

TOP TIPS TO ATTRACT AND RETAIN TALENT

SALES

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OUR **TOP TIP** FOR SALES HIRING MANAGERS

We get asked all the time by our clients, “What should I be looking for when hiring for my sales team? Our advice to them is:

Don’t worry about the fact that they potentially don’t have relationships with your key customers. Focus on hiring people that move your business forward commercially, rather than the relationships they have. Look for sales talent in other industries with different techniques for learnings and unique problems that they have solved. Really focus on capability and leadership.

Many job seekers entering the market get new roles because of the companies they have worked for in the past and the customers they have sold to, not necessarily for what they can add from a capabilities point of view. Hiring a diverse skill set will enhance your team’s potential.

Obviously, relationships still matter, but hiring someone because they have a relationship is not effective hiring. It can narrow the candidate pool and increase salaries. You also don’t get the depth in peoples’ experiences. Look for sales talent who have gone through a sales cycle and increased market share and learnt from it. Dive into their achievements, as opposed to who or what customers they have worked with.

Finally, once you have attracted and hired this talent, invest in training them to get them up to speed with product knowledge, and then also look at different ways in which they can engage clients with a customer centric approach. Training and development should sit side by side with sales to make them better and smarter than the competition.

If you need any support with how to attract top talent to your business, please get in touch with us for a confidential conversation.



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TOP TIPS TO **ATTRACT AND RETAIN TALENT**

I started Consult Recruitment in 2008 focusing on people and relationships, as I am a huge believer that the power of people can make all the difference in organisations.

My continued vision for Consult mirrors my ambition for the recruitment industry as a whole. We change people's lives through their careers and we help businesses to succeed through people. Therefore, Consult must continue to lead by example, in everything we do, say and learn.

The competition for attracting but more importantly retaining top performers is fierce! Therefore, I have collated a number of our most popular blogs, that include some tips on how to attract top talent, as well as how you can retain your staff through creating workplaces that people love!

I hope you find them helpful.

Angela

Angela Cameron

CEO

Consult Recruitment

RECRUITMENT LEADER OF THE YEAR





TOP TIPS TO **ATTRACT** TOP TALENT

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TOP TIPS
TO
ATTRACT
TOP
TALENT

1. WHERE IS THE **TOP TALENT HIDING RIGHT NOW?**

Luckily (for us, and our clients!), much of our work today is spent passively talent pooling, so when times like these happen - we can reach our network of talent easily and quickly, without the need to advertise.

But this is not so for many organisations and recruitment agencies who are trying to recruit without talent pools in place. They literally cannot find anyone for their roles. Why so?



The best talent is busy in work

The majority of people that employers want to hire are currently in a role and really busy. They might be interested in a new job, but frankly, most don't have the time or energy to look. That's where a nifty agency like Consult comes in. We've spent over a decade talent pooling - we have extensive networks and when we are speaking with a client about a role, often we already have a short list of people we know would be interested.

If you are trying to find your next great hire - you should be working with an agency with extensive networks.



The best talent no longer apply on job boards

The reality is that great people generally don't go to job boards unless they are new to the country and don't have networks in place. The best talent are seeking out qualified, experienced recruiters to represent them to the market. Why is this?

Well, great talent know that a good recruiter can get them in front of a hiring manager - if they apply on a job board - they get stuck in a massive pool of applications - even though they might be amazing for the job, often their application is lost in a sea of people that aren't great for the job.

Additionally, in this talent short market - good agencies will have a number of roles for candidates to choose from - and everyone wants choice right?

Finally - good people have realised the value and support that a good recruiter can provide - from interview tips to knowledge of the business and the people through to how to resign from their current role, how to start the new role well and how to ensure that the first months are successful. The job search and job start process is nerve wracking so a good recruiter is a gem during this time!

2. WHY GREAT NZ COMPANIES ARE **FAILING TO HIRE GREAT TALENT**

We are sitting at low unemployment and this is creating issues for any employer looking for their next great hire.

We have seen some great companies have job offers turned down in the past six months.

Worse even - often these (would be) exceptional hires have accepted jobs with the competition - a double whammy recruitment fail. Good candidates have multiple job offers and we are seeing about 50% of candidates being counter-offered when they resign - so now is the time to double down on your acquisition focus.

Here is why some companies are failing to hire great people:



Your role is not well defined. You've got to adequately (and accurately) convey the real role to candidates - not the one that they would like it to be in two years, or the one that only focuses on the cool parts. You must give a real picture of the role or you run the risk of your new hire leaving in the first few months. If you say it is part time - it really has to be!



