



Research shows, that the revenue and EBITDA growth of companies which are adept at recruiting, are significantly greater than those companies which miss the mark recruiting Tier 1 Talent.

Once the **Inside-Out Approach** is embedded in your organization, your recruiting team will be able to continue to build competitive advantage on their own.

Current Reality

New-Hire Failure Rates By Job Level

Overall failure rate – What % of all new-hires fail within 18 months? “46%” (Source: Leadership IQ)

Hourly new-hires – What % of all hourly employees quit or are fired within their first 6 months? “50%” (Source: Humetrics)

Management new-hires – What % of management new-hires fail within 18 months? “Between 40 and 60%” (Source: Harvard Business Review)

High managerial talent – What % miss the mark on high managerial talent? “In 82% of their hiring decisions” (Source: Gallup)

Executive new-hires – What % of executive new-hires fail within 18 months? “Nearly 50%” (Source: The Corporate Leadership Council)

CEO failure – What % of new CEO’s fail outright within their first 18 months? “Nearly 40%” (Source: Center For Creative Leadership).

Unequivocal success - What % of new-hires can be declared as an unequivocal success? “19%” or 1 in 5 (Source: Center for Creative Leadership).

Table by Dr John Sullivan

Yet despite that knowledge, AND the spending billions of dollars on technology AND surviving the worst recession in a 100 years, this is an example of what is happening in America:

- the turnover rated in America hasn’t changed over the last decade as it hovers above 20%.
- there are chronic talent shortages in every sector.
- the number of citizens counted as not in the labor force continues to climb and
- according to the Gallop Group - 70% of those people that do have jobs are either not engaged or actually hate the jobs they have.

And as you can see, even when you’re successful filling a senior executive role, there is no guarantee of success.

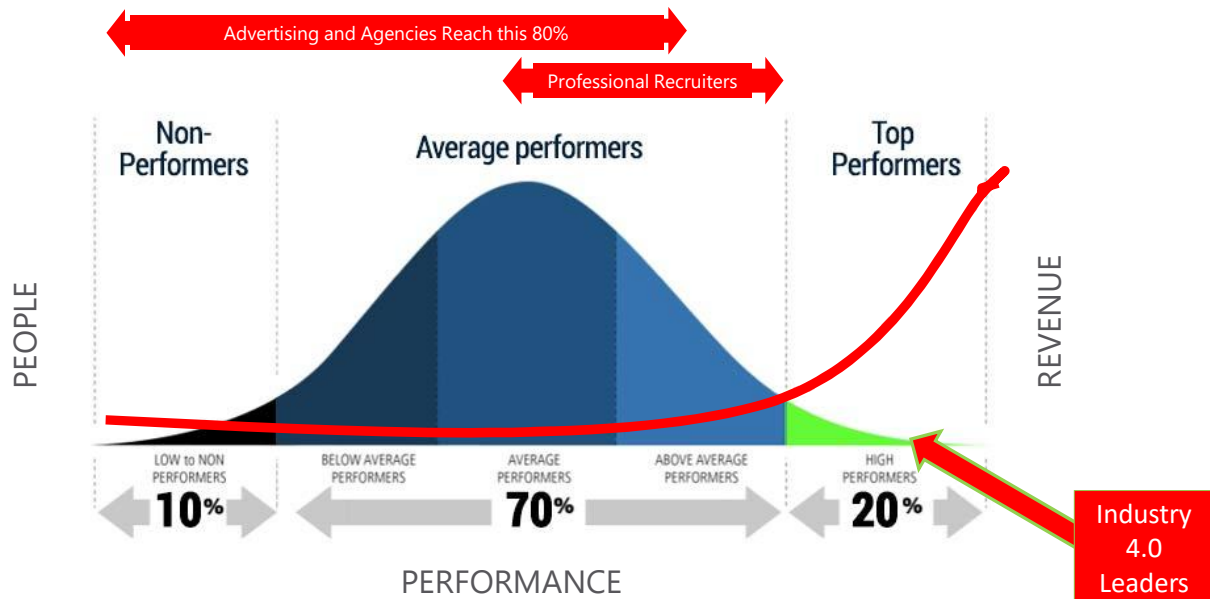
This is killing our economy – it’s time to put a stop to it.

This presentation will show you how to recruit 4.0 Leadership:

- what to look for

- How to find them
- how to attract and onboard them.

The Recruitment Challenge



This is the

The goal in an executive search isn't to find the best talent currently looking for work, or at least it shouldn't be. WHAT IT SHOULD BE --- FINDING THE BEST TALENT PERIOD. And herein lies the recruiting challenge: the best talent isn't necessarily looking for work. They usually have jobs – good jobs.

Business leaders know that companies with great executive talent significantly outperform their competitors. Additionally, globalization, attrition, and changing demographics have led to a scarcity of talent. So, it should come as no surprise that the competition for talent is fierce. All this to say that effective recruiting is now at the core of what builds competitive advantage.

It is paramount that you keep in mind that you may need to look outside your immediate environment, that is globally to locate this progressive

leadership.

The **Perry-Martel Inside-Out Approach** helps organizations to successfully address this recruiting challenge.

With the Inside-Out Approach, your organization will be able to find the very best, engage their interest, hire them, and ensure they stick around.



C·H·A·N·G·E

IN TODAY'S WORLD THERE ARE TWO KINDS OF COMPANIES...
THE QUICK, AND THE DEAD!

Tiger on the Sierra story

Tie to competing for resources...and how you do that.

Leadership 4.0 Recruiters



Today we are going to show you away to add real and significant value to your business by looking at executive recruiting in a new way.

‘You don’t need to be satisfied with good people or even the best talent currently looking for work – you can land the best talent period!’ Anyone can using the

Inside-Out Approach

So today, we are going to show you how to fuse strategy, values and behavioral science, with expert-driven insight and information, to the benefit of everyone tasked with hiring real leaders in your organization.

If you're ready to build a wining executive team stacked with the best talent MONEY ALONE can't buy this is how you do it!!!

Who are David Perry and Anita Martel?














TEDx

Chicago Tribune

SAE INTERNATIONAL

IEEE

Forbes | 2013 TOP 100 BEST CAREER WEBSITES

Amazon.com BEST SELLER





CIO

SRM SOCIETY FOR HUMAN RESOURCE MANAGEMENT

npr

HRmarketer.com

5 Reasons to take note

- ✓ 3 decades of experience
- ✓ 1 Year Guarantee
- ✓ Negotiated in excess of \$382M in salaries
- ✓ Completed 1000+ projects
- ✓ **Stick Rate 99.54%**
















































































AGENDA

The Inside-Out Approach



*'Luck never built a business.
Prosperity and growth
come only to the business
that systematically finds
and exploits its potential.'*
- Peter Drucker

This is our agenda for the next 40 minutes.

In our own words, this is essentially what we do every day.

