



Common mistakes to avoid in the recruitment process



ADDRESS

8601 Six Forks Rd
Suite 400,
Raleigh,
NC 27615

EMAIL

dalexander@gene coda.com

TELEPHONE

Tel. +1 (919) 948-6477



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INTRODUCTION



Star Wars is a legendary film series.

When Luke first encounter Yoda in the Empire Strikes Back he simply can't imagine that Yoda is a Jedi Master. Moreover, he thinks he's just an annoying swamp creature.

You can't really blame him - in their initial encounter, Luke's first impression of Dagobah is "this is a strange place to find a Jedi Master" and then says, "this place gives me the creeps".

Yoda asks, "Why are you here?"

Luke says, "I'm looking for someone" to which Yoda replies "Looking... found someone you have, I would say, hmm?". He then tells Luke that he can help him. Luke is dismissive and says, "I don't think so - I'm looking for a great warrior".

After a scene reminiscent of a teenage tussle for some food and a flashlight, Luke is incredulous when Yoda reveals who he is and Luke spends the rest of the scene eating crow and stating he is ready to become a Jedi Knight.

Have you ever considered that actually, as humans, we make immediate assumptions every single day?

While assumptions can be useful, of course, in certain situations, have you ever made an assumption about a candidate you interviewed only to "eat crow" later on?

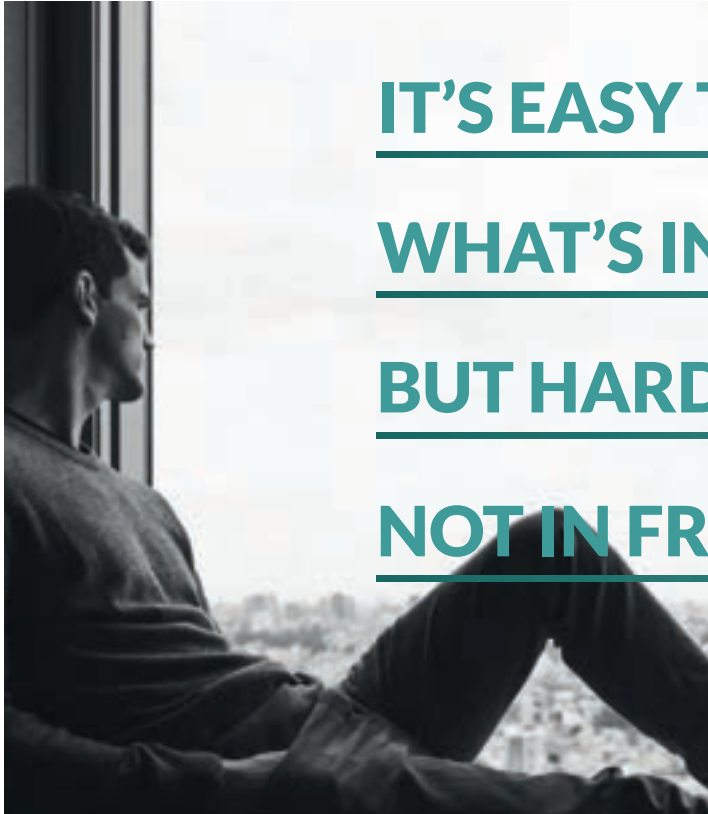


If you haven't yet, be assured that you will. In fact, recruitment industry pundit, Lou Adler says we should train ourselves not to make any assumptions about candidates until 30 minutes into the interview process.

That will be quite an ask for some people, especially those who pride themselves on summing up people straight away. Put another way it's clear that in other words, we need to spend 30 minutes of unbiased time with someone, to start to get the "gist".

Literature regarding hiring assumptions states:

Hiring is very easy to do badly, and very hard to do well. So, what do you think causes most failures?



IT'S EASY TO SEE

WHAT'S IN FRONT OF YOU

BUT HARD TO SEE WHAT'S

NOT IN FRONT OF YOU

Let's repeat that "It's easy to see what's in front of you, but hard to see what's not in front of you."

