

# HIRE SMARTER

Tips, ideas and suggestions on how to keep your hiring process on course



**“Pay no attention to the man behind the curtain...”**

*The Wizard of Oz*

## Hiring Tip

### **Pulling Back the “Culture Curtain”...**

In a way, a company’s hiring process is like Toto, pulling back the ‘culture curtain’ of your company and letting the candidate see inside. When candidates are considering working for your company, they always want to know what the corporate culture is like and if it will be a good fit for them. The primary way they do this is through the hiring process and, as you might expect, actions speak louder than words. They want to know if your company: values its employees; is well organized; is process driven; makes decisions quickly; communicates clearly; and a host of other things.

Think about what your actions in the hiring process convey about your culture. Was the candidate kept waiting a long time? Had you thoroughly reviewed the resume before the meeting or did you stop to read it while the candidate sat there? Did you have a series of questions prepared, or did you ‘wing it.’ Were you clear about the

## Tip for the Executive

### **Accepting a counter offer, good idea or not?**

Let me first say, it is part of a recruiter’s job to be sure that we’re not persuading a candidate to take a job that isn’t really the right fit for them. Assuming it’s determined to be a win/win for both sides however, counter offers do happen, and in my opinion is rarely a good idea for the candidate to accept them. Here are a few reasons why.

next steps in the process? Did you answer their questions thoroughly? Did you do more listening than talking? Did you make a yes or no decision quickly and convey that to the candidate? Did you thank the candidate for taking the time to meet with you? Each step in the process is an opportunity to convey a positive image of your culture.

Missing those opportunities can cost you a top quartile candidate. I've had candidates decline to move forward in the process because: "I was kept waiting for over 30 minutes and when I got in the office, he hadn't even read my resume"; "He didn't really answer my questions directly"; "This guy takes too long to make a decision and I don't want to work in a place where I'll just be frustrated"; "They gave me the speech about how they valued their employees, and then made me pay for parking."

Each interview is a mini public relations event. Candidates go back into the market and will talk about your company. What's the message about your company's culture you want out there?

**Hiring Tip: Your hiring process is a window into your corporate culture; make sure you are conveying a positive image of your culture to potential candidates.**

## Recent Assignments/News

### Still Busy After All These Years...

We are just completing four searches for two of our favorite clients, Dunn Edwards ([www.dunnedwards.com](http://www.dunnedwards.com)) and Glide Rite ([www.glideritecorp.com](http://www.glideritecorp.com)). Despite the slow economy, we have been continuously engaged in searches for over three years. Since the 'great debt debate' began, however, we have seen several new assignments get put on hold because of uncertainty about the future. Perhaps Washington pulled back their 'culture curtain' a little too far and we saw too much of how they conduct business...

## Links to Look For

· **You've shown your hand.** You've threatened to quit once. It's only a matter of time before you do it again. You will never be perceived the same way in the company once you've threatened to quit and decided to stay.

· **Now you're a loyalty risk.** They could just keep you on board long enough to find your replacement since they may not see you as a team player anymore.

· **Your next raise.** If it took threatening to quit to get them to give you more money this time, what will it take the next time?

· **What changed?** The reasons you had decided to leave in the first place probably still remain the same.

Accepting a counter offer from your employer, while flattering, can have long term career implications that you must be prepared for. And remember, most likely, the recruiter knows where you live... :-)

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