



CLC RECRUITING™

Building Next-Generation Recruiter Capabilities

Executive Summary

SETTING THE BAR

Key Findings

Despite the widespread perception of a “buyer’s market,” quality of hire has declined significantly across the past year. This is largely a result of rising organizational complexity and increasingly unforgiving labor markets. These new realities require Recruiting organizations—and recruiters—to extend their impact through strategic framing of recruiting decisions. Now more than ever, recruiters need to be Talent Advisors. The capabilities of these next-generation recruiters encompass process expertise, talent pipeline management, and strategic advisory capabilities, with a particularly heavy emphasis on the latter.

Yet, only 19% of recruiters today are proficient as Talent Advisors, and only 35% of hiring managers believe that Recruiting effectively influences business decisions.

Key Recommendations

To boost their business impact, the best Recruiting functions:

- Shift Recruiter Mindsets and Skill Sets from “Order Takers” to “Decision Influencers”
- Make “Strategic” More Tactical
- Earn the Right to Influence through Firm-Specific Business Acumen and Labor Market Expertise
- Close the Gap Between Learning and Work
- Engage Recruiting Managers to Drive Development



Recruiter performance is driven disproportionately by two roles: Strategic Advisor and Pipeline Manager.

- Pipeline Manager capabilities have twice the relative impact on recruiter performance as Process Expert capabilities.
- Strategic Advisor capabilities account for more than half of the relative impact on recruiter performance.

Talent Advisor Defined

(tal-ant ad-vīzar) noun:

Talent Advisors are decision-influencers, not order-takers. They earn the right to influence by informing staffing decisions with acute knowledge of the organization and deep expertise of external markets.

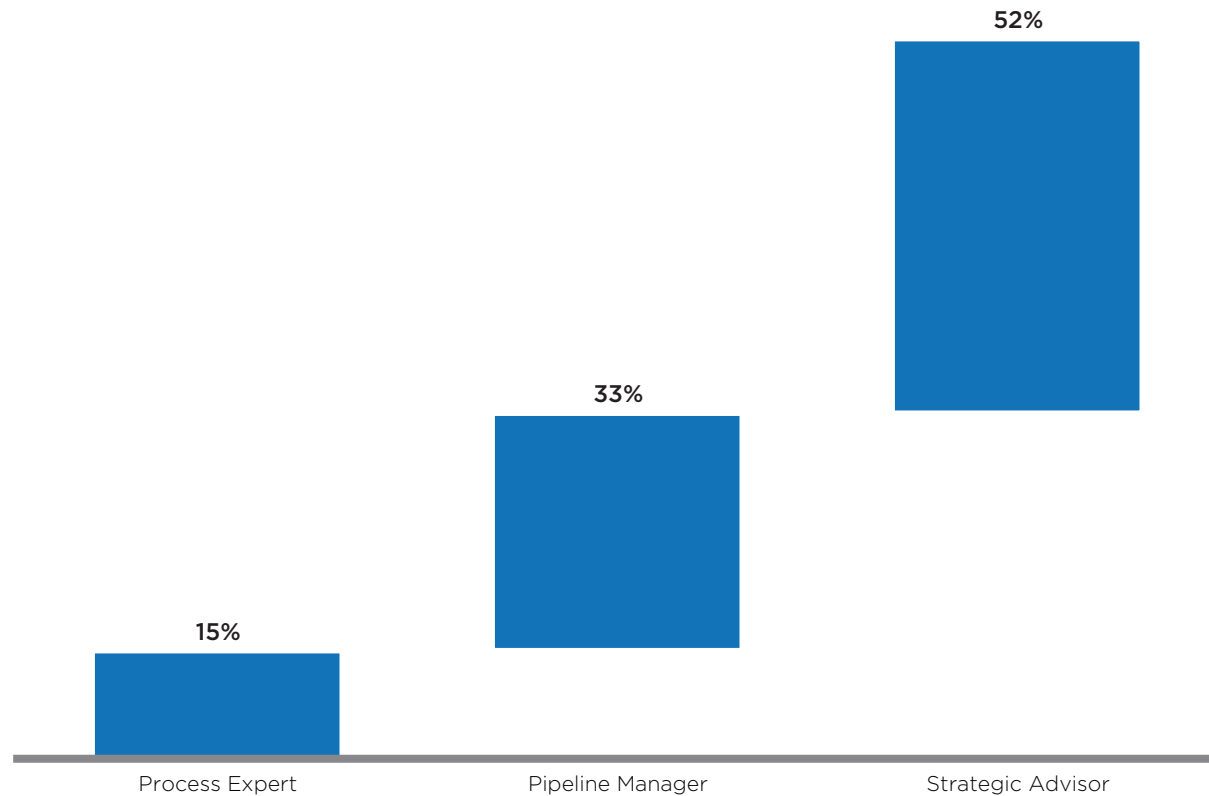
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MOVE BEYOND PROCESS MASTERY TO STRATEGIC INFLUENCE