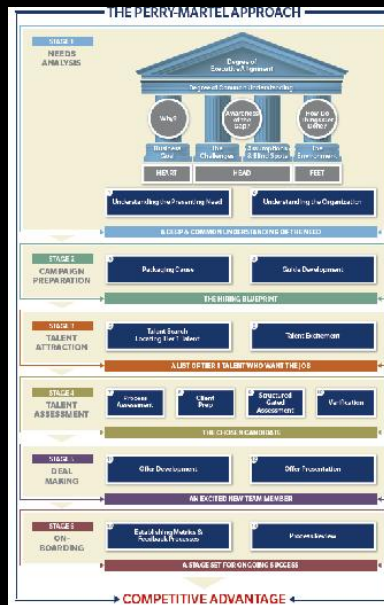
- Understand client needs
- Package an opportunity
- Sell it
- Assess Candidates
- Hire candidates
- And nurture the relationship

Or at least this is what needs to be done to

The Inside-Out Approach

Systems Approach
to Recruiting
Tier-1 Talent

- 6 Stages
- 14 Steps



*"SUCCESS IN BUSINESS IS
ALL ABOUT PEOPLE,
PEOPLE, PEOPLE.
WHATEVER INDUSTRY A
COMPANY IS IN, ITS
EMPLOYEES ARE ITS
BIGGEST COMPETITIVE
ADVANTAGE"*
- SIR RICHARD BRANSON

This is exactly what our 'systems approach' looks like. There are 6 stages and 14 steps we complete each time.

We are going to ask you to pull out of your "loot bag" the flyer called "Executive Recruiting – The Perry-Martel Inside-Out Approach". You can follow along the presentation using the diagram in the centre page that looks like this slide.

STAGE 1:

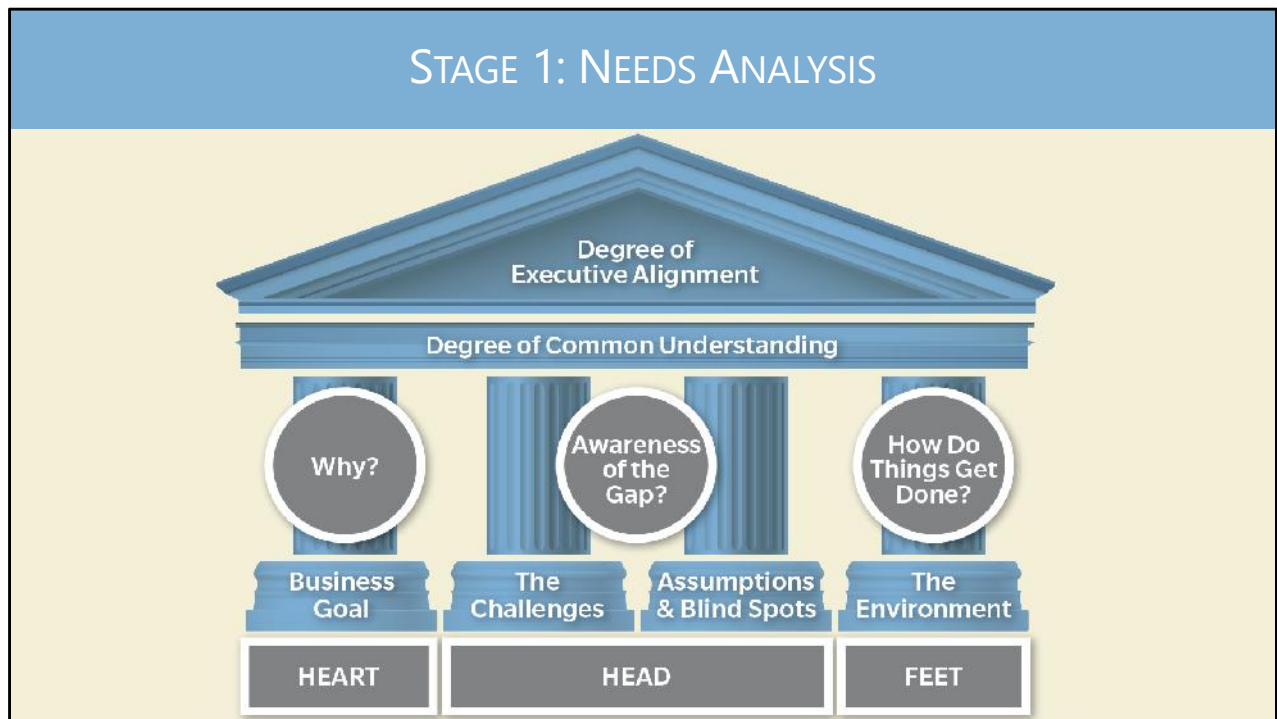
Steps 1-2

NEEDS ANALYSIS

Understanding

Successful organizations devote much more time to creating a clear picture of the role – and who best to put in it – than on executing the search. Focusing that lens, entails deliberately thinking through all the requirements embodied in the role, to document the needs. This requires the use of an integrated business analysis designed to fully address the role and establish expectations.

This is also where your research on Industry 4.0 would come in. If your organization is willing to make a transition to a culture that facilitates the creation of new knowledge that has now become the foundation for success, this process will offer you the opportunity to do it.



The first priority in every search is to acquire a deep understanding of the organization - where it wants to go - and the hurdles it will have to clear to get there.

This is the foundation for successful recruiting.

The entire process is built on three pillars:

The Heart: The best candidates will come to an organization not for money, but because of what the organization is trying to achieve. *To attract the best you first have to engage the heart.*

The Head: The best will want to understand the organization's business goals, its challenges, its assumptions and its blind spots. *Once you've spoken to the heart, you need to speak to the head.*

The Feet: Once you've engaged the head, you next have to engage the feet. The best will want to understand the organizational culture that drives how people

interact and how things get done.

Succinctly put, to attract the best you have to engage the heart, the head and the feet. To do this, you need to prepare. The best will ask questions. And, you'd better be ready to answer them.