Hiring only becomes predictable when you train yourself to look beyond the obvious.

Therefore, employers should consider these four simple assumptions:

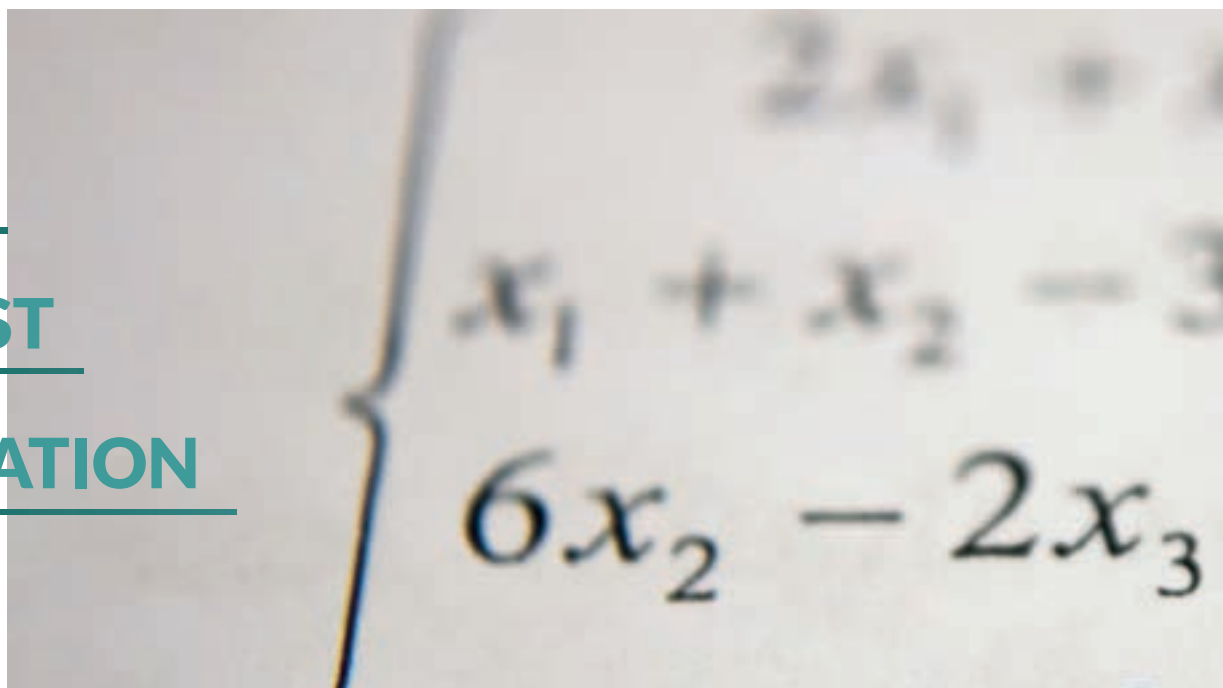
- 01| Can the applicant do the job?
- 02| Do I like the candidate?
- 03| What are the risks associated with this applicant?
- 04| Can we come to an agreement for compensation?

So, let's leverage this wisdom to look beyond our initial reactions to small, green creatures or anyone else for that matter...

After all, you may just find a Jedi Master for your business if you look hard enough!

If you think you may still struggle, then it's worth talking with a professional about your needs and where best to find an ideal candidate for your particular search.

THE TRUST EQUATION



In the “Trusted Advisor” by David Maister, Charles Green, and Robert Galford, there is a particularly intriguing concept whose applications transcend both a client / service partner situation but also other areas of life including recruiting and hiring!

In Chapter 8, the authors present a formula for how trust elements inter-relate...
How do you define trust?

The authors suggest that credibility and reliability do not equal trust.

Instead,
*Trust = the sum of
credibility and reliability
and intimacy divided
by self-orientation.*

- 01** Credibility = Words. I can trust what she says about...
- 02** Reliability = Actions. I can trust her to (take an action)
- 03** Intimacy = Emotions. I feel comfortable discussing this...
- 04** Self-Orientation = Motives. I can trust that he cares about...

