



HOW TO BE STRATEGIC
(without buying stuff)

JOHN VLASTELICA, MANAGING DIRECTOR, RECRUITING TOOLBOX, INC.
Strategy and Process Consulting and
Training for Recruiters and Hiring Managers

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“We want more strategy” - Every HM
“I want to be more strategic” - Every Recruiter
“Strategery” - Will “President Bush” Ferrell



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How do we
BECOME
strategic?

It's all about
our job titles,
right?

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“I’m a Talent Advisor”

- I’m so strategic, hiring managers spend weeks trying to get on MY calendar just so I can talent-advise the sh*t outta them

“I’m a recruiting MANAGER”

- I’m so strategic they gave me 4 direct reports. Boom.



“I AM the CENTER of excellence”

- My best practices are so strategic they swim outside the lanes on swim lane flowcharts

We've talked to thousands of hiring managers, recruiters, recruiting leaders.

50+%

Struggle to define it or point to examples. When we do, it's often general branding/ attraction work or systems/tech, and often HMs don't experience the ROI in a tangible way.
Pro Tip: PowerPoint decks are NOT strategic



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Does Strategic = Innovative?

Where do great ideas come from?
What strategies/ideas get funded?

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STRATEGIC THINGS YOU CAN DO

Practical, low cost, visible

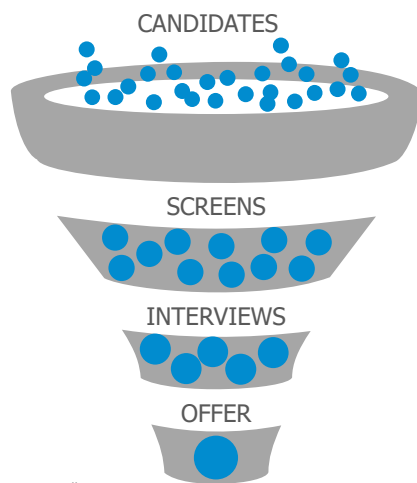
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|---|--|---|-----------------------------------|-----------------------------------|
| 1
PRE FUNNEL
WORK | 2
INTERNAL FILL
ANALYSIS &
FOCUS | 3
GIVE
INTERVIEWING
TIME BACK | 4
DEMOCRATIZE
ACCESS | 5
OPENING
REQS EARLY |
| 6
BATCH INTERVIEW/
TALENT DAYS | 7
REDUCE
FALSE
NEGATIVES | 8
BAR
RAISERS &
JIT TRAINING | | |
| | | 9
CULTURE OF
RECRUITING | | |

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PRE-FUNNEL WORK

Always Be Recruiting



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Pipelining Requires Engaged HMs

1

- **Visibility Online (Thought Leadership)**
- **Coffee Chat Goals**
- **Webinars and Meetups**
- **External Succession Planning & Dream Team Chats**

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But John, How do we get them to do this?

1

LEVERAGE

- 1. Pain = Cost of Vacancy: "What is it costing you to have this req open so long? Would you like to hear what other HMs who fill these roles faster, who get talent from companies like X...?"**
- 2. Response rates from outreach when you reach out (like this...)**
- 3. Public humiliation results vs goals**

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Note: Some HMs just won't do this...

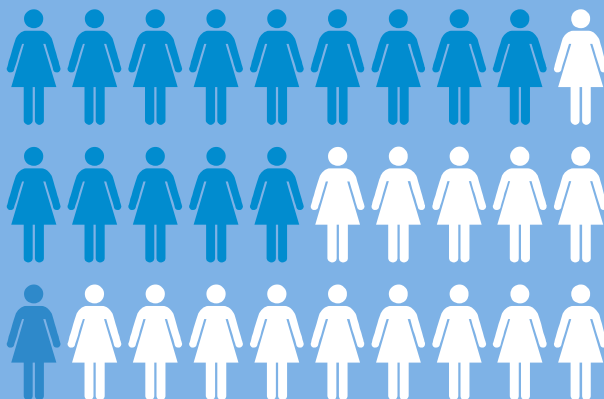
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INTERNAL VS EXTERNAL FILL ANALYSIS

2

Should we be investing time to attract external talent for all roles?