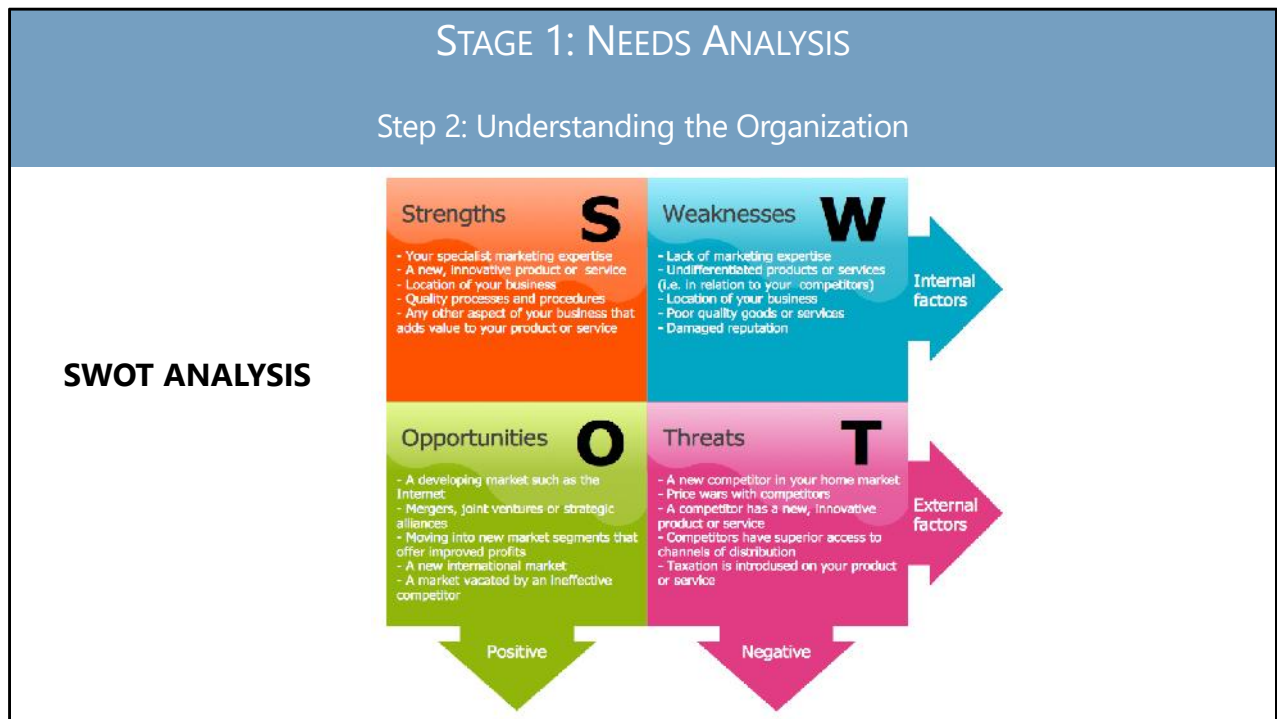
STAGE 1: NEEDS ANALYSIS

Step 1: Understanding the Presenting Need



The first step is

1. **Skills GAP Analysis:** of the senior team and direct reports. Successful recruiting requires an understanding of exactly where the company is in its evolution on a global front, how fast it's changing, and [what the current and future skills gaps look like](#).
2. **Needs Analysis:** a deep understanding of what needs to be accomplished in the role.
3. **Job Description:** establish and agree upon observable and measurable performance requirements with [Key Performance Indicators](#).



To truly understand the organization you must first do:

S.W.O.T. Analysis: conduct a detailed assessment the company's strengths and weaknesses, as well as the opportunities to be leveraged along with any potential threats.

Search Committee: chose 3-5 people to help articulate what is needed in a candidate, establish a **timeline**, ensure **due diligence** is met, conduct interviews and **contribute to the hiring decision**.

Search Chair: Determine which member is best suited to lead **unbiased discussions** and has the time needed to see the project through to its conclusion. This is someone who understands the needs and culture of the organization and is someone who can serve as a liaison to **guide discussions between the search committee and hiring manager**.

Stage 1: Needs Analysis

OUTPUT:

A Deep & Common Understanding Of
The Need

A collective and deep understanding of the need. We collectively understand and agree on the qualities of the right person for the position, the strengths and weaknesses of the officers not being replaced, the assets of the company and its market position, the short- and long-term goals of the organization, and goals of the board of directors.

STAGE 2:

Steps 3-4

CAMPAIGN PREPERATION

It's not enough to entice candidates with money. The best ones are already well paid. To attract and land the best requires more than a checkbook.

It necessitates using a deliberate process to create interest and draw them to the opportunity, one that lets us subtly connect with them on both a logical and emotional level right from the start.

Stage 2: Campaign Preparation

Step 3: *Packaging the Cause*

The Position Profile

Ignite their interest. It's
about them **NOT** you!



The Position Profile is a marketing tool. Its mission: to ignite the interest of Tier 1 talent, to make them think about the organization and imagine “what if.” It connects them to their destiny. Their destiny at your company. The elements involved paint a clear picture of the challenges and rewards. We embed video where ever it makes sense such as a CEO speaking about their mission for example.

Working closely with the search committee, we put together position profiles that fit your business culture and leadership models, while remaining sensitive to changing workplace and workforce issues, and evolving management styles.

Stage 2: Campaign Preparation

Step 3: *Packaging the Cause*

Confidential Candidate Brief

Replaces the need to wait for a resume from a prospect!



99% of people you want to recruit will not be looking. Passive Candidates have no resume – **this simplifies engagement.**

A Confidential Candidate Brief is used instead of a resume to quickly and easily build a profile of the prospective candidate. The Brief removes the time-consuming hurdle of resume preparation and surfaces the experience most relevant to the role. It enables prospects to see themselves in the role reverses the traditional seller/buyer personas in the employer's favor.

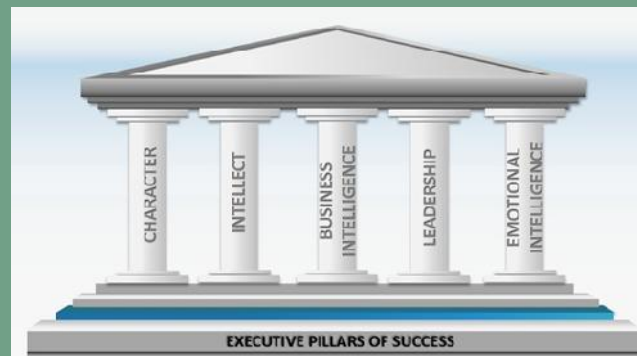
Stage 2: Campaign Preparation

Step 4: Guide Development

The Interview Guide

5 Categories

28 Core
Attributes



The guide leads the recruiting team through the interview process, ensuring they effectively address the baseline questions needed to accurately assess the candidates' skills, experience, fit and commitment to the role.

Naturally, you're wondering exactly which core characteristics we're talking about. Based on our own experience, and on input from others in the field, we've identified 28 key attributes of successful executives, broken down into 5 categories:

- * Character
- * Intellect
- * Business intelligence
- * Leadership
- * Emotional intelligence

IN CHARACTER FOR EXAMPLE WE LOOK FOR

1. *Integrity,*
2. *Honesty,*

3. *Credibility & Trust*
4. *Persistence*
5. *Resiliency* – AND THIS IS KEY WITH EXECUIVES --- Has the candidate shown, by their actions and deeds, that they have an ability to take a hit [*personally or in business*] and keep moving forward or do they fold early in a battle and hide behind “market conditions”?

