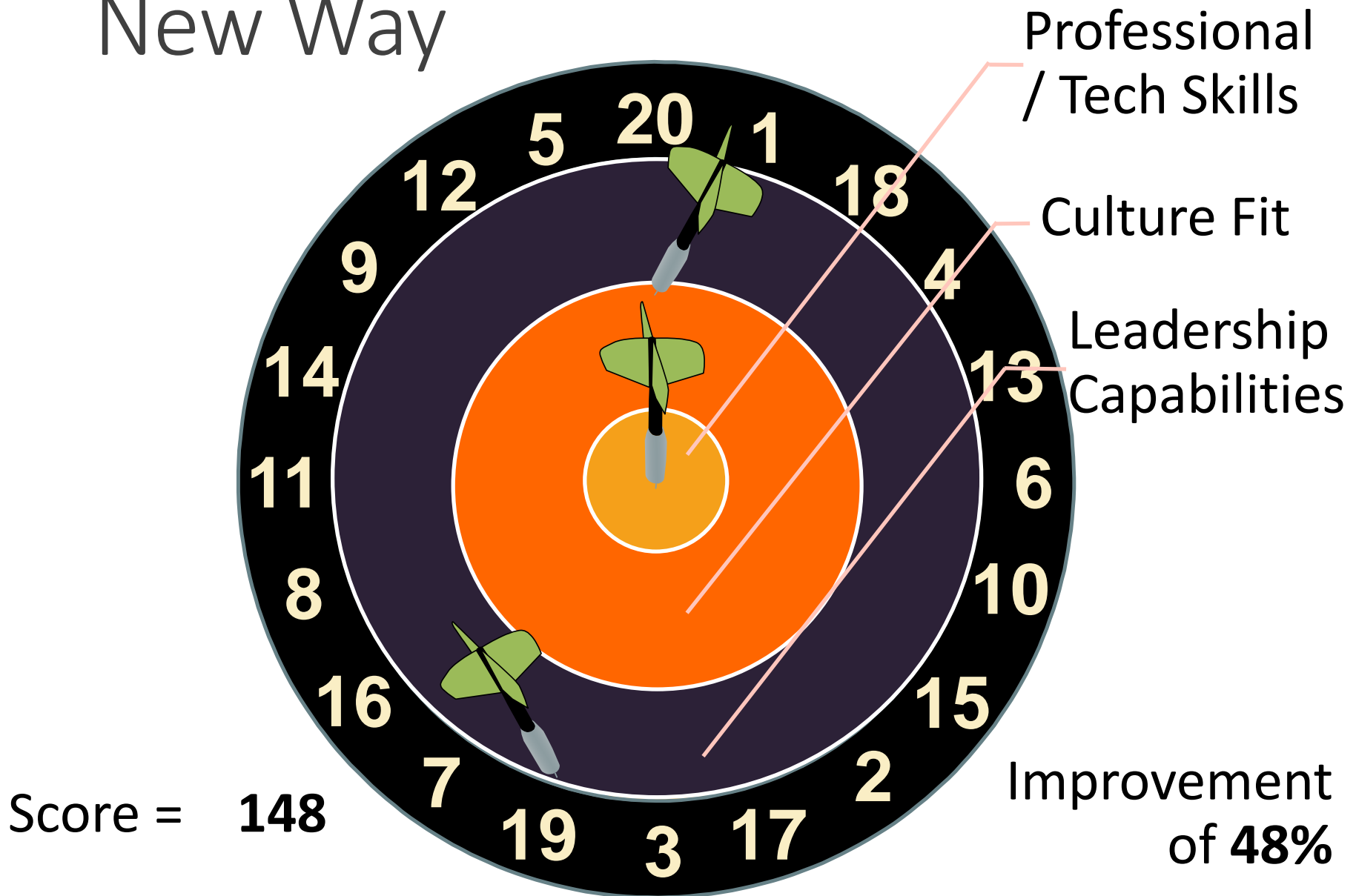
Old Way



Professional
/ Technical
Skills

Score = 100

New Way

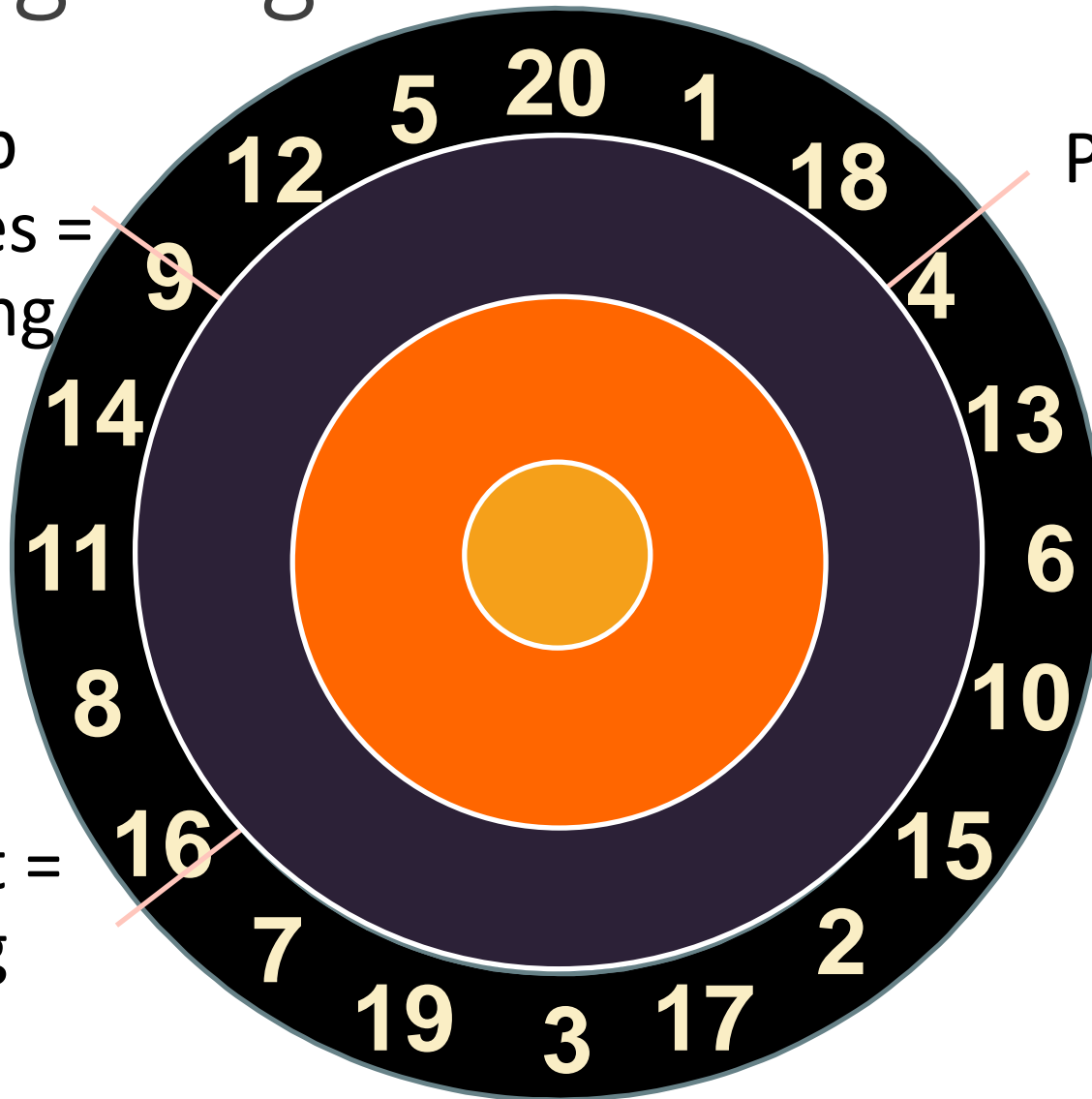


Weighting

Leadership
Capabilities =
Double Ring

Professional
/ Technical
Skills =
Bull's Eye

Culture Fit =
Triple Ring



Got
Skills?





CULTURE



What Have You
Learned?







Techniques for Selecting Talent

Selection Technique	Relative Accuracy
Traditional, causal, one-on-one interview	20%
Reference checks	26%
Assessment centers	36%
Traditional panel interview	37%
Ability testing	53%
Structured behavioral interviews	70%

A Real World Example



<http://www.cultureamp.com> "How Airbnb is building its culture through belonging"



Cultural Differences



VS.



