

Creating your External Talent Pipeline

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Before we get started...

If a key member of your team left, who would fill that role?

Do you have a map of the talent in your organization and the talent outside your organization?

Does your current talent truly align with your strategic plan?

Think about the companies that you are impressed with. What do they do differently with their hiring process?

Do your employees know that you want to meet the external talent that they are impressed with?

The reaction process

The work is piling up. You have 2-4 weeks remaining with your colleague before they leave to start their new position.

Average time to fill is at minimum 2 weeks (professional notice).

You post the position, retain a search firm, and or ask for referrals.

You are officially behind in your process, and it's only day 1.

How can you possibly be certain that you are going to find the next superstar of your organization when you are already behind in the process?

What is the perception outside of your organization?

Why create a pipeline

Be ready for opportunities to recruit exceptional people

Benchmark your current people, processes, and strategies

Create a strong employment brand with a confident, fluent message

Connect at each business function with a deeper understanding of their talent needs

Ideal for calibrating future talent needs

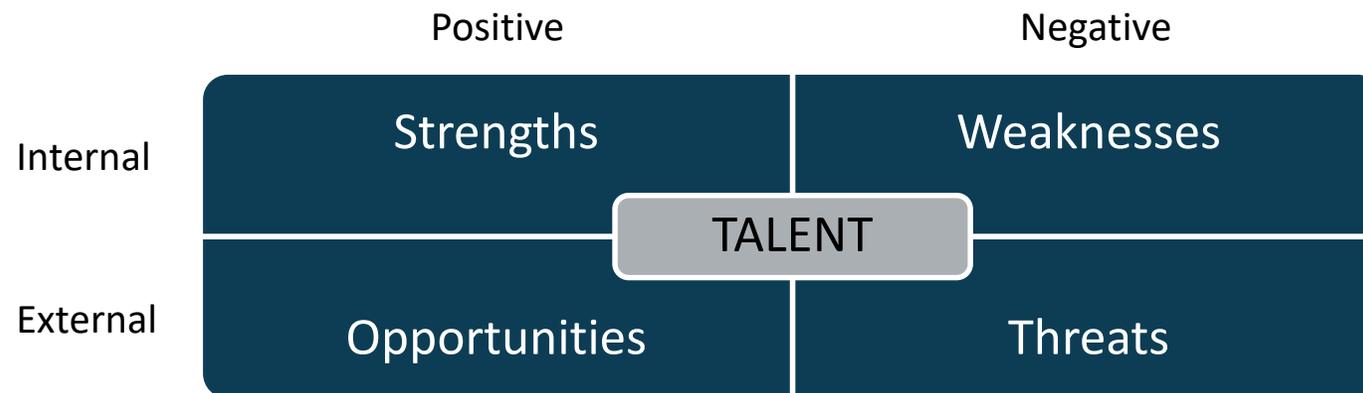
Move from a reaction to a strategic plan

It's time to move from best available talent, to best talent.

Start with a talent picture

Your talent map needs to be visual.

It should include internal and external, and it should directly correlate to your strategic plan.



Start with a talent picture

Cross-trained ninjas are wonderful for projects, but where are the ninjas happiest?

You likely have wonderful employees who have contributed greatly to the organization's growth. How do they fit in your strategy?

Do all of your employees fit in your new strategy?

Most basic element of Netflix's talent philosophy:

The best thing you can do for employees—a perk better than foosball or free sushi—is hire only “A” players to work alongside them. Excellent colleagues trump everything else.

(Patty McCord, <https://hbr.org/2014/01/how-netflix-reinvented-hr>)

Know your sources

There are three main components to building a talent plan:

1. Knowing the skills and abilities of the people in the organization
 - Easily accomplished through a talent management platform or spreadsheet
2. Understanding where the organization is headed
 - A direct connection with leadership, enabling a true partnership to help the business have the right people at the right time
3. Reviewing your talent sources
 - Referrals, memberships in groups, specialty firms - This can be pretty diverse and all play a part
 - If you have already been pipelining talent, chances are you already know what companies or competitors are the best sources

Engage employees

Having an external talent pipeline is not just a list of external people.

It starts with your current employees:

1. Employees need to feel valued, and they need to understand why your company is staying connected to external talent.
2. Educate and inform employees of the opportunities that exist in your organization. This does not necessarily mean positions. It's about where growth is happening.
3. Employees need to know what to do when they meet external talent. If they don't have some type of structure to follow, this can become a disaster. (see also, creating an employee survey and then pretending it did not happen).

Strategize and educate

- What employees can represent you to top talent?
- Listen to the employees who have more external contact
- Focus on employees who have grown internally
- Evaluate where your employees come from; change up recruiting strategy
- Connect your talent review to a map of where you need to network
- Choose external partners to help connect the right people
- What are your success stories
- Exciting future plans
- Growth opportunities
- Be involved
- Host events
- Review social media for fans
- Maintain contact with the silver medalists

Start talking

Is your team open to exploratory conversations and have you provided them with tools to collect and report back their conversation summary?

Develop a plan to stay connected with the pipeline candidate.

Be clear regarding your goals and the reasoning behind career conversations.

Build your talent brand with every conversation.

Be involved in the business and in the conversations that happen outside the company.

Stay Organized

Starting conversations with external talent is delicate. It requires clarity, open communication and an effective means to collect and organize the information collected.

Ask the targeted employee what their timeline is like. Are they considering other opportunities?

Understand how the prospective employee prefers contact and how often.

Have an accurate description of the next steps with each conversation, and explain those steps to the prospective employee.

Measure

Gather as much information as possible from the conversations that happen

Compare intelligence gained to the organization's talent challenges

Determine the impact that adding new talent to the organization can have

Evaluate the sources where talent was discovered

Communicate

Depending on the results of conversations and timing for the organization, develop a plan on either moving forward with an offer or next steps

If someone is selected, provide feedback and maintain a positive relationship via agreed upon vehicles and timing.

You have spent significant time and resources creating a new pipeline. It's important that you create a plan to keep in touch with individuals that were not selected. They may either be great in other positions or an excellent referral source.

Utilize networking opportunities

Attending the Delaware SHRM conference provides the opportunity to meet 300+ professionals from the area who are in Human Resources or work with people in Human Resources.

Get to know the people who are attending

Create follow up opportunities with new members of your network

Be ready to talk about the types of opportunities you have within your organization and what makes it a great place to work

Closing thoughts

The cost of a bad hire is 2-3 times that person's salary.

Intelligence is lost not having conversations outside.

It takes an hour to meet someone for coffee. It can take 23 days average to find the right person. The **time** it takes to **hire** has grown dramatically in recent years according to new research. Glassdoor Economic Research found that the process of getting hired in the United States took almost twice as long in 2014 (an **average** of 22.9 days) as it did in 2010 (12.6 days). *July 7, 2015*

The level which your organization can be injured by not having external conversations:

- Brand
- Loss of competitive edge
- Slow to fill key roles
- Having a limited hiring pool based on who is available now