

## Introduction: Insights into Strategic Recruitment: Setting Objectives and Avoiding Pitfalls

Wyze2 offers Management Services all over the globe. With our long-term CEO/CXO experience in over 20 countries we believe it's time to 'give back' as the Americans so eloquently say. For us this means that we are active as Board members, Advisors or as Coaches for young leaders; often quietly in the background. We've had our 'TV-time'; it's your time now!

Our new Newsletter will be posted on our LinkedIn pages and our website [www.wyze2.com](http://www.wyze2.com). We will select 'hot' items from the news, use these as examples and call on our experience to explore some of the main underlying topics. In other words, we endeavour to contribute to a better understanding, especially needed when in a leadership role. We hope you'll enjoy reading and please contact us in case you have questions.

Our previous newsletters and webinars, including those within the series 'CEO in a suitcase' can all be found on our LinkedIn pages and our websites [www.wyze2.com](http://www.wyze2.com) and [www.yourphonemylife.me](http://www.yourphonemylife.me).



## Topic: Why are you recruiting

You could be recruiting for a number of reasons: because you are in start-up phase; you are expanding; you are introducing new products or services; you are meeting legal obligations (such as diversity, equality, training); you are meeting shareholder requirements; replacement due to retirement; resignation; dismissal; leave of absence or for other reasons.

Recruitment is a form of procurement, but of employees not goods or services! The approach to employment therefore needs to be the same, i.e. define what objectives are being met by recruiting, which will lead you to define the characteristics of the person you require to successfully fill the post. These will be a combination of experience and qualifications (contained in the applicants' CVs – but need to be confirmed through references and during the interview process); abilities (established during the interview process) and 'compatibility' – also assessed during the interview process.

Every recruitment process must start with a review of where the position sits in the value chain and a confirmation that the position is required to achieve company objectives. Whether the vacancy was already in the budget or not, you'll definitely need to check if the position is still needed. Things have changed since the budget was prepared! Always! Which is why authorisation to recruit should sit at a very high level in any organisation.

A review of the job description before you initiate the recruitment process is always a good idea. Is the JD still fit for purpose? Where does the position sit on the organisation chart? Is it correctly graded, in comparison with peer positions, in and outside the organisation? What objectives are you meeting, at least for the most part, through this recruitment? Have the characteristics of the person to be recruited changed since the JD was written?

Assuming that the position you are recruiting for is not a temporary position, can you fill it from staff that you already employ? Some organisations require that any recruitment must be conducted internally before going outside. This approach has pluses and minuses – it is an important signal to your workforce that advancement and promotion from within is part of the organisation's DNA, but it makes it more difficult to refresh and invigorate that DNA! Whatever approach you adopt, make sure you apply it consistently – everyone needs to know where they stand.

Next time we shall look at the procedures for successful recruitment.