The Science of Recruiting Senior Staff

Mintrac Conference 2017

How hard can this be right?

Recruitment 101:

Job description – check

Advertise – check

Interview – check

Pick the closest fit – check

Job offer – check

New incumbent starts work – check

HR – Job Done!! Check

………………………………………..??

My General Observations:

› Its hard to attract talent to our sector across the role spectrum

› When we can attract 'outsiders' – its often hard to retain them

› We have greater success from candidates within the industry

› We have an opportunity to "Chase Great"

› We do risk people leaving by preparing them for leadership roles but what is the risk if we don't?

Why is there greater success from within industry?

› Grit

› Character

› Discipline

› Will to succeed

› Innovative – be it good or bad!

› Pride

› Culture

These are good old fashioned foundations

"The goal is not to hire people who need a job but to hire people who believe what you believe…………..If you hire people who need a job they will work for you for money.

But if you hire people who believe what you believe they will work with blood, sweat and tears.." - Simon Sinek

Simon Sinek, Start with Why?
https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action#t-478956

Legacy: 15 Lessons in Leadership – James Kerr

1. Sweep the sheds - Humility
2. Go for the Gap
3. Play with Purpose
4. Pass the ball – People and talent
5. Create a learning culture
6. Follow the spearhead
7. Embrace expectations
8. Train to Win – Practice under pressure
9. Keep a blue head
10. Know Thyself
11. Sacrifice
12. Invent a language
13. Ritualise to Actualise
14. Be a Good Ancestor – Plant trees you'll never see
15. Write your own Legacy

GAB

› The majority of our employees do not have advanced diploma's or degrees.

› Many have dropped out of school

› Most will tell you they find learning hard

› Some are adjusting to growing up

› They are all change adverse!

But, sometimes the risk of failure is a crucial step on the road to success!!

You can no more capture true knowledge in a repository than you can trap lightning in a box…………
(Cross, 2011, *Informal Learning*)

