

# THE HIRING MANAGER MATURITY MODEL





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Recruiting Toolbox has worked with over 250 companies in 20+ countries, helping to elevate the capabilities of thousands of corporate recruiting teams, hiring managers, and interviewers.

As part of our work as consultants and former practitioners, we've seen first-hand the benefits of effective Hiring Managers. If you're a corporate recruiting leader looking to evaluate your current hiring manager capabilities, this maturity model may help you understand gaps and identify where you need to invest to improve hiring speed, quality, and diversity at your organization.

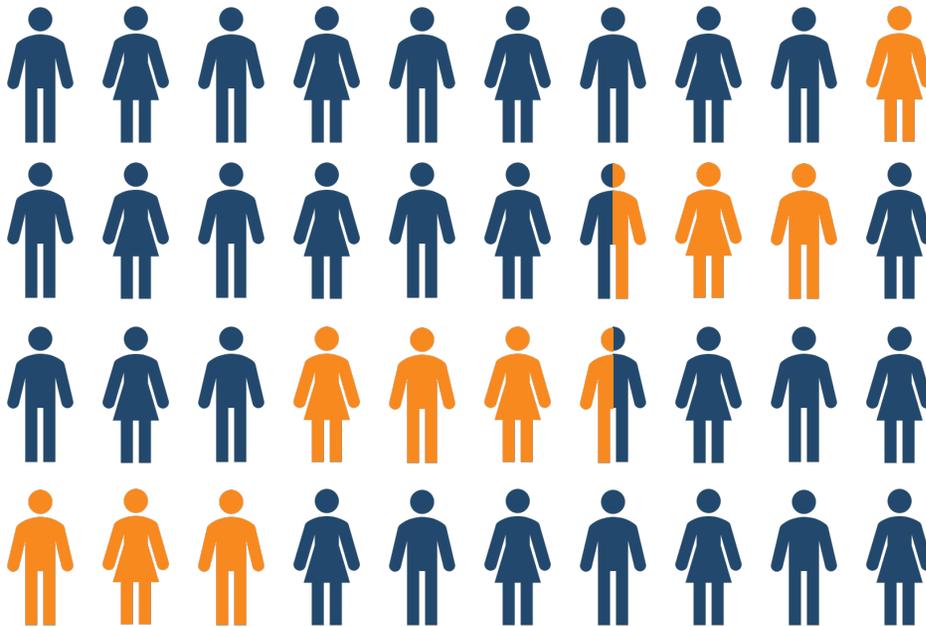
## CULTURE OF RECRUITING

A culture that breeds and rewards engaged, skilled, high-ownership hiring managers is the key to winning top talent when competing against better-known, better-paying talent competitors.

# THE HIRING MANAGER MATURITY MODEL



# TOP TALENT DEMANDS ENGAGED MANAGERS



**TOP TALENT GOES TO TALENT CHAMPIONS.**

They're talent magnets!

**GREAT TALENT GOES TO EFFECTIVE LEADERS.**

They're excellent partners!

**GOOD TALENT GOES TO ENGAGED MANAGERS.**

They do the minimum required.

**THE LEFTOVERS GO TO PASSIVE AGGRESSIVE  
HIRING MANAGERS.**

They complain, say it's not their job.