The authors then ask us to contemplate rating scales (1-10) on how we rank any particular relationship. For example, consider that...

- A new client or relationship might view us as 5 (credibility) + 3 (reliability) + 2 (intimacy) / 8 (self-orientation) = or a trust factor of 1.2.
- An existing client might be 7 (credibility) + 8 (reliability) + 5 (intimacy) / 4 (self-orientation) = a trust factor of 5.

The old adage that it takes time to build trust certainly resonates in this formula!

Now that we have a “Trust Equation”, how might this apply to interviewing and hiring?

Hiring managers might ask ourselves questions like:

01_

Do I trust this person can do the work required?

02_

Do I trust that this person is motivated to do the work required?

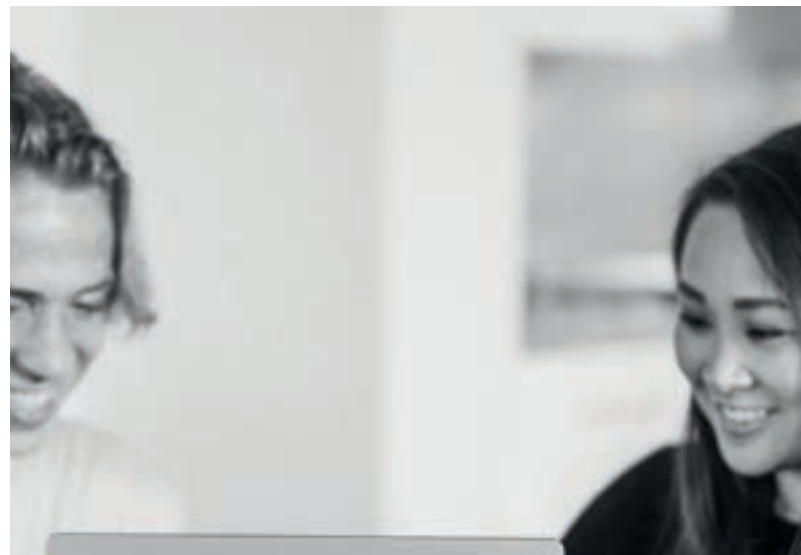
03_

Do I trust that this person is running to our company and the jobs to be done versus running away from something else?

With most relationships, it takes time to build trust so in hiring we need to be particularly cognizant of both our trust of our new hire and our new hire’s trust in our organization and the work being done.

This is particularly important early on in the hiring process or the first 90 days or what some call the new hire’s “getting up to speed” time frame.

How do you build trust during the interviewing, hiring, and on-boarding time frames? This is something we can help you with and do remember, post hire is equally important and something many organizations do not do particularly effectively.





COMMON MISTAKES TO AVOID IN THE RECRUITMENT PROCESS

PART ONE

Several hiring managers have asked us about how to avoid some of the common mistakes made throughout the recruitment process.

There are 6 key stages during the recruitment process. First, let's contemplate the mistakes that organizations and hiring managers make before they even start the recruitment process.

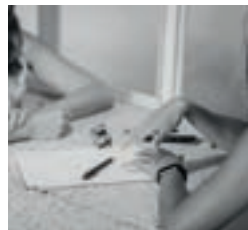
01 **The first of those key elements is the lack of clarity on the role, itself.**

- For instance, is this a replacement role for somebody who's leaving?
- If this is a replacement role, was an exit interview conducted to understand why? Exit interviews aren't always undertaken but they can give you some key insights into how you might potentially recruit better candidates.
- Maybe a standard replacement isn't the best solution? For example, consider who would deem this role a promotion? By hiring most of the skills required at a slightly more junior level, you may give a new candidate an opportunity to acquire new skills.