Succession Planning: Implementation is often too late

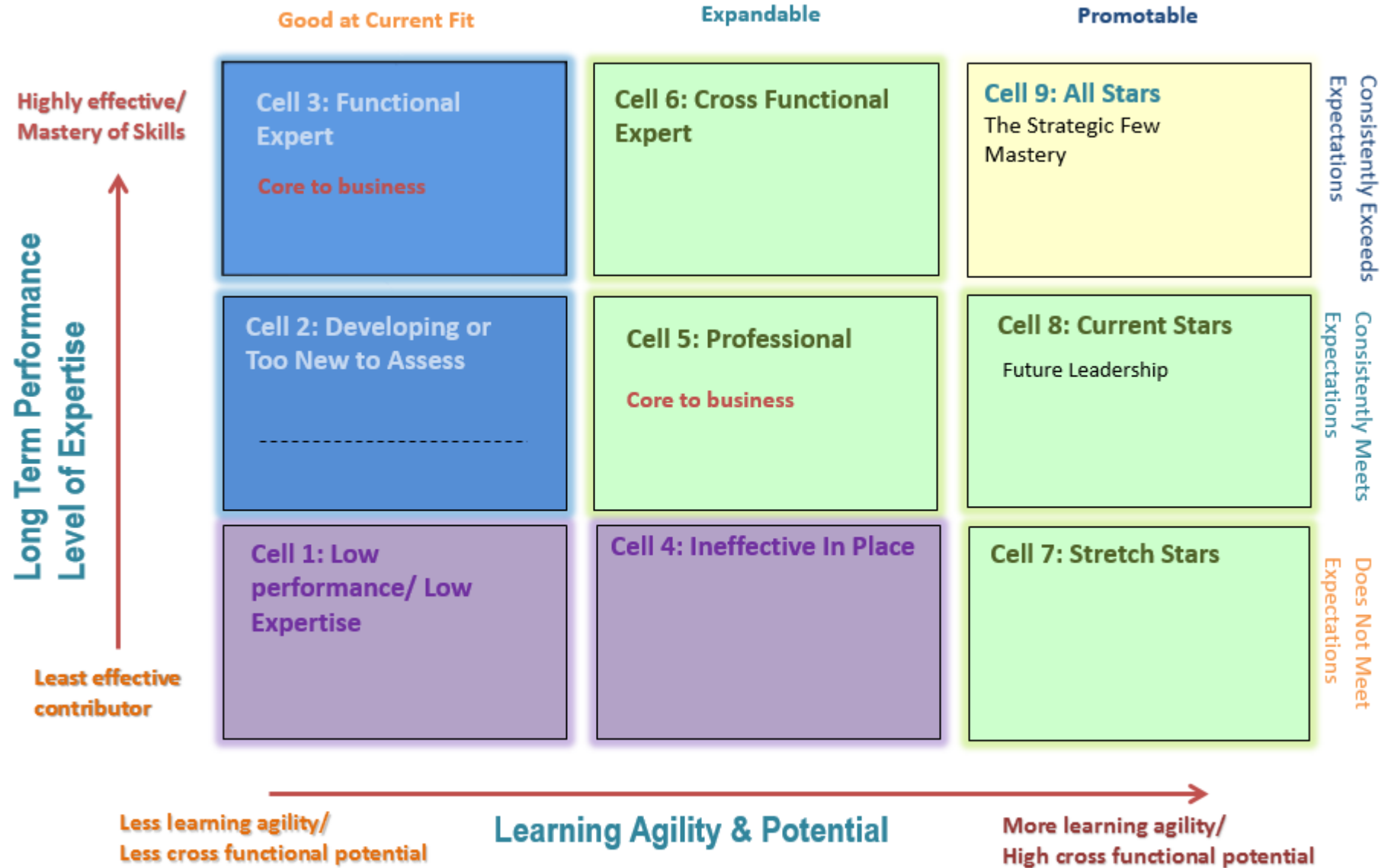| Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
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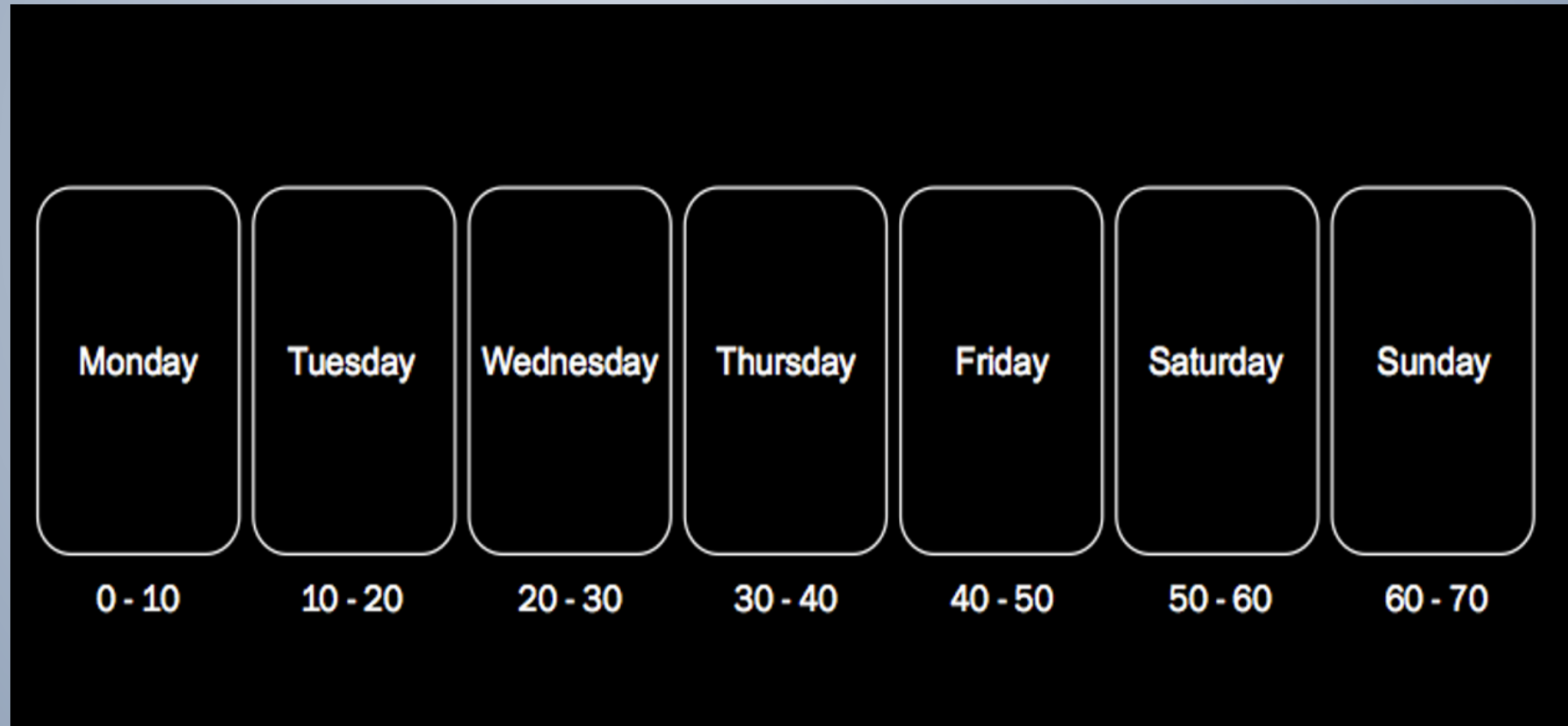
"Exceptional success requires *exceptional circumstances.*"

Wayne Smith, former All Blacks assistant coach

Matrix Definitions

	Good at Current Fit	Expandable	Promotable
Highly effective/ Mastery of Skills	**Cell 3: Functional Expert** Core to business	**Cell 6: Cross Functional Expert**	**Cell 9: All Stars** The Strategic Few Mastery
	Cell 2: Developing or Too New to Assess ---------------------------	**Cell 5: Professional** Core to business	**Cell 8: Current Stars** Future Leadership
Least effective contributor	**Cell 1: Low performance/ Low Expertise**	**Cell 4: Ineffective In Place**	**Cell 7: Stretch Stars**

Long Term Performance Level of Expertise ↑

Consistently Exceeds Expectations

Consistently Meets Expectations

Does Not Meet Expectations

→ **Learning Agility & Potential**

Less learning agility/ Less cross functional potential

More learning agility/ High cross functional potential

Matrix Distribution and Tracking

Cell 3:

25%
Target: 125
Actual:

Cell 6:

10%
Target: 50
Actual:

Cell 9:

1%
Target: 5
Actual:

Cell 2:

13%
Target: 65
Actual:

Cell 5:

27%
Target: 135
Actual:

Cell 8:

6%
Target: 30
Actual:

Cell 1:

5%
Target: 25
Actual:

Cell 4:

5%
Target: 25
Actual:

Cell 7:

8%
Target: 40
Actual:

So I have a 9 box, then what??

The 9 box is the what…….

So What?

What next?