

What's Your Candidate's Why?

Emerald Resource Group

At Emerald Resource Group and our sister company, Emerald Consulting Group, we conduct over 125 candidate interviews on a daily basis.

We have become masters at identifying the compelling reasons why highly talented individuals make a change.

We have also learned that each candidate's reasons are unique; even if the reasons aren't what WE would change for, it's what is most important to them and their family.

We have found that companies fail to CAPTURE the top talent in their marketplace because they struggle to determine what the compelling reason each superstar would need to see in order to join their company. Once the reason is identified, companies fail to execute or develop a strategy to CAPTURE the candidate.

When we conduct searches on behalf of our clients, we spent as much time uncovering a candidate's motivation to change as we do their technical skills. We spent a tremendous amount of time asking questions, at the right time and in the right way, to expose their criteria and in determining whether their motivations line up with what our clients have to offer.

A recent successful search brought this subject to light.

We were asked to conduct a search for a Lead Architect for a major software implementation our client was conducting. The company was leading edge in many ways, and had done a fantastic job of developing marketing and collateral material for their recruiting.

We identified a candidate who had recently completed an implementation, had solid references, and seemed perfect for the position, but had other offers that were causing some challenges.

In the course of interviewing the candidate, we learned that his son was an accomplished golfer who was entering his junior year in high school and had just started being scouted by Division I colleges. The candidate was concerned that his son would lose leverage attracting a scholarship if he moved for a new job.

As soon as we identified that this was THE MOST COMPELLING CHALLENGE to landing this candidate, we strategized with our client and their Human Resources department and came up with the following plan:

- 1.** In addition to flying the candidate in for final interviews, bring wife and son in as well.
- 2.** We identified a top golf facility in the area(it was 5 minutes from headquarters and had a beautiful practice facility) and asked the General Manager to give a tour of the facilities to the family.
- 3.** HR sent an email out to the employees of the company asking if any of them had high school children who played competitive golf and asked if they would be willing to spend time with the family while they were in town for interviews.

It couldn't have worked out better – it turns out that an employee's son knew the candidate's son from a national junior tournament each had played in. The General Manager of the golf course offered a special practice membership to the boy. A real estate agent took the family on a tour of a development near the golf course as well.

The candidate accepted the job – the boy has improved his game to the point he's considering 5 different Division I opportunities – the client nailed their software implementation, and we completed a successful search. The candidate turned down a higher paying offer in addition to a local opportunity that would have allowed his son to stay in the area(the boy actually pushed his Mom and Dad to relocate!).

Landing talent like this requires asking the right questions at the right time to uncover the candidate's MOST COMPELLING REASON TO CHANGE.

Once you've identified the candidate's reason, your team, including your recruiting partner, must go to any length to close the deal.

If you're struggling to CAPTURE the top talent you've invested so much time in sourcing, call us to see how we might be able to help.