90% historically filled with internals

Should we attract external talent? Should we focus more on building internal pipelines? How would that impact speed, quality, diversity, team mix/skills, retention?

50% historically filled with internals

Is our internal vs external team mix where we want it? What will an external bring to your team? Should we target a slate of 50/50?

10% historically filled with internals

Should we continue to focus on external only? What benefits would more internals bring to your team – mentoring, faster ship time, internal expertise and relationships?

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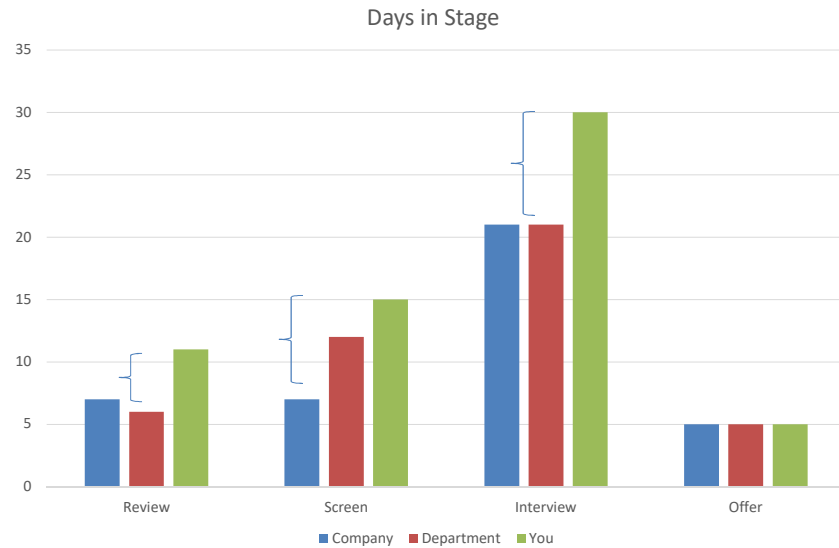
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GIVE THEM TIME BACK

3

Time in Stage

When we help hiring teams go faster and spend less time **WE ARE #WINNING!**



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GIVE THEM TIME BACK

3

Think about time in 3 ways: In the context of 1) a single candidate's interview, 2) all candidates for this specific req, and then 3) all candidates for this type of req (persona).

Screening

- Skip HM Screen, Recruiter-Only?
- Outsource Screening
- Assessments
- Prewrite

Interviewing

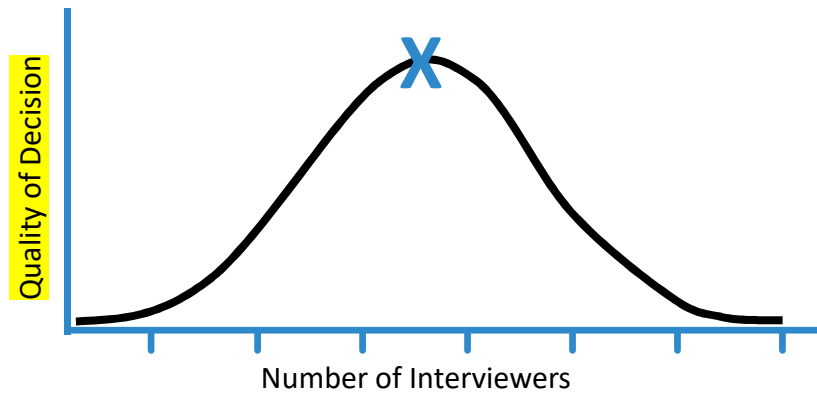
- Smaller Team
 - Alignment: WGLL, Focus Areas
- Prewrite (that's reviewed early in the process) vs Case Studies completed onsite
- Persona Based vs Req Based Interviewing

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HOW MANY INTERVIEWERS?