Relative Impact of Recruiter Capabilities on Recruiter Performance
Percentage of Impact Explained



Differentiating Talent Advisor Capabilities

19%

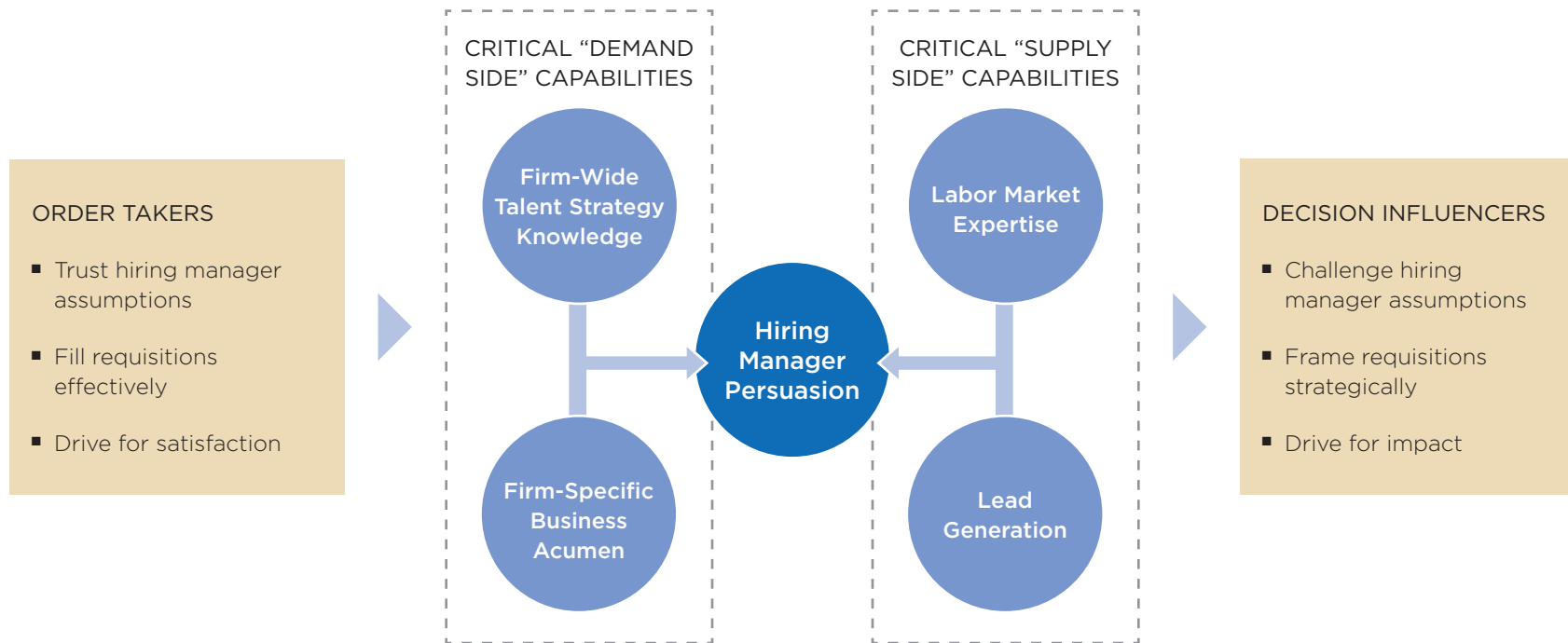
The percentage of recruiters who currently qualify as Talent Advisors.

