

Connecting People and Strategy

Newsletter by **Bergeron Associates**

October 2000

Hire Exceptional People by Developing Talent Scouts

You can significantly boost your existing recruiting efforts by making talent scouts out of all your employees! Transforming your employees into talent scouts takes an action plan and on-going management. Here are some suggestions to get you started.

Charter your leadership team to get engaged with educational institutions.

Start with the alma matters of the leadership team. Whether you are seeking student coops and interns or full-time employees through undergraduate and graduate programs, encourage leaders to become guest speakers in educational forums. Help leaders establish relationships with career development personnel and other alumni, and create an on-going dialogue with professors and instructors. Let your leaders set an example for employees to follow as you cascade this approach further down into the organization.

Re-ignite your Employee Referral Program.

Challenged, valued employees who are proud to be part of your organization are inclined to make referrals. Check the climate of your workforce to make sure employee referral program investments would generate returns that you expect. It may be your money is better spent on improving the work environment followed by the referral program.

- Streamline the referral and hiring processes so you can act quickly which is necessary in today's tight labor market. Make tools accessible and easy to use for both employees and applicants. A web-site is a given. Make the web-site interactive so applicants can apply on-line and connect with your employees to talk about company culture and their experiences.
- Educate employees on how to develop networking skills and build strong relationships from which to make future referrals. Make use of educational workshops, informal discussions over lunch and one-on-one coaching to get employees talking about effective talent scouting techniques. Learn from each other as a way to generate innovative ideas.
- Networking takes time so make it worthwhile for employees to make referrals. Assess the amount of

your referral bonus and consider special campaigns from time to time that provide more generous rewards.

- Give the referral program on-going visibility: market your program heavily at orientation with new hires; communicate special campaigns through email and voice mail; devote a section of your intranet to the program and its results; highlight it as a regular topic of discussion at employee meetings.
- Provide all employees with business cards so they are prepared to exchange contact information in a moment's notice.

Use low-pressure forums to build your network before you have a need.

Traditional sourcing vehicles are largely focused on tapping into people actively seeking new employment. Building your network before a specific need is established will help build alliances with people who are not active in a job search. Provide low-pressure opportunities so prospective applicants can get to know your company and meet your employees.

- Routinely host casual forums or social gatherings and ask employees to invite a guest.
- Create a presence in the community by offering a company information booth staffed by employees at a community event such as a town fair.

Article Watch

Does Your Star Performer's Behavior Limit His Success?

Whether your star performer is a driver, overachiever, rebel, pessimist or needs help in assessing the political environment this article provides ideas for enabling optimal results through coaching. "Managing Away Bad Habits", by James Waldroop and Timothy Butler, Harvard Business Review, Sept-Oct 2000.

www.hbsp.harvard.edu

- Encourage employees to build company recognition by participating in company-sponsored events, such as road races, while wearing t-shirts and caps with the company logo.
- Introduce yourself to speakers at conferences and professional association meetings. While the speakers may not join your firm, they may know of others who could be the right fit.
- Find out who the experts are in your field by reading. Contact authors and experts mentioned in publications and introduce yourself.
- Consider collaborating with other credible companies when planning sourcing events.
- Do not overlook former employees or those who provide references for potential new hires as great sources.

Stay visible and connected with your growing network.

- Add new contacts to your company's newsletter distribution list.
- Invite prospective applicants to information or educational sessions hosted by your firm.
- Encourage attendance at company social gatherings.
- Know what is happening in the world. Some events may prompt prospective applicants to start a job search. Events might include a merger or acquisition, company relocation, reduction in force or out of control growth.

Measure what counts.

- Measure the leads, interviews and new hires resulting from your recruiting efforts. Be sure to track the sources of your new hires, so you continue to invest in successful approaches.

About **Bergeron Associates**

We work with leadership teams to produce desired business results by aligning business strategy, and people. We can help you translate your business strategy into a performance based action plan, increase company-wide understanding of the plan through implementation of a communications strategy and align workforce and management practices with your business strategy.

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- Set hiring targets for the talent scout program at company, business unit or departmental levels. Communicate results to promote importance, build momentum and celebrate success.
- Reward your leadership team for delivering results in their talent scouting activities. Thank your recruiters for their help!

Remember in today's labor market you must move quickly. Identifying potential talent through the deliberate development and deployment of employees as talent scouts should put you one step ahead of the game.

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Routing List:
