



## ➤ Recruiting and Successfully Hiring Passive Top Quality Talent

How does a company recruit a successful, well-educated, highly desirable individual who's satisfied in their current job? How do you stop losing your best candidates to competing opportunities?

The answers to these questions can be found in the 3R's of Recruiting:  
**RELATIONSHIP! RELATIONSHIP! RELATIONSHIP!**

The stronger the relationship between you, your company and the candidate you are recruiting, the easier it is to interview, negotiate and close a win-win offer.

# 1

### Relationship building to do **before** the interview

- Toss the B&W position description and develop a colored brochure that sells the company, division, position, opportunity, culture and location.
- Create a Skill Survey for info gathering so that interviews are focused on behavioral assessments and pushing candidate hot buttons.
- Pick a quality, convenient hotel. Make and prepay the reservations. Send a fruit basket and/or flowers with a welcome note to the hotel room.
- A week before the interview, send the candidate the following:
  - A welcome letter (signed by the Hiring Manager or most Sr. Executive who will be interviewing).
  - An itinerary with directions to the interview site and the titles of those doing the interview.
  - Annual Report, Corporate & Division brochures.
  - The Hiring & HR Managers' business cards.
  - Relevant community and school info.
  - Local realtors business cards and brochures.

# 2

### Relationship building to do **during** the interview

- Be on time, welcoming, organized, focused and prepared to answer tough questions. Be ready to enthusiastically sell your opportunity.
- Warm up during the interview! Don't grade interview skills - focus on past behaviors and accomplishments.
- Investigate why the candidate has made job changes in the past and identify why they are looking now. Find out what their needs and desires are and push those hot buttons.
- Don't talk about compensation until you are certain the candidate wants the job. Discussing salary too soon will typically be used against you.

# 3

### Relationship building to do **after** the interview

- Invite the candidate's spouse or significant other to visit the community during or right after the final interview.
- Offer the couple tickets to a sporting event, play or musical so the trip has a break for fun.
- Take the candidate, their spouse/SO and the hiring manager out to dinner with another couple from the team.
- Is there an existing employee from the same area, college or company as the candidate? If so, work this employee into the interview process to entertain the candidate.
- Send a follow-up email or letter after the final interview. Be sure to include how well things went, planned intentions and next steps.
- Reimburse interview expenses immediately! It will only look bad to make the candidate pay for these expenses and then make them wait.



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