02 Under-estimating the amount of time it takes to go through the recruiting process is another error many make.

- For highly skilled professionals in the Life Sciences, we typically estimate a 60-day recruitment process.
- This will produce a qualified, interviewed and screened shortlist of candidates.
- You then have to take select candidates through your own internal recruiting process, which in and of itself can sometimes be quite lengthy.
- What does your recruiting process look like?
- Who is involved with it?
- How long is it going to take?



03 Salary and lack of understanding of what the market is paying is also a key issue.

- What are your competitors paying for similar talent?
- What are they doing to not just attract but also to retain the best talent?



04 Lack of quality position brief is also a common mistake.

- Producing only a brief statement of what work a candidate will do and the KSA's (knowledge, skills, and abilities) required to perform the work won't attract top talent.
- Have you incorporated a narrative around your company's core mission and values, why someone would join your company, why the work is meaningful and what the hired candidate will get out of it? If not, you may find yourself losing out to competitors.



If you'd like some help with this, and to understand how you can overcome some of these issues, please contact us at www.genecoda.com.

PART TWO

Now let's consider some of the fundamental mistakes that are made during the initial stages of the recruiting process.

Hiring managers and organizations will sometimes engage a generalist recruiter rather than an industry specialist.

While a generalist might be helpful in certain roles, for more seasoned professionals **and those with** specialty skill sets, an industry specialist will always give you far better insight into your competitors, into the market and into where the best candidates exist.



In addition, in working with an external recruiter, not enough time is spent briefing your recruitment partner and communicating throughout the recruitment process.

It's simply not enough to send out a job description in the hopes that your recruiter is going to come back with the best possible candidate in the marketplace.

It's also not enough to do a single intake call and wait a few weeks for them to come back with a short list. There needs to be an ongoing dialogue throughout this process.



One of the major errors that we see hiring managers and organizations make is that throughout the recruiting process they;

- Do not keep the candidate fully engaged.
- Take too much time between interview stages.
- Don't offer feedback to the candidates to the point where candidates can lose interest.
- The other thing to consider is that if you are operating in a candidate driven marketplace, advertising on Job Boards might get you some candidates, but is advertising going to give you the best possible candidates in the marketplace? Busy professionals often don't have time to read help wanted ads so marketing through this single channel almost ensures you won't touch the broadest pool of prospects.



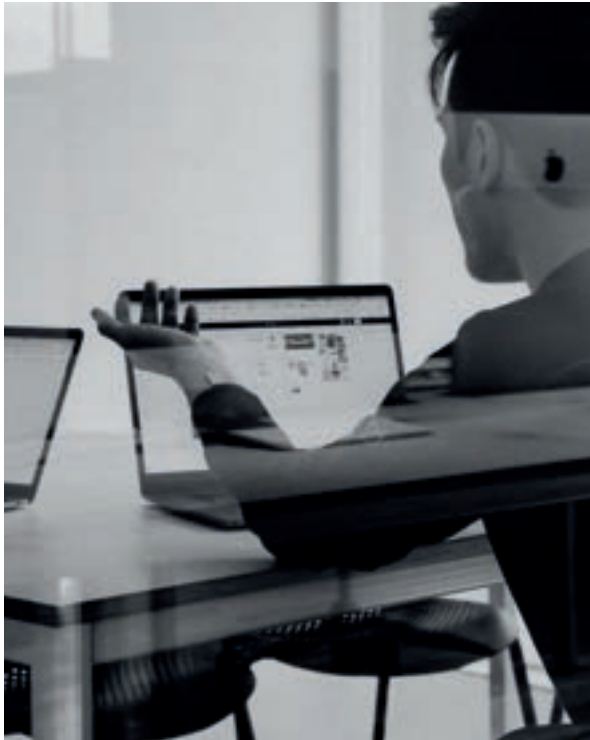
If we can help to address any of these issues. Please contact us at

www.genecoda.com

PART THREE

In this section, let's discuss mistakes that are made during the interview process.

One of our key tips with regards to the interview processes is that it needs to be well defined and consistent across the candidate experience.