You are trying to get a bargain hire. This is not the time to try to hire someone for less than the market is paying. You only get one chance to put your best foot forward. We had a client miss out on an exceptional hire because their HR was stuck on the role being within 'their band' - in a talent short market - relying on historical HR banding data will result in you failing to hire.



Your company or team has no values. This is really important - particularly with the younger generations. They want to be paid well, to do a good job, but they also want to know that their personal values are aligned with the organisation or team values. If you don't have any currently - you should work on it! (we can help!).



You can't show development opportunities. Every good hire wants to know and understand what their growth and development opportunities are. It is important that you can show a plan so the candidate can visualise themselves growing and progressing over time. Lean on your HR team to assist you here.



Your recruitment team is too busy or distracted to sell. In-house recruitment teams are working on 100+ roles - this means they don't have the time to sell the dream to every candidate. It is up to you to ensure that you know your key selling points, to set aside time in your schedule for the recruitment process and to upskill yourself on effective interviewing.



Your recruitment process is too long. It is important when you hire that you do your checks and balances on people. But if you take two weeks to test someone - chances are that the candidate will have accepted another role. Work with your HR team to ensure that a slow process doesn't result in you losing an amazing hire.



Your work environment is not welcoming.

In an environment where candidates have multiple job offers - the office environment becomes an important consideration - after all - we spend so much time at work! Make sure your environment is looking inviting and appeals to the candidate. Basic things like tidiness, plants and a bit of personalisation make a big difference.



You're not focusing on health and wellness.

This is huge right now - so you need a bit of a focus on it - not just because you want to hire a great person, but also it is the right thing to do. For us office workers - focusing on basic things like workstations and standing desks is important. The more you can show you do here - the more attractive you are to candidates.



You are not talking about your team.

It is said that the biggest work perk you can have is to work with great people. Certainly, when we are speaking with candidates about roles - this is something they want to know about. Being able to learn from experienced people is a huge attraction for top talent. Working with positive, motivated, effective workmates should be a right - but it is still a benefit. Make sure your team is effective - deal with under-performers and ensure that you are highlighting people that can coach and mentor potential hires.



You don't know your key selling points.

Every role and every organisation has things that are great about it, as well as aspects that are not so great. You need to be able to stand out from a bunch of other employers who are also looking to hire their next great person. Make sure you know who you are trying to appeal to and how your role and your organisation will fit.

With our clients - we cover off these aspects to ensure they are ready to recruit and can also put their best foot forward - because it dramatically increases their chances of a successful hire.

“We are nothing without great people”

One of our Consult values - and never before has it rung so true.

3. PAYING A FULL FEE FOR YOUR RECRUITMENT CONSULTANT'S WORK? MAKE SURE IT COMES WITH SOME CONSULTING

Recently we got a call from a hiring manager who'd been searching unsuccessfully for a Financial Accountant for a couple of months.

Things were now so stretched in his team, he said, that he had no time to meet and brief us. He emailed a job description and a salary band and asked in return for an emailed 'short list' of ten resumes for him to review, from which he planned to select around five for an interview.

He was happy to pay our full fee, so was surprised when we respectfully declined to take on the assignment under those conditions.

Now, I get it. I know when your 'real' work is piling up, the last

thing you want to do is give up an hour of your time talking to a recruiter, not to mention the subsequent phone calls to adjust the brief, if necessary, or talk about individual candidates. And that's especially true if you've dealt with sub-par recruiters in the past who don't add any value to the process.

But (and yes, I know it's a big 'but') if you can find yourself a good recruiter, you'd be a fool not to use them to their full capacity.

You see, a good recruiter wants to consult. They have a vastly greater chance of filling a position if they're able to work collaboratively with you – and, of course, that's the best outcome for both of you.

SO, WHAT DOES A GOOD RECRUITMENT CONSULTANT LOOK LIKE?



They're a specialist in their field (they understand the roles they recruit).



They are well networked and can help you access talent you can't find yourself.



They are collaborative with you - they can give you market insight and have the confidence to give you honest feedback about the process so you get the best outcome.



Importantly, in this candidate scarce market - they can manage the offer and acceptance process well so you don't miss out on the person you want.

Of course, if you want to pay for a bunch of resumes (and really, why would you? Just chuck an ad on Seek, or get yourself a premium LinkedIn account), then all the power to you.

But, please, don't pay an agency fee for the privilege.

There are plenty of 'recruitment agencies' (I use the term loosely) out there who offer an unbundled service – they can provide you with a list of resumes for the price of a cheap dinner out. Just remember you'll need to invest a significant amount of your own time in looking through resumes, interviewing people who might not be right, or worse, offering the job to the wrong person.