3



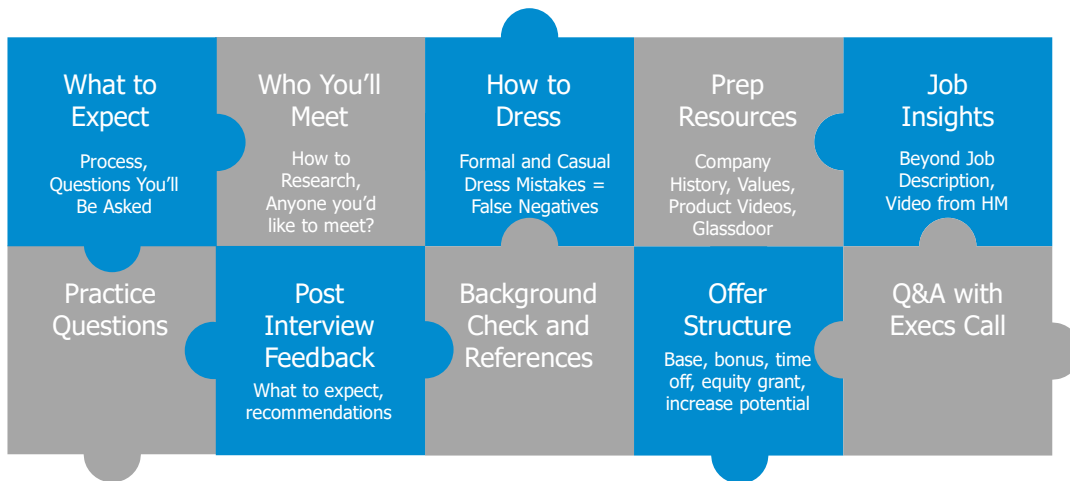
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Democratize Access

Better Access = Fairer, Faster Hiring

4



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DEMOCRATIZE ACCESS

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Teach your internal employees how to interview for bigger jobs

Especially critical for diversity:

So much (too much?) of our D&I training is built for white males. But what are we doing to help our existing under-represented people to get exposure to key projects and people, to navigate, to self promote and sell, to interview, to get promoted, to shine?

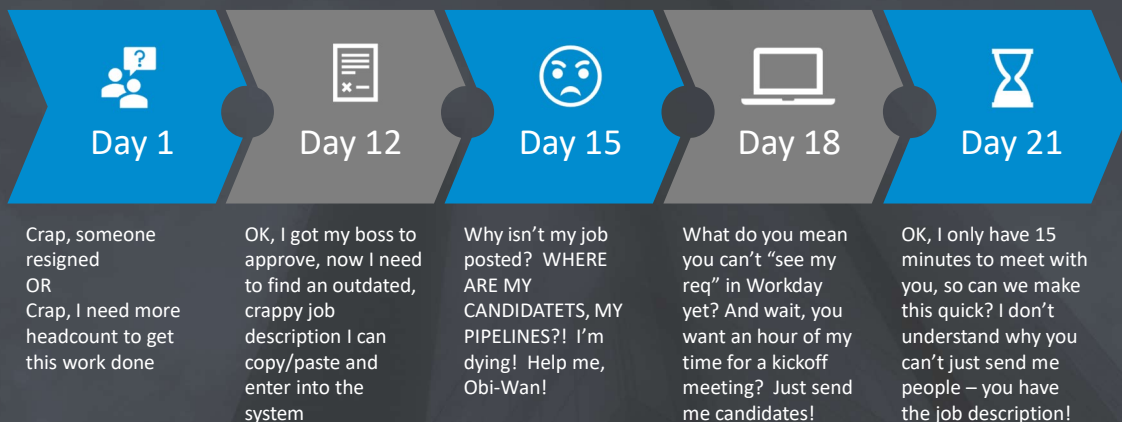
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TYPICAL REQ OPEN/RECRUITING

5

When does the TTF clock start from the Hiring Manager's point of view?
When SHOULD it start?

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OPEN REQS EARLIER

Why aren't WE telling the business when to open reqs?

5

1. Review

Historical Turnover, Cost of Vacancy, Historical TTF/TTS

3. Align

Align with HR, Finance, VP

5. Tweak

Adjust based on financials, capacity

2. Discuss

What reqs can we/should we open ahead of resignations or new needs?