Stage 2: Campaign Preparation

Step 4: Guide Development

The Reference Check Guide



10 Need to Know Areas

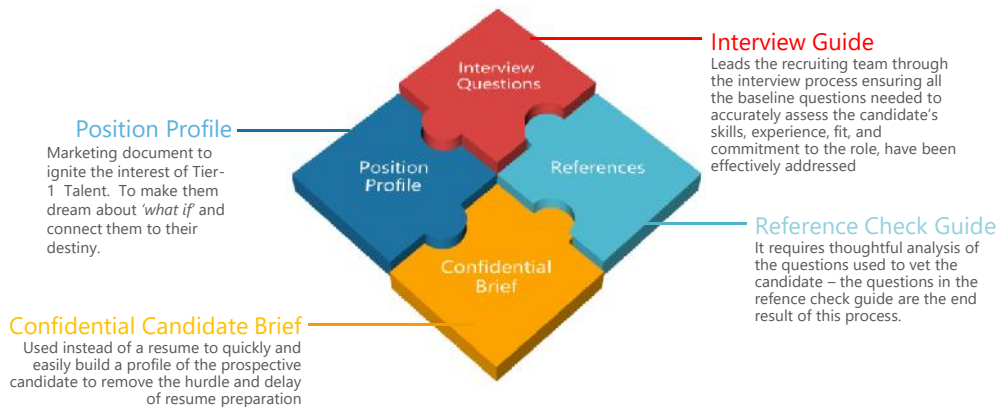
- Fit
- Personal Value System
- Prior Achievements
- Management Abilities
- Leadership Qualities
- ...and much more

Assessing a candidate's value system, prior achievements, leadership qualities and fit in relation to the role being offered is part ART and part SCIENCE. It requires the development of thoughtful questions for vetting the candidate – the questions in the Reference Check Guide are the result.

Stage 2: Campaign Preparation *The Hiring Blueprint*

Step 3: Packaging the Cause

Step 4: Guide Development



Stage 2 – has 2 steps and four pieces which come together to create the Hiring Blueprint.

The Hiring Blueprint makes clear everyone's role in converting **Tier 1 Prospects** into **Tier 1 Candidates**. It articulates the strategy and process that will be used to attract, evaluate and land Tier 1 Talent.

STAGE 2: CAMPAIGN PREPERATION

OUTPUT:

THE HIRING BLUEPRINT

The *Hiring Blue Print* makes clear everyone's role in converting Tier-1 Prospects in to Tier-1 Candidates. It articulates the strategy and process that will be used to **attract, evaluate and land** Tier-1 Talent

STAGE 3:

Steps 5-6

TALENT ATTRACTION

How you find someone who isn't actively looking and get them to raise a hand and say "Here I am!", while simultaneously assessing their fit, is the ***new recruitment paradigm***. It's not an easy feat. A clear understanding of each and every prospect is needed before the first call. To attract the best requires a recruiting campaign custom tailored for each and every prospect.

The **Perry-Martel Inside-Out Approach** provides the means to both discover and speak to each prospect's "why." Engaged in this way, tier 1 talent will select to actively pursue the opportunity presented.

Stage 3: Talent Attraction

Step 5: Talent Search - Locating Tier 1 Talent

Original Research
Underpins Every
Recruiting Project.



Research is the cornerstone of every recruiting project. And Research must underpin every action you take – time to hire has become an imperative for success because your clients compete for talent on a global basis – and the best talent get calls from recruiters all over the globe every week.

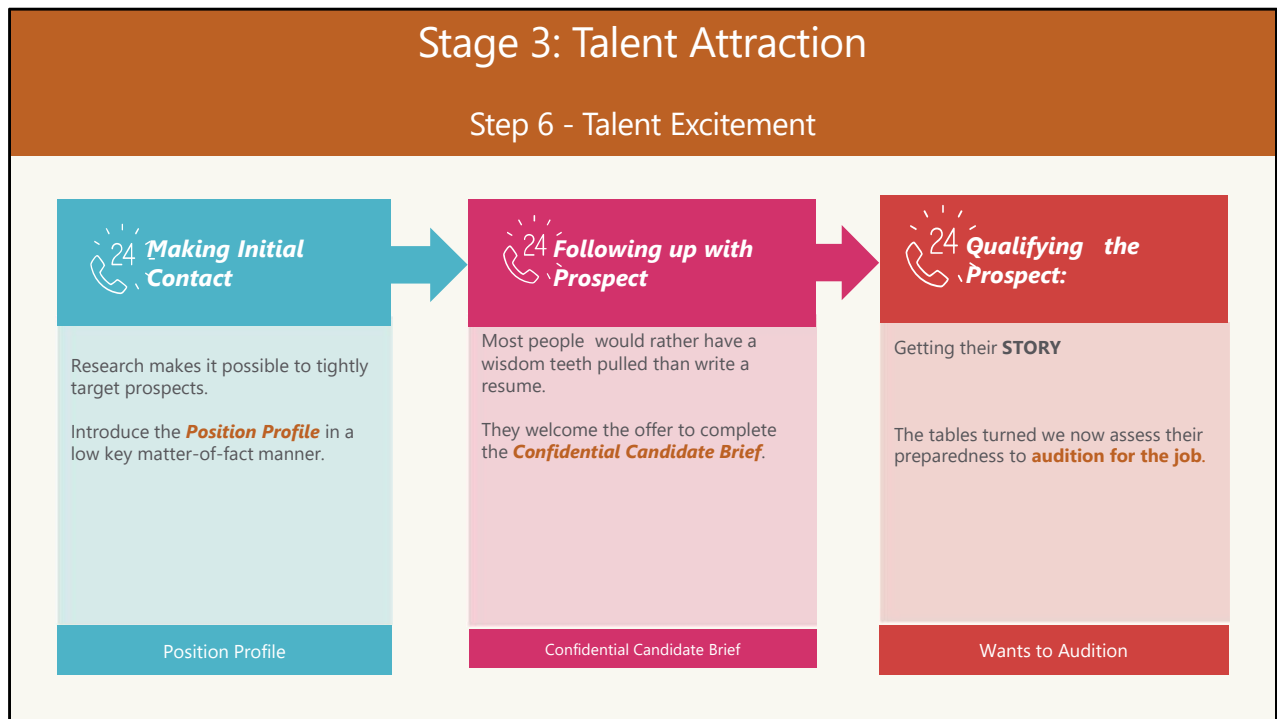
To be successful you must work to understand what drives a prospect before the initial approach.

This is very time consuming BUT a little tenacious upfront spade work will have a ten-fold impact on prospect engagement.

Your list of targeted prospects is often composed largely of individuals who not only haven't "applied" for the role, but may not even know the organization your representing even exists. This is why each prospective candidate must be contacted personally, one at a time, to introduce the role and assess their fit and to do that you need to understand who they are as professionals and people before you try to

engage with them.

You can see here the network of possibilities for identifying people is deep. But what do you do once you have the list? Well that's easy. Get personal!



Step 6 – Talent Excitement has three sub steps

Making initial contact is done by phone. Here’s where the research done in **Step 5** makes it possible to tightly target prospects, hone the message, and deliver it to the prospect in a way that creates interest.

The Position Profile created in **Step 3** is now introduced in a very low-key, matter-of-fact manner.

The follow up call is made a few days later – again by phone - to gauge the prospect’s reaction to the **Position Profile** and to introduce the **Confidential Candidate Brief**. **And because** we are able to speak from a reference point of knowledge about the prospect, their current company, their industry, and its challenges, they welcome the offer to complete the Confidential Candidate Brief. I explain that it takes about 20 minutes to a half hour but many people put much more time in to it – because now they are **auditioning for the job!**

Qualifying the prospect: Having reviewed the Confidential Candidate Brief and obtained an appreciation of the prospect's take on their fit to the role, this third phone call is designed to answer their questions and qualify them. This is a screening call where I get a better understanding of their career and motivations all by asking just one question and then letting them talk while I listen – intensely.