THIS IS THE ANALOGY I GAVE TO THE HIRING MANAGER:

"Agreeing to pay a full recruitment fee for a bunch of resumes is like going to the doctor with an outline of your symptoms, and asking them to provide you with a list of ten possible diagnoses for you to choose from – and then paying for a full consultation fee"

One excellent hire can change your business. Make sure you utilise your recruiter effectively to optimise your chances of finding that person.

4. WHY RECRUITING YOURSELF WILL COST YOU IN THE END

One thing I love about New Zealand, is our attitude towards 'giving things a go', putting our mind to it, and cobbling together a solution. When it comes to hiring talent however, this is usually a disaster.

Recently we placed a Financial Controller into a very cool role. The CEO had 'conducted his own process' - and ended up with two people who he thought were ok, one of those took another role, and he was left with one person to "choose" from.

And he wasn't sure if this person was right.

So, after discussing what he was looking for, we spoke with people we knew were right for the role, the organisation and for the stage in their career. We had five people shortlisted within four days. Interviews and an offer the next week, and a very happy CEO right now.

"On reflection", said the CEO, "we have wasted so much time on this process doing it ourselves, but more importantly, I was about to hire someone who would have been terrible in the role, just because I wanted to save the business a few thousand dollars in recruitment costs."

For most companies - staffing costs are their largest expense.

Business success or failure relies on the people you have working in your business.

So your attempt to save money by recruiting yourself will mostly cost you dearly in the end. Here's why:

01 YOU WON'T ACCESS THE BEST TALENT. Simply - top talent don't bother with job boards anymore. They want to be represented to an organisation and don't want to waste their time with the wrong opportunity, culture or leader. Job boards aren't attractive to people who want to manage their privacy. Accessing talent is so important and you simply can't do this by placing a Seek ad.

02 YOU'LL SPEND A LOT OF TIME AWAY FROM YOUR 'DAY JOB'. Running a decent recruitment process is time and energy intensive. Can you really afford time away from your current role to run a proper process, or will you cut corners to save time? Perhaps, you'll just spend more of your time at work...

03 YOU'RE AT RISK OF HIRING A DUD. Quite simply - there are nutters out there. Some nutters are brilliant at interviewing and even better at making a mess of your business. You don't have the benefit of having interviewed 50 people per week every week of the year, so the risk of hiring your next trouble maker is increased.

04 YOU'RE ILL-EQUIPPED TO RECRUIT. You are not an expert at recruitment. Do you know how to handle counter offers, salary negotiations, multiple job offer situations, or simply how to ask appropriate interview questions? Recruitment seems very simple, but to do it well is incredibly intensive and requires skill and experience - which in reality you probably don't have.

05 YOUR INTERNAL RECRUITMENT TEAM ARE DISTRACTED. Whether you have a recruitment team, or HR generalists - the reality is, they have a lot on their plate right now. For example, recruiting for accounting and finance staff is a specialist area and one that they are generally ill-equipped or resourced to do. Put simply - you wouldn't go to your GP for a heart condition, so why would you expect your HR resource to be able to source your accounting and finance staff?

06 YOU WILL TYPICALLY TAKE A LOT LONGER TO RECRUIT. The trouble with doing it yourself is that you have to do it all yourself. It takes time and time kills many recruitment deals. Recruiting in a talent short market is incredibly difficult because there usually aren't people to 'choose from', more, there are usually people who are 'left over' because they haven't taken another role.

I'm not sure about you, but I am never excited about leftovers.

HOW TO **RETAIN** YOUR TOP TALENT

5. HOW TO IMPLEMENT A FLEXIBLE WORKING PLAN

It's currently a candidate's market. In specific areas, there is a huge demand for talent and multiple job offer situations are becoming the norm. As a result - organisations are having to pull out all the bells and whistles to try to attract the best people. For many organisations - this means reviewing their flexible working plan.

WHAT IS A FLEXIBLE WORKING PLAN?

A flexible working plan gives employees guidance as to how the organisation embraces flexible working and how it can be adopted in reality. There are many different interpretations of flexible working (and therefore, many opportunities for miscommunication), so it is important that your plan is clear and understood.

You'll need to consider the following:

WHAT IS FLEXIBILITY? Clarifying what flexibility means to the organisation is the best place to start:



THE FLEXIBILITY OF HOURS

Start early, finish early is the most common. But is it okay to work for some days for 10 hours and others for 3? (There are obvious legal implications, so make sure you've cleared this off with HR or legal).



THE FLEXIBILITY OF DAYS

Can you work some Saturdays in return for some Mondays off?



THE FLEXIBILITY OF LOCATION

Can you work from home? The beach? A cafe?