**WHAT'S YOUR  
DISTRIBUTION  
TODAY?**



# RECRUITING CULTURE EATS RECRUITING STRATEGY FOR **BREAKFAST.**

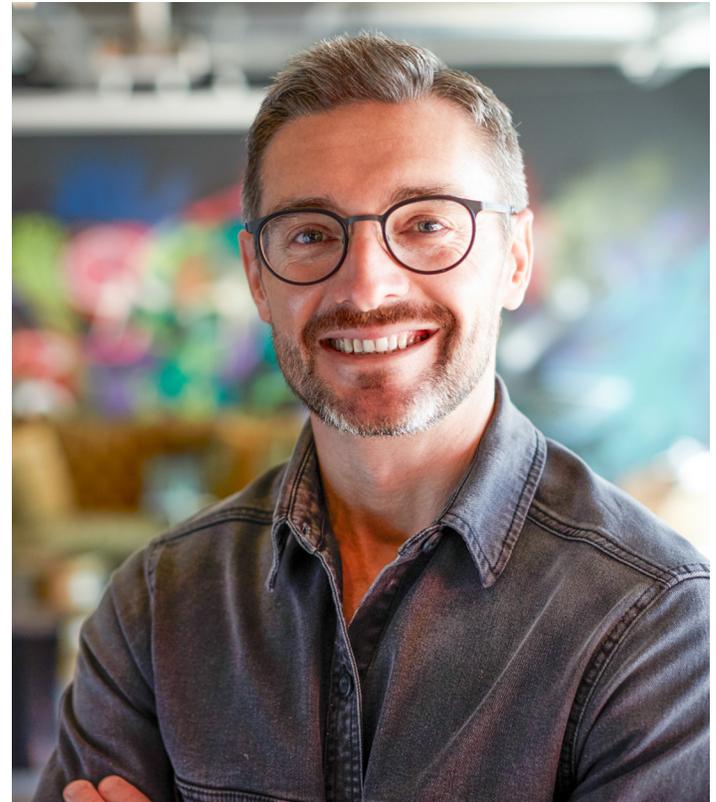
# THE CASE FOR TALENT CHAMPIONS

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Talent Champions regularly tell us about the direct benefits they see from investing more time and leadership into not only filling their own open roles, but also into extending their culture of recruiting to the whole company. They are evangelists for high-hiring-bar recruiting, who make us all better. What benefits can you expect from more Talent Champions in your company?

- Higher response rates to outbound messaging to top talent
- Faster time to fill (more proactive and responsive recruiting)
- Skinnier recruiting funnel (fewer, better candidates)
- Better quality hires (company gets more of the talent it needs)
- Higher offer:hire close rate
- Better diversity ROI
- Industry reputation for high hiring bar
- Less culture risk (new people learn how to hire from champions)
- Better-funded TA Programs (diversity, referrals, events)
- Reduced agency fees

**TALENT CHAMPIONS HELP YOU CREATE A CULTURE OF RECRUITING, WHERE ALL HIRING MANAGERS SEE RECRUITING TOP TALENT AS PART OF THEIR DAY JOB. TALENT CHAMPIONS EMPLOY AN “ALWAYS BE RECRUITING” MINDSET.**



# ARE YOU SETTING HIRING MANAGERS UP TO BE TALENT CHAMPIONS?

FIRST, DO WE HAVE THE FOUNDATION IN PLACE?	YES	NO	?
We have clearly defined hiring criteria that goes beyond years of experience, company and school pedigree, job titles, and “culture fit.” It’s embedded in our job ads, career site, and interviewing focus areas.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We have a well-defined recruiting process, where hiring managers understand the high expectations we have of them to hire top talent.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We have a comprehensive hiring manager training workshop that defines what good looks like, drives alignment with interviewers, focuses on evidence of performance, teaches how to make quality hiring tradeoffs, interrupts biases, evangelizes diversity, and teaches hiring managers how to attract and sell top talent.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We provide hiring managers with candidate experience feedback.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our hiring managers understand their funnel metrics and what they can do to improve screen to interview to offer to hire ratios.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We measure our hiring managers as hiring managers during performance reviews – they have goals and receive feedback on their recruiting effectiveness.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## SECOND, DO WE KNOW HOW TO INFLUENCE HIRING MANAGERS TO CHANGE BEHAVIORS?

Hiring pain is the main motivator for behavior change. If your hiring managers are not frustrated by the speed of your process, quality of hires, or diversity of hires, you won’t have much leverage.

So how do we influence hiring managers to change?

- We must frame our strategies, processes and requests around what they care about: speed, quality, and diversity.
- We must define hiring manager behavior expectations, and then evaluate and reward them against those expectations.



**WE DON'T RECRUIT.  
WE HELP COMPANIES RECRUIT BETTER.**



Recruiting Toolbox is engaged by leading companies around the world to improve hiring manager capabilities.



We consult with companies to define hiring manager expectations, define hiring standards and principles, improve process speed, leverage hiring managers to source top talent, improve diversity, create exceptional candidate experiences, and teach hiring managers to be great interviewers and make quality hiring decisions. Please contact us to learn more about our highly rated hiring manager workshops.



**Booking.com**



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**INTERESTED IN LEARNING MORE?**

Reach out to us at [info@recruitingtoolbox.com](mailto:info@recruitingtoolbox.com)

or visit us online at <https://recruitingtoolbox.com/training/interviewing/>