



# René's Rules to Acquiring the Scary Talent...

## The Ten Commitments of Talent Acquisition

### **Thou shalt sort out the difference between Skills & Personality and Experience & Courage**

Loosen your organisation's obsession with skills and past performance. A candidate's experience and skills are relevant, but what is most relevant is the person that sits in front of you.

### **Thou shalt communicate your brand proposition**

It is essential that in a competitive world for the best talent, those potential candidates understand your strengths and your commitment to careers. The compelling reason why a talented person would want to work for your company is usually represented by your brand values. Orange does this without moving their lips!

### **Thou shalt identify the living embodiment of the Brand**

It is important to understand which person in the organisation is the best symbol for your Brand. When Virgin are chasing a real big hitter it is no surprise that they wheel out Sir Richard as their ace in the pack. Why? Because he and Virgin stand for: young at heart, consumer champion, anti-establishment, sexy, entrepreneurial, winners. This may not be exactly true, but Brands are about building perceptions. Who is your Sir Richard?

### **Thou shalt be governed by the external, not the internal environment**

Packages, salaries, bonus elements MUST be calibrated against your competitors and the market leaders in your sector. Worry less about who earns what internally.

### **Thou shalt not let the socially inept recruit for you**

The recruiters are sometimes the only representatives of your organisation that potential candidates will have met. What impression are they creating and more importantly leaving the candidates with?

### **Thou shalt act incisively and decisively on offers**

In a fast-moving world, we are looking for incisive and decisive people. Taking three months over the decision-making process

for employment, is probably a telling symptom of your prevailing culture. A rapid decision, positive or negative will add currency to how your organisation is perceived in the jobs marketplace.

Candidates prefer to fail fast! Make people feel important, make recruitment companies feel important: unsurprisingly, they will give you their best in return!

### **VII. Thou shalt employ diverse search tactics**

The talent you need may be alive and well and living in your organisation. It may not be called manager. Talent may not have gone to the right university and it may not have gone into further education at all. Talent may think and act in the right manner, but may dress in an unusual way. Talent may not speak the same as people in the organisation do. These are not barriers to success.

### **VIII. Thou shalt ask your existing employees**

Your people will add value to establishing the attributes that they feel are important for success. They may also know the people who could make the telling difference!

### **IX. Thou shalt not clone exclusively**

It is imperative to have your own talent pool to dip into for your succession plans. Too much of this can lead to inbreeding. No organisation has a monopoly on talent in the New Millennium.

### **X. Thou shalt, having got your talent, not feel the need to keep it forever**

There are too many current examples of where the desire for low staff turnover rates and loyalty as a measurement of organisational success, has led to stagnation especially at senior levels. We have recently seen shareholders and non-executive directors having to intervene and encourage senior executives to 'spend more time with their families'. It is not damaging to move on after a period of sustained success.

"Change is optional because survival is not mandatory" Lord Deming