On a recent LinkedIn post, the CEO of a Biotech company states: "As a hiring manager, I offer to provide feedback to the final candidates (2-3) as to why they were not selected."



01-

Sometimes companies interview candidates in different ways, have different people involved with different stages of the interview, and don't have a defined process in place.

02-

Another complaint we hear from hiring managers is they are interviewing candidates that are totally unsuitable for the role.

Why? It's because they haven't been screened prior to interviewing with the hiring manager, and the interview process involves several different stages, particularly senior level. It could be a series of meetings, profiling, and assessments.

This needs to be defined at the outset and if the amount of delay between each of those stages is significant, candidates tend to turn off.

03-

One of the other frustrations we hear from candidates is the lack of feedback received after an interview which can take the form of no feedback at all or the amount of time it takes hiring organizations to get back to candidates.



Providing feedback requires 5-10 minutes of your time and the feedback can be life changing.

Always consider that several points in your career, you were on the other side of the table. Too often, hiring managers “de-humanize” the process.

Regardless of the industry that you are in, it is a small world and people will always remember how you treated them.

Those not selected today, can be positive additions to your team in the future.

If we can help to address any of these issues. Please contact us at www.genecoda.com





Donald M.
Alexander, CPC

CONTACT

-  +1 (919) 435-4922
-  dalexander@genecoda.com
-  www.genecoda.com
-  8601 Six Forks Rd. Suite 400
Raleigh, NC 27615 USA

SUMMARY

Over 20 years of executive recruitment experience involving top talent in the Life Sciences sector.

Domain knowledge in the Life Sciences (*Pharmaceutical, Biotechnology, Medical Device and Diagnostics and Supporting Tools and Services).

Expert level financial and analytical skills honed through prior career in financial planning and former CFP® designation. Commanding understanding of corporate infrastructure, human capital and corporate critical success factors.

SKILLS AND ACCOMPLISHMENTS



Authored numerous reports to assist clients in making optimal hiring decisions.



Invited speaker at several forums including SBS, CED, NC CAST, NC PMI, ACS, NCRAF, NC LSVNG, NC Biotech and the Duke Fuqua School of Business.



Increased service fee volume by double digits annually at GeneCoda®. Directly contributed more than \$4.6M in service fee revenue during tenure at Arris Partners.

HOBBIES, INTERESTS, FAMILY



Guitar Enthusiast - Played "Stairway to Heaven" in high school band but that was a while ago.

Cystic Fibrosis Foundation - National Fundraising Committee, Central / Eastern NC Corporate Advisory Council Member and Former Board Chair.



NC Life Sciences Virtual Networking Group - Executive Committee member.



Former martial artist - Tae Kwon Do, Mixed Martial Arts

BSA - Former Cub Master and Committee Chair.

St. Philip Lutheran Church - A/V Assistant, Former Sunday School Teacher, Congregational Council and Finance Committee Member.



Married to Karen, a retired elementary school teacher and aspiring artist for 20+ years. Father of two sons, Liam who graduated from ECU cum laude MIS and now works for Cvent and Pierce, who is a junior in the school of business at NCSU.

EDUCATION

- North Carolina State University BA, Economics and Business Management
- Sigma Nu Fraternity
- NAPS - Certified Personnel Consultant (CPC)
- Licenses Held During Tenure in Securities Industry
 - Series 7, Series 63, Series 65.
 - Life, Accident and Health Insurance License.

WORK EXPERIENCE

2018 - Present | President and Founder GeneCoda®
GeneCoda® is an executive and professional search and recruitment firm. We help clients solve challenges they encounter in attracting, recruiting and retaining top talent!

Our focus is US recruitment with emphasis on the Life Sciences sector including Pharmaceutical, Biotechnology, Medical Device and Diagnostic innovators and the service sector and tools companies that support them in bringing products to market.

2002 - 2017 Practice Head and Vice President | Life Sciences - Arris Partners.

Built a brand-new life sciences practice from virtual scratch which drove more than 50% of the company's total revenues during tenure.