HOW OFTEN? Is the flexibility something that endures or is it something that will change over time. For example, some organisations are finishing early on a Friday in summer to give their staff an opportunity to enjoy the good weather.

For some organisations - being able to guarantee two days a week off-site means they don't need to have as many desks for their staff - therefore less need for as much office space and savings over time.

REVIEW You'll need to have in your flexibility plan clarity as to what review mechanisms there are. It might be completely up to management to ensure that the flexibility in place is enhancing operational effectiveness, or it could be reviewed every six months.

EXPECTATIONS You'll need to cover off what your expectations are if you offer your team flexibility such as:

- they are still meeting their targets, deliverables and expectations.
- they are still communicating effectively (you can get in touch with them).
- they know HOW to work from home (i.e. they can plan and prioritise effectively, they know what they need to achieve, they can separate home from work etc.).
- they know the role enough that they can work without a manager sitting next to them.
- if working from home - that the physical set up is adequate for success (i.e. there is a home office, not a comfy couch and a TV).
- if they are working from say a cafe - that privacy of company data is considered.

Working flexibility is great - but there is also a risk of it not working out if the expectations of flexible working are not clearly communicated. Make sure you develop a clear guide for your people so as to avoid the pitfalls for flexible working.

6. WHAT MAKES A GREAT TEAM ENVIRONMENT?

It's a fact. If you are looking to attract and retain top performers in your organisation, you'll need an awesome team environment. Sounds easy, but it's pretty hard to do in reality.

One of the advantages we have at Consult is we get to work with some really cool companies - these are some of the things we've observed about the best ones:

A great team environment:



IS HIGHLY COMMUNICATIVE If your team doesn't know what is going on in the business, they will start to make things up. When there is change, people will often assume the worst. As managers there is sometimes the tendency to hold information back if it isn't the best news, but all the best environments ensure they are managing the communication lines so no one is left wondering.



HAS LOW TOLERANCE FOR DRAMA

We've all been there. "That" person who isn't really a culture fit, who is slightly aggrieved (perhaps has some issues going on) - suddenly you are faced with an environment where a person is spreading their toxic attitude. Everyone knows about it. A great environment means that management handle this situation clearly and concisely.



ALLOWS EVERYONE TO HAVE A VOICE There is great power in an environment where the newest person feels comfortable to contribute from early on in their employment, where the more junior person is heard and where the Mum on maternity leave is able to contribute from a different perspective.



SUPPORTS GROWTH AND DEVELOPMENT

So often, we meet amazing people who are seeking to leave their current employer because they are bored and need to be stretched in their role. Great environments ensure that they are developing their staff so employees can grow with the business. Yes, sometimes you will still lose that person, but at least you'll know you've contributed to their awesomeness!



DOESN'T TAKE ITSELF TOO SERIOUSLY Let's face it - a bunch of our waking hours is spent at work, so it goes without saying that we need to make sure we have fun! Great companies ensure that while they are serious about what they do, they also provide opportunities for a bit of downtime and fun also.



GOES WITH THE FLOW Stuff happens, in business and in life. Great environments are planned enough that they (and their employees) know where they are heading but flexible enough to allow for deviations from the plan.



RESPECTS EACH PERSON AS AN INDIVIDUAL, BUT DOESN'T PLAY FAVOURITES

The best organisations allows individuals to thrive - in doing so - employees are free to be their authentic selves and contribute in their own best way. They also however, don't allow that person to be so individual so that it is detrimental to the team. You see this a lot in sales environments - where the top biller is given free reign to do and behave as they see fit. A great environment will allow this person to thrive but not to the detriment of the rest of the team.

Creating a team environment is crucial - not only to business success and attraction and retention of staff, but also because it is just simply the right thing to do. We'd love to hear what you've done to create a great team environment or lessons you've learnt along the way.

7. CREATING AND BUILDING THE **BEST TEAM EVER**

Is it important for you to remain ahead of your competitors?

Well, we have great news for you. There's a very simple way of achieving that:

Continual improvement of your teams and yourself.

Doing so will result in amazing improvements to your business. Sounds simple, doesn't it? It can be if it is a big focus of yours.

Evidence strongly suggests that teams typically outperform individuals when the project, work or campaign requires multiple skills, judgment, AND experience.

A team can also be more flexible and responsive to change. This facilitates employee participation in decision making, which is great for the overall business goals and achievements.

SO WE'VE ESTABLISHED: TEAMS ARE GREAT FOR BUSINESS, BUT EXACTLY HOW DO WE CREATE OUR A-TEAM?

