

# **Career Search Hiring Perspectives**

## **Why It Matters**

December 12, 2018



# AGENDA

- Reset your lens
- Stages of interaction
- Preparation and mindset
- Vision of success
- Next steps

# WHY AM I HERE?

- **History of me:**

- Active within IT industry for over 25 years - focus on telecom
- Held differing horizontal roles within multiple organizations
- Rose through a number of vertical roles within multiple organizations
- Have diverse experience as hiring manager
- Working with Humber College for past 3 years as guest lecturer

- **Why am I here:**

- “Pay if Forward” by passing on insights and knowledge to the next generation of IT Professionals



# RESET YOUR LENS

- **What is the purpose of the talk:**

- My job today is to challenge your thinking and ask you to view the hiring process through the perspective of the “Hiring Manager”
- If you were the Hiring Manager - What job search activities would you change, as a prospective candidate as part of your hiring journey? What would you do differently?

- **My goal:**

- Through the discussion, I would like to influence and challenge your current viewpoints and spring you into action!



# YOUR BENEFIT

- Shifting your lens from a candidate view to a hiring manager view allows you to focus on activities which will maximize your opportunity for hire
- Focusing on items which the hiring manager requires, makes you more efficient so you can maximize your time on value generating activities



# CANADIAN HIRING PRACTICES

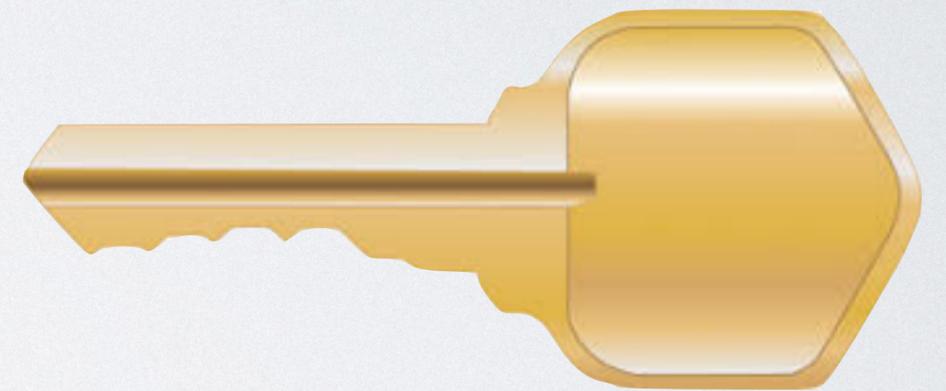
- **Common Hiring Practice:**

- Match candidates to job description so hiring managers can evaluate candidates on their:
  - Understanding of the job
  - Understanding of the required performance behaviours
  - Rank against the required target performance level
  - Experience, education and training
  - Requirements regarding special considerations

# CANADIAN HIRING PRACTICES

- **Key Hiring Practices:**

- Some companies may require you to take a pre-employment assessment
- Some companies may value referrals from existing employees
- In my experience a referral is a critical tool in the candidate's toolkit and one item a hiring manager cannot overlook



# INTERACTION STAGES

- Typical “hiring journey” in Canada:
  - Hiring manager creates job description - sends to HR to publish
  - HR publishes - candidates respond
  - HR reviews top 9-10 candidates - contacts prospects and conducts phone interviews
  - HR picks top 3–4 candidates and conducts face-to-face interview
  - HR sends recommended 1-2 candidates to hiring manager
- Hiring manager interviews 1-2 candidates
- Hiring manager has follow up interview(s) with candidate(s) and the extended team and the extended team
- Hiring manager has follow up interview(s) with candidate(s) and the senior team
- Decision is made on top candidate and an offer may or may not be made

# HOW TO START

- **Good examples**

- Create a job search plan - every plan has a vision/target and set of steps
- Network + network + network + ...