With the **Confidential Candidate Brief in hand** we can probe their career history to obtain a deep understanding of the fit and to assess what motivates and drives them. We close by qualifying each prospect's commitment to putting in the time and energy required to **meaningfully audition for the role.**

“Românii au talent”



Romania's got Talent

Now your selected candidates are ready to audition for the job and enthusiastically enter the Talent Assessment stage of the process.

STAGE 3: TALENT ATTRACTION

OUTPUT:

A LIST OF TIER 1 TALENT WHO
WANT THE JOB

You probably noticed that I used the term **“audition for the job”**. I did so **deliberately because** Now the **‘hunted’** have become the **‘hunters’**.

That’s very significant as candidate control is now yours. And you have

This is how you find someone who isn’t actively looking and get them to raise a hand and say “Here I am!”, while simultaneously assessing their fit.

From the very first contact, the recruiting process strikes the right note. The process **successfully addresses the new recruitment paradigm**, resulting in a short list of Tier-1 Talent who are not only qualified but want the role.

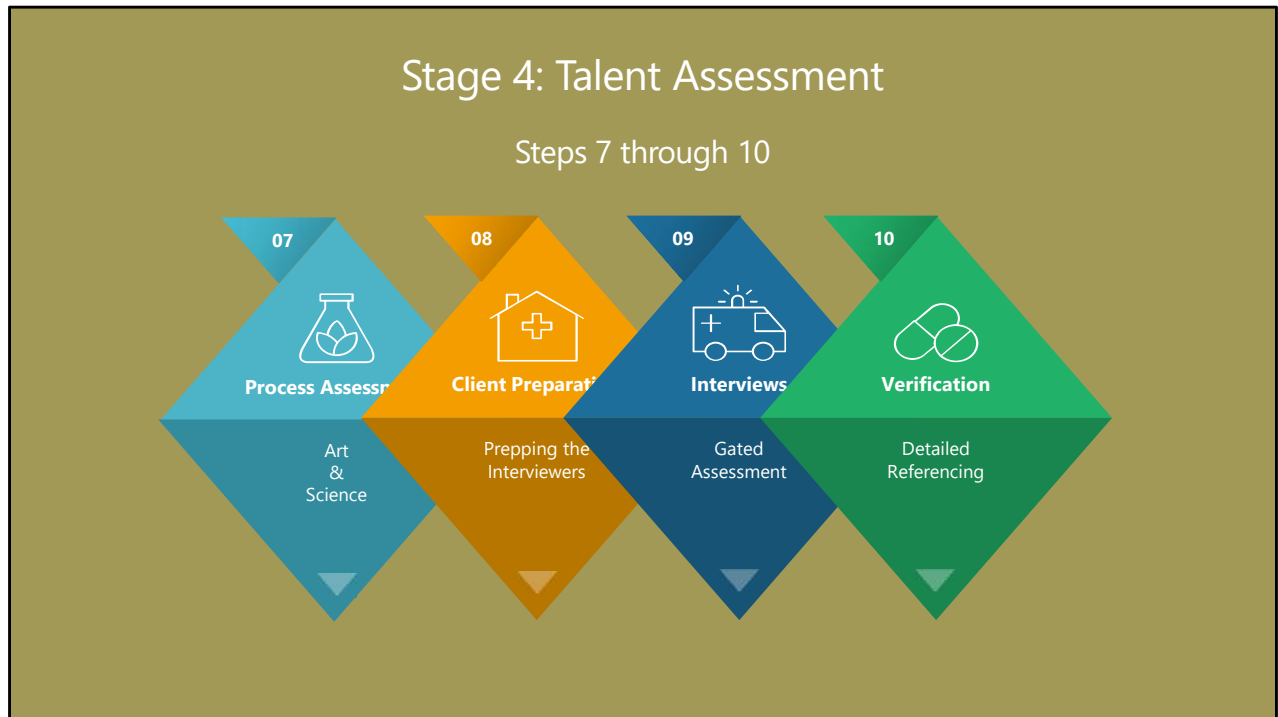
STAGE 4:

Steps 7-10

TALENT ASSESSMENT

Executive interviews are different from other interviews – they need to be, there's more at stake. As key as the candidate's knowledge, skills, experience, and track record are, it is vital that the interview process also evaluates the candidate's personal qualities (e.g. values, work ethic, leadership style and passion) to **ensure the right cultural fit**.

It is this fit that **leads to a productive resonance between the candidate and the rest of the executive team**. Getting to know, really know, a candidate takes time. However, this is time that is well spent.



Our Philosophy is to Make it easy for candidates to find out about the opportunity, but *make it challenging for them to win the position*.

Talent assessment must be multi-dimensional, structured, planned in advance and executed with rigor.

It's been our experience that - a demanding interview process garners the respect of Tier 1 Talent.'

These next four steps will surface your ideal candidate quickly.

Stage 4: Talent Assessment

Step 7 – Process Assessment : *The Art*



The Process Assessment is a test run that validates the parameters of the Position Profile in advance of taking the search project to the marketplace. This test run helps to significantly shorten the overall duration of the search by enabling the search team to fine tune both the recruiting process and candidate qualifications.

The Process Assessment:

- ❖ **Selects a benchmark candidate** to test and refine the Hiring Blueprint.
- ❖ **Conducts a trial interview** to ensure an accurate understanding of the ideal candidate.
- ❖ **Advise the search chair on possible blind spots** by providing feedback on the benchmark interview, highlighting any perceived bias which may color the candidate assessment.

Stage 4: Talent Assessment

Step 7 – Process Assessment : *The Science*



Don't be shy about using assessment tools.

Assessment tools are designed to 'look under the hood'.

No two companies are the same. The traditional one-size fits all approach doesn't work well. Great People inside's platform can account for your organization's uniqueness and it's greatness – because what works best for a multinational will be different than an enterprising start-up.