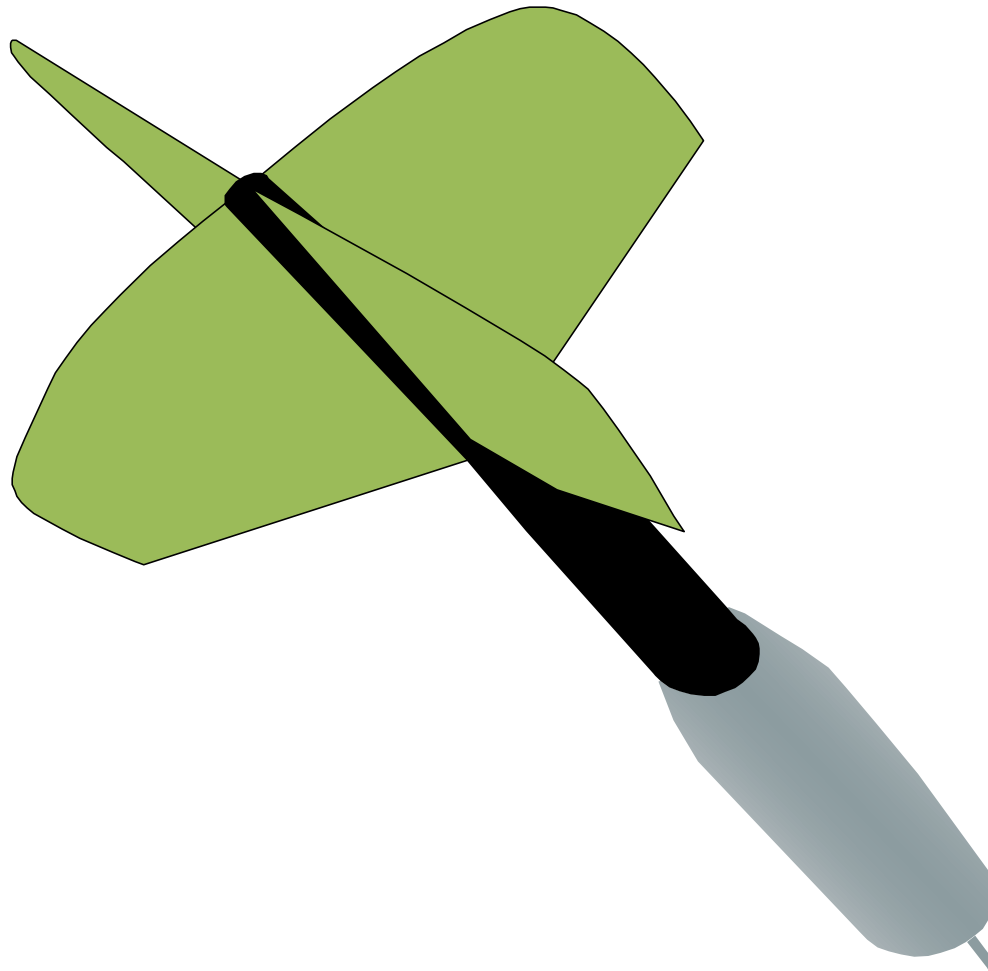


Situation

Task

Action

Results



Describe

Action

Results

Takeaway

A corkboard with a brown frame is the central focus. A white sign with a grid pattern is pinned to it with four red pushpins. The sign reads "ASK THE RIGHT QUESTIONS!" in large, bold, black capital letters. To the left of the corkboard is a yellow ceramic mug. To the right, three sticky notes are pinned vertically: a pink one at the top, and two lime green ones below it. In the bottom right corner, there is a stack of three sticky notes (lime green, pink, lime green) and a pile of colorful paper clips (blue, green, pink, yellow, white). In the bottom center, a single sheet of lined paper lies flat on the surface.

**ASK
THE RIGHT
QUESTIONS!**

Organize / Weight Questions

Current / Most Recent Position & Employer	
What are/were your responsibilities / in your current/most recent position?	Rating Select Rating... Multiplier x 1 Score 0
Describe:	
Action:	
Results:	
Takeaway:	

Introduction

Creates Opportunities	
Capable of creating opportunities where none are currently active by creating value and date drivers inside the prospect account.	
Tell me about a time when you introduced an idea which was initially resisted by your customer. How did you go about gaining support for the idea?	Success Attribute Rating Select Rating... Multiplier x 1 Score 0
Describe:	Disruptive
Action:	Developmental Difficulty
Results:	Moderate
Takeaway:	

Professional / Technical Skills

Leadership Capabilities

Interpersonal Skill	
Communicates Influentially Clear, concise, effective verbal and written communication. Able to tailor the communication to the situation, environment and audience. Is an effective advocate and able to persuade others to buy into proposed projects, programs or products.	
Describe a situation when you needed to communicate differing or conflicting ideas with others in order to accomplish your goals. What did you do? How did it work out?	Success Attribute Rating Select Rating... Multiplier x 2 Score
Describe:	Communicates with Authority
Action:	Developmental Difficulty
Results:	Moderate
Takeaway:	

Culture Fit

Models Values	
Does the right things, the right way, with the right attitude. Is careful to honor commitments and keeps promises. Demonstrates the values of Workday while conducting themselves day-to-day with colleagues, prospects and customers. Is looked at by peers, management and the extended team as someone who adds value to the greater good of the team and the company.	
Describe a situation where you solved a tough problem when the solution was unclear or seemed out of reach.	Success Attribute Rating Select Rating... Multiplier x 3 Score 0
Describe:	Strong Work Ethic
Action:	Developmental Difficulty
Results:	Harder
Takeaway:	

Evaluate Each Candidate

- Access candidate skill level on the assigned competencies
- Use multipliers to properly weigh predictive Winning Attributes
- Evaluate learning agility for future development purposes
- Recognize biases that can get in the way
- Complete the overall candidate evaluation



Assessing Culture Fit

- Keep an open mind
- Weigh data sufficiently
- Consider what isn't said
- Evaluate the broader context
- Pay attention to past and present
- Look for patterns and themes
- Are their tendencies in in line with the culture and values of your company?

THE WHOLE IS MORE
THAN THE SUM
OF ITS PARTS.

ARISTOTLE