When trying to build a team we usually look at the individual skills, experience, abilities, and knowledge that make up said team, however, you need to have a greater understanding of the different personality types and associated strengths of those within your business. If you do you can really leverage on this to enhance your business capability.

What does this mean? Well, in simple terms: if you can succeed in putting the right mix into your team they will come up with innovative and exciting ways to grow your business. They may even solve persistent problems and identify simple processes.

So what exactly do you need to consider when building an effective team?

Well there are four key components we will look at: ***Context, composition, work design and goals.***




CONTEXT The first and most essential step is to look at the leadership and structure within the teams. Members must agree on 'who is' to do what they set out to do and where possible you need to ensure that members contribute equally.

Before even taking a crack at that 'assignment' that's waiting for your team, they will also need to determine when they will meet, what skills are necessary or what needs to be developed, how the conflict will be resolved and how this will influence decisions that might have to be modified.

Trust is super important within the team. People should trust each other and their leader because this makes sure the cooperation you need is there. This will also reduce the need for you to monitor every team individually. Encourage people to accept and commit to the team's goals and decisions.

It's also a great idea to have a reward system in place for individuals within the team as well as the team as a whole. Did someone walk the extra mile to solve the problem? Get them some movie vouchers. Did the team solve all their problems, finish their assignments and hit every goal? Why not have a team building day for them? Rewarding hard work will solidify the team.

 **COMPOSITION** There are three different types of skills you require for your team to perform at the top of their game:



**Technical
expertise**



**Problem-solving
and decision-making ability**



**Interpersonal
skills**

The team that is on a higher level in terms of extraversion, agreeableness, conscientiousness, openness to experience and emotional stability tend to perform the best.


When selecting your team you need to look at the types of skills the individuals that make up the team possess and make sure that all the various types of skills are catered for.

A good thing to remember is that individuals often play multiple roles within a team and managers need to understand the individual strengths that each person can bring to the team.

Diversity is your friend! When a team is a diverse mix of personality, gender, age, education, functional specialisation and experience then you're onto a winner there. The team will probably perform more effectively and that will contribute to the business as a whole.

Other studies have shown that the most effective teams have less than 10 members. Why is that? Well, this prevents 'group think' (agreeing with the consensus rather than putting their true thoughts forward) and mutual accountability. It also makes it easier to coordinate efforts when time pressure is present.

The most effective teams have members that can complete each other's work if necessary, making them less reliant on one single member. High performing teams are usually made up of people who perform better in a team environment. Another factor to consider when assembling the dream team.

 **WORK DESIGN** Another really important element to creating your A-Team is what type of work are you assigning them? Effective teams need to work together and take collective responsibility to complete significant tasks.

Different types of assignments and work will need different types of skills and talents. If the team has an overall task or project and have the ability to work on it from end-to-end they will most likely fare better. This will help them understand the vision and the ultimate goal of the business.

This is how we get to the final component:



GOALS If you want your team to be as effective as possible they need to have a common and meaningful purpose that provides direction, momentum, and commitment.

The whole team needs to be clear on what is expected of each project, task or campaign that they are working on and what the goal is when that project is completed. Communicating this is of uber importance as it will have a great effect on what the team delivers.

Giving teams a goal will give them confidence and help them understand the why of what they do. This will guarantee future success, which in turn will make your team feel great about themselves.

When it comes to conflict within the team, it can actually improve their effectiveness. This doesn't mean personal agreements over who made the coffee too strong, but more conflict about the individual components of the project. Debate is a great way to help the team problem solve.

This will also help individuals not 'hide' within the team and will help everyone contribute in every way that they can.

HONING IN ON THESE FOUR KEY AREAS WILL HELP YOU BUILD THE BEST TEAM EVER.

Just remember: teams differ in form and structure and especially the purpose you had in mind when you created the team. Creating a team doesn't solve the issues or get the work done, rather it gives you the POTENTIAL to generate greater outputs within your business.

There is, unfortunately, no magic secret or formula when it comes to creating a dream team, and that's why the keyword here is potential. Creating a great team comes down to many factors, including these four key components, the individuals within the team, how they are managed, what tasks they are given as well as giving them support. This will ensure the foundation for a great team that will build a path with effectiveness.

To really get the best from a team situation, take the time to consider what you want as an end result and the specific expectations that you have for the team that you are engaging to achieve your goal.

MAKING
— WORK —
AWESOME.
SINCE AGES AGO

Consult Recruitment specialises in permanent and contract recruitment across:

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Our vision is to improve the lives of New Zealanders. We do this by changing lives for the better through placing awesome people, into great roles, with market leading organisations.

We're here to help you make your business even more awesome, one person at a time. If you are looking to hire your next team member, get in touch with one of the team today!



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