4. Source, Interview, Offer, Onboard

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TYPICAL REQ-BASED INTERVIEWING OFTEN DOESN'T SCALE, IS INEFFICIENT

6

MANY NEEDS

BATCH INTERVIEW DAYS

BATCH INTERVIEW DAYS

Lower Impact Role ← → **Critical Role**

NORMAL PROCESS

WHITE GLOVE, PERSONLIZED INTERVIEWS

JUST 1 NEED

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Batch Processing

6



Interview Day Goal

- 12 pre-qualified candidates/Day
- Same Day Decisions
- Same Day Offers (?)

Resources

- Sourcer
- Logistics Person
- 3-4 calibrated Interviewers (same or from 2 different teams?)

Process for Day

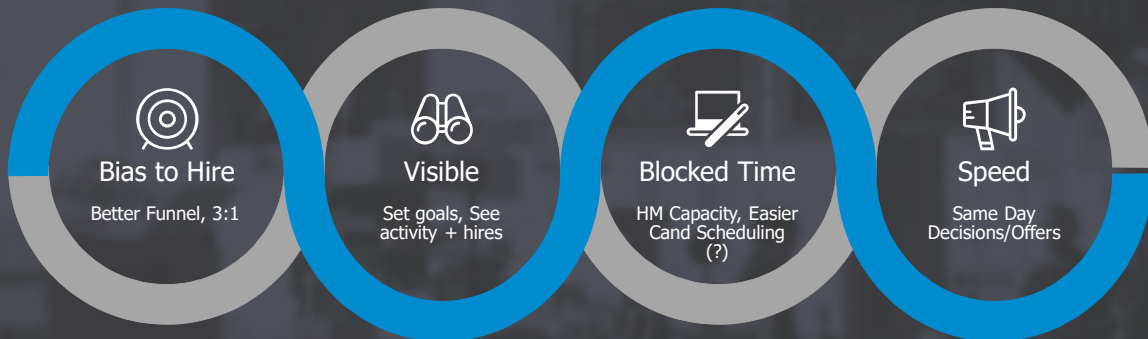
- Group “Morning Sell” (Company, Work), Process Overview (?)
- Deal-breaker Interviews first
- Rubric

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OK, JOHN, LET'S SAY I'M READY TO BATCH THE SH*T OUTTA MY INTERVIEWS. HOW DO I SELL IT?

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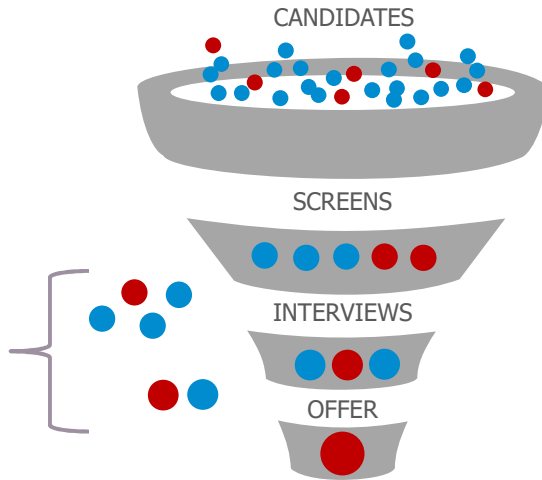
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WHAT CAN IMPROVE IF WE AVOID FALSE NEGATIVE HIRING DECISIONS?

7

False Negatives
Turned away but would have been a good hire



- **Speed/TTF**
- **Diversity**
- **Capacity**
- **Reputation**

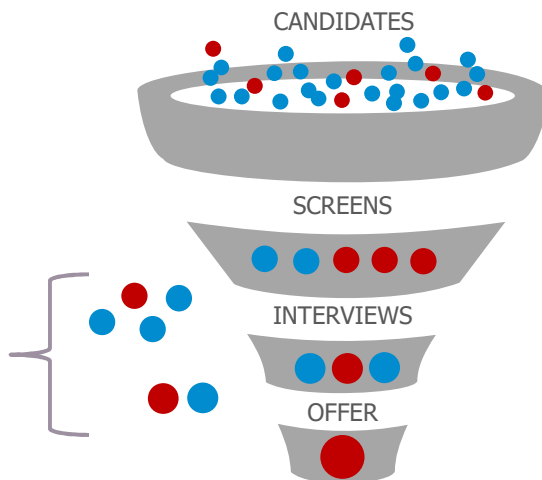
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CAN WE FIGURE OUT IF WE MISSED OUT ON SOMEONE GOOD?