Stage 4: Talent Assessment

Step 8 : Client Preparation



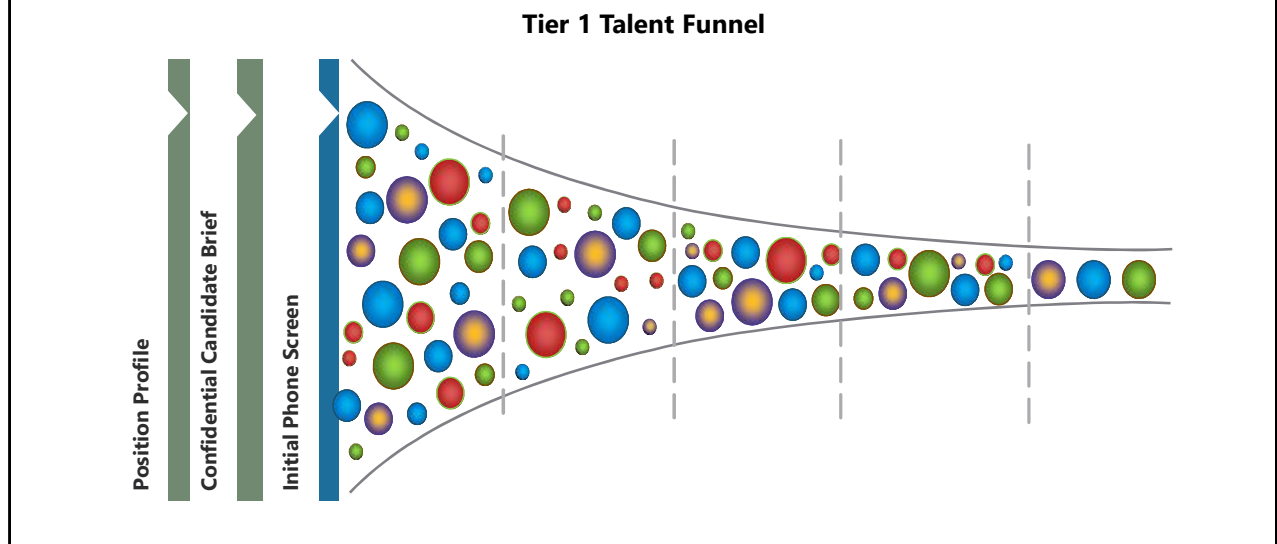
Do you prep your Hiring Manager and Search Committee? You should!

It's a well known fact that candidates do engage coaches to help them fine tune their interview performance. You need to provide that coaching advantage to your search committee. At each step in the interview process, the search chair, hiring manager, and search committee are coached on how to best articulate the organization's needs and its success stories to capture the interest and attention of the candidate – given the candidate's unique background.

As well, all those who will meet any of the candidates, are coached on how to emotionally 'connect' with each candidate. That's everyone from the receptionist to the limo driver - if you use one to pick out of town candidates and get them safely to your offices.

Stage 4: Talent Assessment

Step 9 : Five Phase - Gated Assessment



It's common to take 100 or more people through the "Talent Excitement Phase" where they review the Position Profile and then receive the Confidential Candidate AND an Initial Screen Call and bring the list of prospects down to a dozen. And this is where the Assessment begins to get fun.

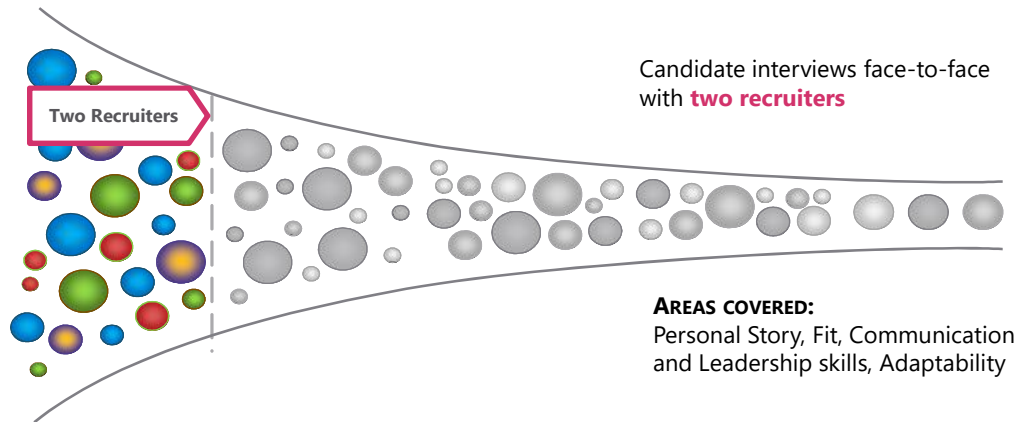
The Inside-Out Approaches' five-stage interview process, is designed to **systematically assess and remove candidates from consideration without delay** to reserve the more sensitive information only for the finalist candidates. Avoiding the "Black Hole Syndrome" is achieved by providing immediate feedback to all candidates, treating them with respect and dignity.

|

Stage 4: Talent Assessment

Step 9 : Five Phase Gated Assessment

Gate #1: Face-to-Face Interview



Typically a dozen candidates will be let through to the interview stage

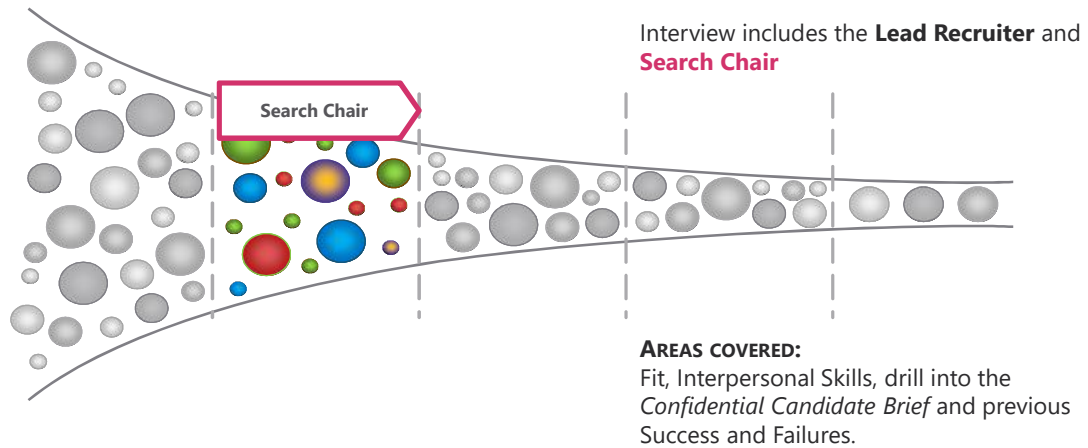
All candidates starts with a Face-to-Face recruiter interview with two recruiters.

During the first interview INCLUDE THEIR Personal Story, Fit, Communication and Leadership skills, Adaptability.

Stage 4: Talent Assessment

Step 9 : Five Phase Gated Assessment

Gate # 2: Search Chair Interview



If the recruiters agree then the candidate proceeds to a Search Chair interview.

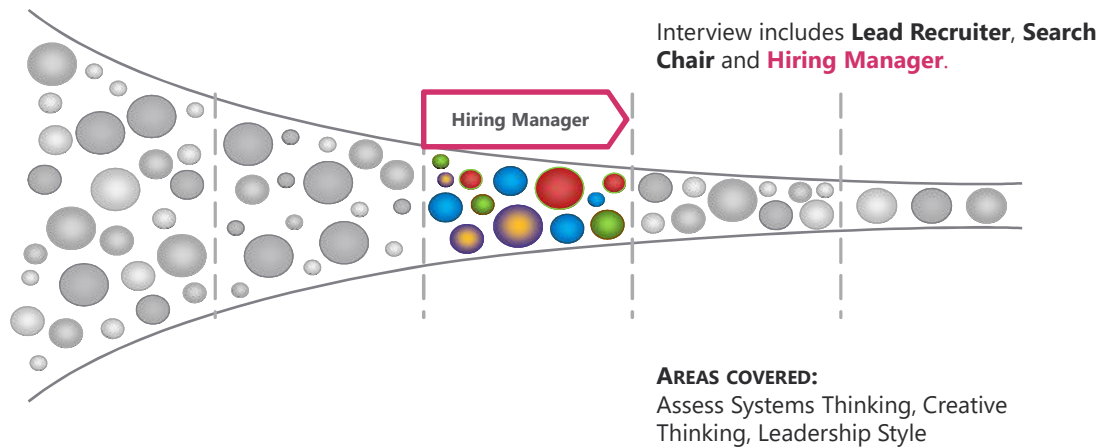
At this point we know the candidate has the skills, abilities and interest AND we know the fit is correct because of the Benchmark Interview previously completed in Step 7.