EXPERTISE EARNS THE RIGHT TO INFLUENCE







Integrated View of Talent Advisor Capabilities

Talent Advisor Defined

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BUILDING NEXT-GENERATION RECRUITER CAPABILITIES

Current State Filling Requisitions	1 Redefine Recruiters as Talent Advisors	2 Blend Learning with Work	3 Engage Managers in Development	Future State Driving Decisions
<ul style="list-style-type: none"> Recruiters are focused on filling jobs and satisfying hiring managers. Recruiter development is based on formal training and weakly tied to recruiters' day-to-day work. Recruiting managers are ill-equipped to help their recruiters develop. 	<p>FOCUS RECRUITERS ON INFLUENCING HIRING DECISIONS, NOT JUST FILLING ORDERS</p>  <p>Clarify Strategic Advisor and Pipeline Manager Capabilities</p>  <p>(EUROPE)</p> <p>Have Recruiters Demonstrate—Not Just Describe—Capabilities</p> <p>JPMORGAN CHASE & CO.</p> <p>Embed Measures of Strategic Impact into Scorecards</p>	<p>PROVIDE DEVELOPMENT THAT CLOSES THE KNOWING-DOING GAP</p>  <p>Bring Talent Advisor Training Closer to Work</p>  <p>BOMBARDIER</p> <p>Ensure Reflection on High-Impact On-the-Job Experiences</p>	<p>LEVERAGE MANAGERS TO ACCELERATE TALENT ADVISOR CAPABILITIES</p>  <p>Clarify the Highest Value Recruiting Manager Roles</p>  <p>UnitedHealth Group</p> <p>Enable Managers to Empower Individual Development</p>	<ul style="list-style-type: none"> Bring the voice of talent strategy to hiring decisions. Challenge—don't just satisfy—hiring managers. Leverage deep labor market expertise to influence hiring decision. Build targeted pipelines. Convey the business logic of recruiting recommendations.

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BLEND LEARNING WITH WORK

Bring Talent Advisor Training Closer to Work

- **Emphasize application over satisfaction in Talent Advisor training**—Formal training with high emphasis on application is 50% more effective at driving learner performance than training with low application emphasis.
- **Use simple tools to help recruiters apply Talent Advisor capabilities**—Insert exercises into recruiters' process workflow and use role-plays to embed lessons into recruiter work (CNA Financial).
- **Take training beyond the classroom**—Enhance recruiter training agendas to include post-session action items, sessions to discuss barriers to applying learning, and individualized implementation plans.

Ensure Reflection on High-Impact On-the-Job Experiences

- **Drive exposure and reflection**—Exposure to high-impact on-the-job experiences paired with reflection on those experiences has a 31% greater impact on recruiters' Talent Advisor capabilities than low exposure with no reflection.
- **Identify high-impact recruiter experiences**—Start with the six categories of high-value experiences and customize activities within each category for specific Talent Advisor capabilities.
- **Reflect as a group**—Encourage recruiters to reflect on on-the-job challenges in a group "client-consultant" setting (Bombardier).

ENGAGE MANAGERS IN DEVELOPMENT

Clarify the Highest Value Recruiting Manager Roles

- **Leverage Recruiting Managers to Accelerate Development**—The best recruiting managers actively develop direct reports and role model high-impact Talent Advisor capabilities.
- **Recruiting Manager as Developer**—Ensure managers know how to provide constructive informal feedback, which can increase Talent Advisor proficiency by 19%.
- **Recruiting Manager as Role Model**—Create occasions for managers to demonstrate recruiting expertise to their direct reports, which can increase Talent Advisor proficiency by 15%.

Enable Managers to Empower Individual Development

- **Empower Recruiters to Partner with Their Managers on Development**—Use simple self-assessments to help recruiters determine their development needs within key competencies.
- **Take the Guesswork Out of High-Impact Development Planning**—Create ready-made development activity maps that encourage a blended learning approach with roughly 70% on-the-job development, 20% development through relationships, and 10% development through formal training.
- **Encourage Managers to Develop Recruiter Strengths, not Just Weaknesses**—Facilitate one-on-one development planning conversations between recruiters and their managers that identify strengths to master—not just weaknesses.