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Did they get a similar or better job at a target company?



- **Where did they go?**
- **What was their feedback about our process, interviewers, hiring bar?**


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COMMON FALSE NEGATIVE ROOT ISSUES 7

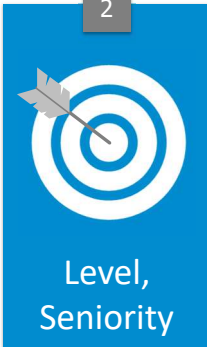
Misalignment is the root of all evil

1



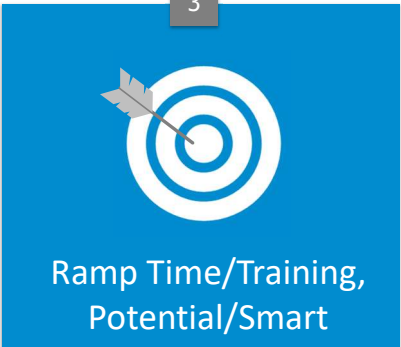
Diversity

2



Level,
Seniority

3



Ramp Time/Training,
Potential/Smart

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BAR RAISER PROCESS 8

Ideally, Bar Raisers "raise the bar" on interviewing, and sort of work themselves out of a job

4

Bar Raiser is Quality Control, Gives Feedback on Feedback, Instills Discipline

3

Bar Raiser Interviews and (Co)Leads Debrief/Decision (Avoid Bad Decisions)

2

Bar Raiser Assigned to All/Critical Onsite/Finalist Interviews

1

Bar Raisers Aligned on WGLL, Diversity, Culture, Seniority, etc.

Note: This is not for everyone

Download Presentation on Different Interviewing Models:
www.BarRaisers.com

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BAR RAISER

Just in time, "on the ground" calibration, training, mentoring

8

Respected
Behavior/Culture Champion, Technical Depth, Track Record

Backbone
Quality control, will push back if concerned about hiring mistake

JIT Coach/Trainer
Enjoys helping others improve, natural leader and mentor/trainer

Bar Raiser

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WHO GETS TOP TALENT? ENGAGED HMs!

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CULTURE OF RECRUITING

This is the single most strategic thing you can do

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Set Expectations, HM Ownership

Survey Your Recruiters re: HMs

Rewards & Recognition

Training: Skills, Roles, Alignment

Create Pull (Pain, Peer Metrics)

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WHAT IS THE LOVE LANGUAGE OF HIRING MANAGERS? ❤️

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Career Advice: Run to the fire

Big problems = Pain = Pull

Opportunity to be strategic,
more flexibility to change,
more funding,
more ROI,
more career upside.

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STRATEGIC THINGS YOU CAN DO

Practical, low cost, visible

- 1 PRE FUNNEL WORK
- 2 INTERNAL FILL ANALYSIS & FOCUS
- 3 GIVE INTERVIEWING TIME BACK
- 4 DEMOCRATIZE ACCESS
- 5 OPENING REQ'S EARLY
- 6 BATCH INTERVIEW/ TALENT DAYS
- 7 REDUCE FALSE NEGATIVES
- 8 BAR RAISERS & JIT TRAINING
- 9 CULTURE OF RECRUITING
- ? WHAT ARE YOU DOING? TWEET IT!

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THANK YOU!

DOWNLOAD PDF OF SLIDES?

YES! www.RecruitingToolbox.com/TC19

**HIRING BAR DEFINITION AND ALIGNMENT
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- **TALENT ADVISOR TRAINING**
- **HIRING MANAGER TRAINING**

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JOHN VLASTELICA
Managing Director
Recruiting Toolbox, Inc.
Seattle, Washington, USA

john@recruitingtoolbox.com

www.recruitingtoolbox.com

www.recruitingleadershiplab.com

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