Now we verify Fit, and dig into their Interpersonal Skills, drill into the *Confidential Candidate Brief* and previous Success and Failures.

Stage 4: Talent Assessment

Step 9 : Five Phase Gated Assessment

Gate #3: Hiring Manager Interview



The search Chair helps hone in on the 3 best candidates who then meet the Hiring manager.

At this point the candidate interviews with the lead recruiter, the search chair, and the hiring manager. AREAS COVERED:

Assess Systems Thinking, Creative Thinking, Leadership Style

Now most searches have the candidates meet the search committee and then the Hiring Manager. We reverse the normal order and the **Hiring Manger** is not present because...

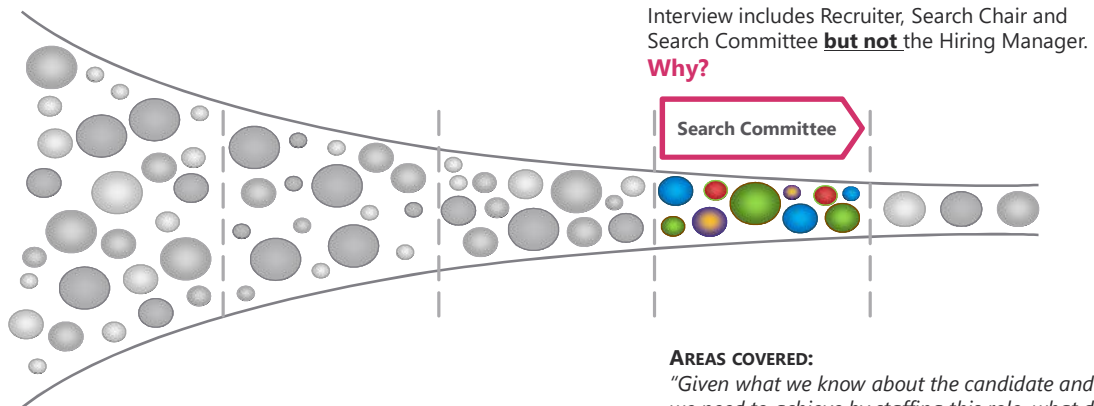
...

(flip the slide now)

Stage 4: Talent Assessment

Step 9 : Five Phase Gated Assessment

Gate #4: Search Committee Interview



AREAS COVERED:

"Given what we know about the candidate and what we need to achieve by staffing this role, what do we want to find out about this candidate personally and professionally that we don't already know?"

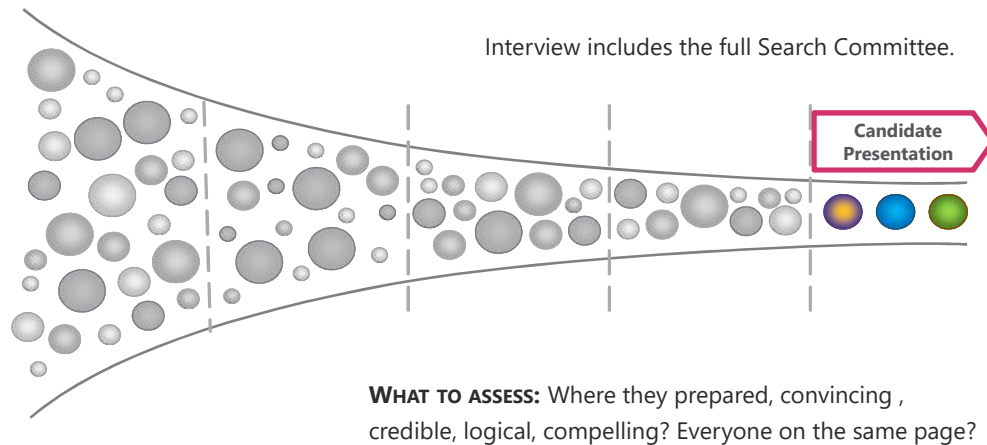
We want frank and honest feedback from the search committee members.

We don't want the Search committee's decision to be swayed by POLITICS – siding with the boss adds nothing to the process. So the Hiring Manager is absent AND the search committee has no idea who the Hiring Manager prefers.

Stage 4: Talent Assessment

Step 9 : Five Phase Gated Assessment

Gate #5: Candidate Presentation



Finalists make a formal presentation to the full search committee, outlining their understanding of the position and their plan for their first 100 days in the role.

Now you may well ask **why bother with a candidate presentation?**

Why?

Romania's got Talent

Stage 4: Talent Assessment

Step 10 : Verification



<https://perrymartel.com/dont-hire-a-liar/>



Step 10 is where we verify the candidates skills, abilities, interests and values with in-depth 360 references.

All reference checks are designed to address the specifics of the position being recruited for. In addition, the Reference Check Guide addresses the ten need-to-know areas of the final candidate's background, including leadership attributes, attitude, and systems and critical thinking skills, as well as work history and accomplishments. The lead recruiter conducts all reference checks through direct phone calls with supervisors, peers, and subordinates.

\$600 Billion/year lost to liars & thieves

In addition, Emotional Intelligence Assessment can be used as a tool for further comparison with reference checks, shedding light on any discrepancies between the two. It also reveals areas a candidate would benefit from further development thus assisting in corporate fit.

STAGE 4: TALENT ASSESSMENT

OUTPUT:

THE CHOSEN CANDIDATE

At the end of the Talent Assessment process there is a successful candidate who **shares the organization's vision** and sensibility. It is as if the chosen candidate was destined by fate to sit around that boardroom table and help the organization achieve its desired future.

STAGE 5:

Steps 11-12

DEAL MAKING

The process starts with the first interview. By subtly approaching the offer early on in the recruiting process, stumbling blocks, even deal damaging issues are identified and dealt with well before a formal offer is made. Shaping an acceptable offer requires floating trial balloons throughout the *Assessment Stage*. The key learning here is that [a slow reveal is the most effective approach](#) when it comes to deal making.

Stage 5: Deal Making

Step 11: Offer Development



KEEP CALM and follow The Golden Rule

Before an offer is made, a list of the candidate's needs and expectations is prepared. This list goes well beyond salary requirements.

When it comes to Tier 1 talent the golden rule is that gold by itself is insufficient. The successful offer will address the candidate's intrinsic motivations. It is important to be transparent about the position and compensation throughout the interview process. The operative phrase here is "no surprises, no misunderstandings."

It is during this step that everything gets committed to paper. The compensation package is structured to reinforce the organization's KPIs, as defined in the job description and highlighted in the Position Profile.

