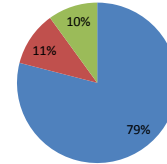




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#### Business Leaders Satisfaction With Access To Talent

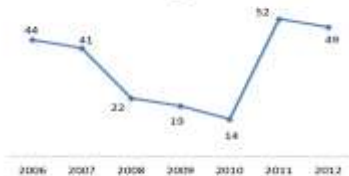
■ Dissatisfied ■ Satisfied ■ Neutral



\*research by MCI & Kelly Services 2012

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#### U.S.: % Employers Having Difficulty Filling Jobs



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## THE PROFESSIONAL DNA

Workplace Preferences  
Critical Mix of Talent & Skills  
Motivations For Change  
External Inspirations  
Geographic Interests

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## WORKPLACE PREFERENCE

- Contributor vs. Leader
- Collaborative vs. Concentrated
- Shorts & Sandals vs. Suit & Tie
- Start-Up vs. Established

\*inspired by research conducted by Jennifer Chatman, Northwestern University  
"Improving Interactional Organizational Research: A Model of Person- Organization Fit"

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## WORKPLACE PREFERENCES

According to Chatman, "we need to find ways of characterizing persons and situations in mutually relevant and comparative forms."

\*inspired by research conducted by Jennifer Chatman, Northwestern University  
"Improving Interactional Organizational Research: A Model of Person- Organization Fit"

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## WORKPLACE PREFERENCE

**"People tend to be happier when they are in settings that meet their particular needs or are congruent with their dispositions."**

\*Diener, E., Larsen, R., & Emmons, R. (1984) Person X situation interactions: Choice of situations and congruence response models. *Journal of Personality and Social Psychology*, 47, 580-592.

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## DISCUSSION QUESTION

**How do you define your unique workplace preferences for your open job requisitions?**

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## THE CRITICAL MIX

**"We use a development model at Deloitte that we call the three E's. Education, Experiences, & Exposure. All three are critical to building capability."**

**-- Diana O'Brian, Mang. Principal of Deloitte University**

\*Henderson, J. Maureen. "The critical skills you need to succeed in the job market of 2020." *Forbeswoman*, 9/12/2012 @ 9:02AM.

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## DISCUSSION QUESTION

**How is the "critical mix" defined within your organization?**

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## MOTIVATIONS FOR CHANGE

**"On a very simple level there are only two reasons why candidates look for new jobs and ultimately accept offers. A "going away" strategy & a "going towards" strategy."**

\*Adler, Lou. "Why top candidates take jobs – understanding and managing motivation." 1/30/07. [www.adlerconcepts.com](http://www.adlerconcepts.com).

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## MOTIVATIONS FOR CHANGE

**Adler teaches to assess this by investigating the candidate's analysis of the quality of the job, the quality of the hiring manager, the quality of the team, the quality of the company and it's growth plans, and the compensation package.**

\*Adler, Lou. "Why top candidates take jobs – understanding and managing motivation." 1/30/07. [www.adlerconcepts.com](http://www.adlerconcepts.com).

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## TIME FOR COMIC RELIEF

What are some of the wildest “motivations for change” you have ever heard?

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## EXTERNAL INSPIRATIONS

What do your employees think about when they are on the proverbial “backyard swing set”.. What do they imagine about as if they were children and without limitations?

\*inspired by Laffey, A.G. & Charan, Ram, “Innovation: Making Inspiration Routine.” Inc., June 1, 2008.

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## DISCUSSION QUESTION

How do you inspire innovation within your companies?

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## GEOGRAPHIC INTERESTS

Analyze the “where” of the candidate’s motivation. Specifically ask them to give you an elevator pitch about why someone should live in the location of the job. Even if they already currently live in the location.

\*from training materials delivered by Greg Doerschling, Nationally Respected NAP5 Speaker & Trainer. Personally trained me in 2009.

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## DISCUSSION QUESTION

How do you quantify your hiring model?

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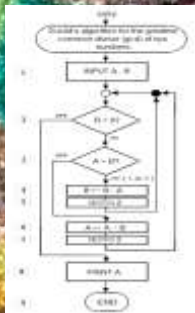
## AUTOMATE THE ANALYSIS

After the position is clearly defined, and benchmarked... Analyze every candidate for that position with the same lens, same questions, same weights, and most importantly stay disciplined. Build, Measure, and Learn.

\*derived from principles associated with The Lean StartUp by Eric Ries

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## EUCLID'S ALGORITHM



## THE GRAND FINALE

Recruiting beyond the resume is not as much about magic pixy dust as it is about understanding the position as if it were a recipe and utilizing lean engineering techniques to standardize the analysis of every candidate as automated as possible.

\*personal statement by speaker regarding best practices in recruiting

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## THE GRAND FINALE

The resume is only one ingredient and can provide a great jumping off point, but what if, in addition to a resume, there was a way to identify the probability of success within your candidate pool at point of initial application?

\*problem hypothesis of The Hidden Job

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## THE GRAND FINALE

Thanks again for this most honorable opportunity to be your featured speaker today.. Please don't hesitate to contact me about information in this presentation or about the hiring benchmark models we currently use at Icon..

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