- **Not so good examples**

- Blindly respond to every job posting in Indeed/Monster
- Blindly reach out to LinkedIn contacts hoping for a connection



# PLAN

- Set up a target or a set of targets - whether by industry or specific companies
- Have a primary plan, secondary plan, tertiary plan and personal plan
- Track the progress of each plan daily, weekly and monthly
- Having a plan, following the plan, tracking the plan and reviewing the plan is critical in job searches



# PREPARATION AND MINDSET

- **Stage I: Prepare for HR - Application**

- Focus on matching your hard + soft skills to as many written skills within the job description
  - Make your you focus on matching all 'necessary' skills - but skills in an application are not the only thing
- Historical skills matching no more than last 5-10 years max - any more would be too dated
- Highlight promotions - sign of leadership
- Explain any gaps in employment time or a pattern of short duration placements - could highlight risk
- Make sure CV and cover letter form a cohesive pair of documents that align to the application - consistency
- Provide supplemental documents that can provide further proof of hard skill capability - 3rd party proof of skill

# PREPARATION AND MINDSET

- **Stage 2: Prepare for HR - Phone interview**

- Thoroughly review job description and be ready to address all questions on all necessary skills, then remainder of hard skills then and soft skills - shows me you prepared
- Thoroughly review your CV and cover letter and be ready for questions - shows me your logic on how you linked your skills to the job application - why you thought you were the best fit
- Be ready 15 mins prior to phone interview - remove distractions / ready your environment
- Dress for success, be dressed in business attire for the phone interview - this IS an interview
- Stand for the duration of the phone interview - change in body posture translates to speech

# PREPARATION AND MINDSET

- **Stage 3: Prepare for hiring manager - first interview**

- Check LinkedIn for any common contacts and details on employment and school history - use to your advantage
- Review all notes and follow up correspondence from the HR phone interview - close any gaps which may have been passed forward
- Focus on 4 key topics - all equally weighted as topics but the first 3 will take up the majority of the time
  - Skills - illustrates if you know what skills the job requires (necessary, hard and soft) - may involve a case study
  - Teamwork - illustrates your collaboration and how you function in a group
  - Personality and social skill - shows me your character in neutral times and in times of stress
  - Your cost - let's me know if I can afford you
- Have at least 3 prepared "any last question - questions" - nothing I dislike more than "No - I do not have any questions" as a response as this shows you did not care enough to prepare even just one question

# PREPARATION AND MINDSET

- **Stage 4: Prepare for hiring manager - team interview**
  - Prepare for team interview like the hiring manager interview with added prep on social interaction
  - May encounter “good cop” and “bad cop” personas - illustrates how you handle conflict within a team environment
  - Be prepared for disruption within the team interview - provides an opportunity for you to show how you handle under pressure
  - Panel interview with multiple disciplines within the organization - shows me your skill in navigating the whole of the organization versus interacting within only the working group
  - If the team members are known, research in LinkedIn - find common ground with team to form an early bond with one team member - use as ally during the interview

# PREPARATION AND MINDSET

- **Stage 5: Prepare for hiring manager - senior team interview**

- Be ready for less tactical and more business strategy questions - do you understand the overall business and how this company plays in the market
- Understand how you can add strategic value to the organization - show me you are a leader not a follower by not only delivering business objectives but driving strategy
- Be ready to provide more discussion on your value to the organization in the long term versus just for the role at hand - do you want to grow here or is this just a job
- Be ready for the “If there is one thing you can change with this company - what would it be?” question and have a few questions and answers completed in advance

# LESSONS LEARNED

- Preparation is critical to your success
- Understand the stages of employment in Canada and how to manage succeeding through each stage
- View each stage through the eyes of the hiring manager and prepare accordingly



# VISION OF SUCCESS

- Candidate is prepared in advance, so much so, they appear confident in their approach and demeanour to the interview
- Candidate not only has the skills but has the social presence during the interview to create a positive interaction and lasting impression
- Candidate is seen by the team as a potential contributing team member who can function in the team and with the team
- Candidate is seen as providing strategic value and truly understands the mission of the organization



# NEXT STEPS

- Create a job search plan
- Best way to position yourself and accelerate the process is to network
- Networking provides access to not only posted jobs but unadvertised roles
- Networking may surface and ally and could aid in a referral
- Networking may allow you to bypass HR screening advancing you through the hiring process



# THANK YOU

- Question and Answer Period ... please ask questions!