Understand the candidate's primary motivation for wanting to join your company and sell to it, especially if you know you can't meet all the cash requirements.

In some cases, psychic cash is worth more than the cold hard cash.

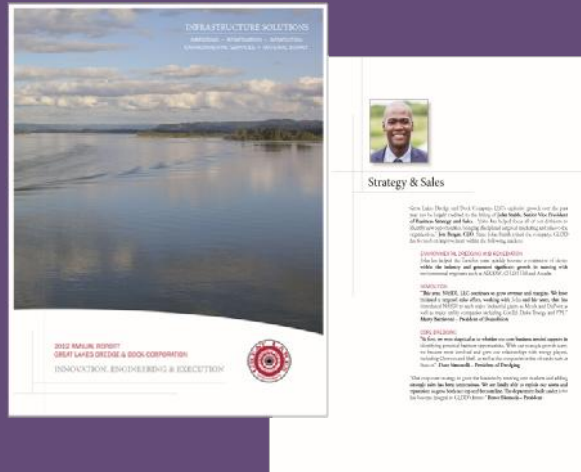
Psychic cash refers to non-cash tangible and non-tangible items which have a immense psychological value to your candidate. You will have been probing heavily during he last few interviews to discern that information, especially if you already knew that salary expectations could not be met.

Bottom line, almost anything legal you can think of which the candidate would really like BUT would never pay for themselves is potentially psychic cash.

Stage 5: Deal Making

Step 12: Offer Presentation

Make
it
Personal!



Whenever possible the offer is made in person. Apart from enabling an immediate signature, this approach allows the candidate, and possibly their significant other, to be walked through the entire package, with questions being addressed as they arise. These types of negotiations are relationship driven. Throughout the entire recruitment process, significant energy and effort have gone into building a trusting relationship between the candidate and the organization that facilitates successful negotiations and ultimately a successful outcome.

Here's a creative example from one of our clients – the CEO of Great Lakes Jon Berger, had the great idea of mocking up a **future annual report** that had quotes from the Board Chair, The CEO and the President talking about why they were glad the candidate had accepted the company's offer and joined the company.

CEO Jon Berger's quote was, "Chris has helped focus all of our division's efforts to identify new opportunities, bringing disciplined targeted marketing and sales to the teams, focused and improved operations and developed a homogeneous, focused Team".

Here the Psychic-cash was the opportunity to build a new company from a solid platform NOT leave his home town to do so because we opened an office for him AND to perhaps succeed the CEO when he retired.

STAGE 5: DEAL MAKING

OUTPUT:

AN EXCITED NEW TEAM MEMBER

Now you have

The recruitment process we've outlined – **The Inside-Out Approach** - delivers the whole person: *the heart, the head, and the feet*.

It delivers an executive who feels a [personal connection to both the organization's desired future and the executive team that she or he will be part of](#).

STAGE 6:

Steps 13-14

ON-BOARDING

Retaining top talent is no small feat. Competition for the best and brightest is fierce.

After all the effort and expense of acquiring a top performer, the last thing that the hiring organization wants is for the new hire to abandon them for another suitor!

When it comes down to it, the most important thing that the organization can do to keep suitors at bay is to honor all the promises made to the new hire while courting them — even the ones that weren't documented.

Stage 6: On-Boarding

Step 13: Establishing Metrics & Feedback



Metrics: Formal 30-90–180-365 day plans with supporting success measures, agreed to by both the new hire and the search chair, are put in place.

Feedback Process: To ensure a solid start, a process is put in place for regular scheduled follow-ups with the new hire and the search chair — to make sure objectives have been met and that commitments are seen as having been kept.

The prime focus of this feedback process is to ensure that any issues that have the potential to impact job satisfaction and/or performance are dealt with early on.

Stage 6: On-Boarding

Step 14: Process Review



The entire recruiting project is reviewed with the client's hiring team.

The learnings from this review are used to fine tune the recruiting methodology. A methodology package, tailored to the client's environment, is prepared and given to the client's team to assist them with future hires.

STAGE 6: ON BOARDING

OUTPUT:

A STAGE SET FOR ONGOING SUCCESS

And now the

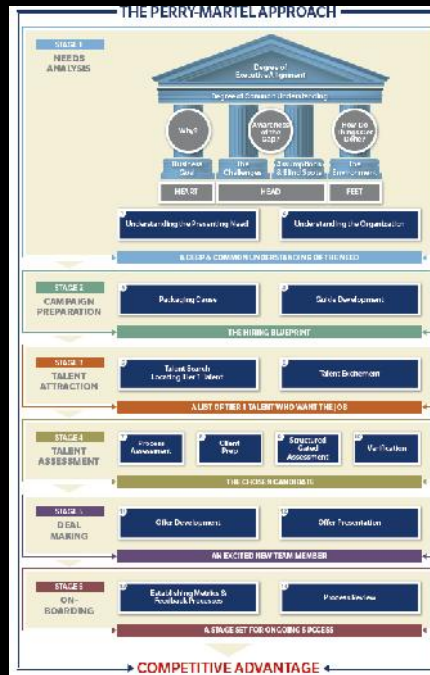
The organization has a new team member who is in step with the organization's goals and objectives. This new hire has a plan that enables him or her to start contributing almost immediately, forgoing much of the time that would normally be used to ramp up. As well, this new hire has a set of metrics that will keep them focused and running hard.

The organization has a one year plan for regular interventions with the new hire, to ensure that she or he is, on day 365 in the job, just as energized by the organization's vision and what the organization is trying to achieve as she or he was on their first day with the organization.

And finally, the organization has a recruiting team whose members have grown their skills and understanding of what it takes to attract and retain Tier 1 Talent.

The Three C's of Talent Retention

- Cause
- Connection
- Compensation



With the **Perry-Martel Inside-Out Approach**, executive integration starts during the recruiting process with full candidate engagement.

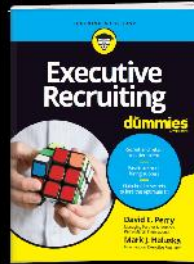
We consider, right out of the gate, the three C's of talent retention — Cause, Connection, and Compensation.

This ensures that your new executive can contribute quickly and meaningfully – and makes them nearly impossible to recruit away.

In Conclusion

*Don't just fill a box on your organization chart – **Create Value.***

Build a winning executive team stacked with the best talent money alone can't buy.



<https://perrymartel.com/executive-recruiting-books/>

Successful organizations devote much more time to creating a clear picture of the role to be filled, than on executing the search.

Focussing that lens entails deliberately thinking through all the requirements embodied in the role, in order to make clear the need.

If you would like a detailed description of our process you will be able to find one in either of our books,



Perry-Martel International

The Inside-Out Approach

Delivers Killer Competitive Advantage

Turning Recruiting into a Competitive Advantage Generator.

Perry-Martel fuses strategy, values, and behavioral science with 'guerrilla' tactics to deliver what others say cannot be done, through an open, honest, and transparent process.

Perry-Martel's Inside-Out approach delivers more than Tier-1 Talent.

It delivers killer competitive advantage.

It turns recruiting into a competitive advantage generator.