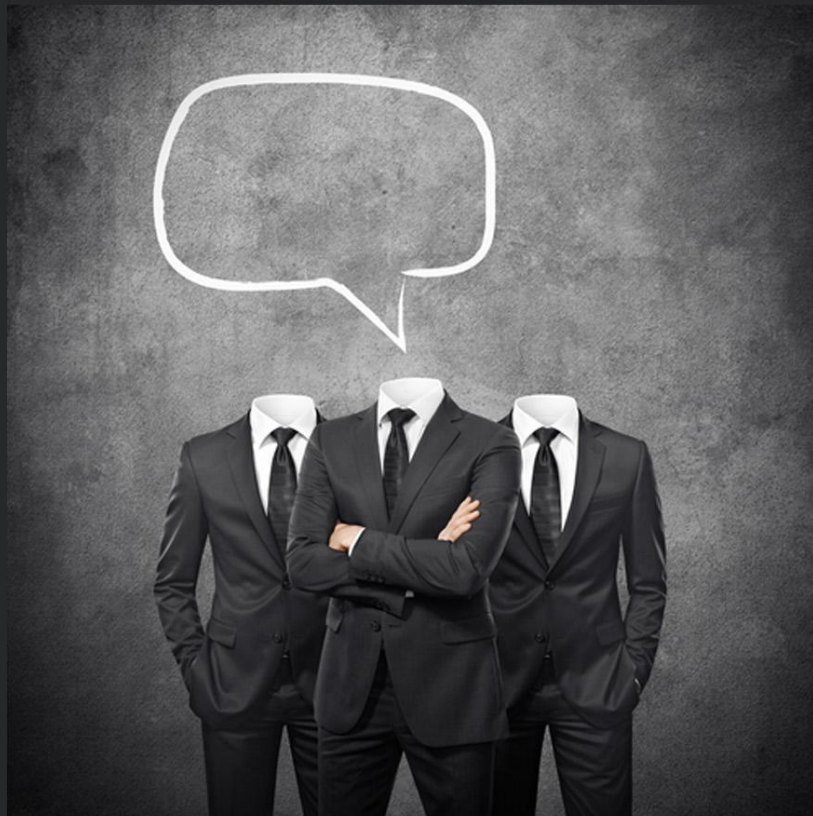


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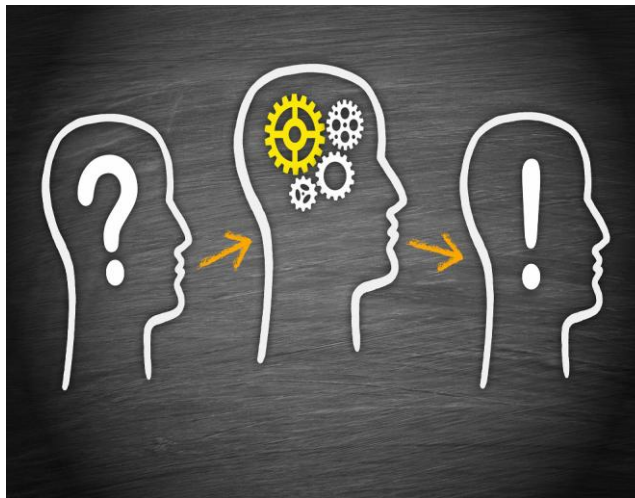


What Not To Do When Hiring Digital Media Talent

KELVIN SAUL

Making the perfect hire is considered by many to be an urban myth. But making the right hire using the right process is perhaps perfection in the world of recruitment.

Regardless of whether your business is growing or you're replacing a senior role, there is no more important decision than choosing the people at the top of your organisation. As well as bringing in the required skills to kick the company up a gear, they will hire or approve everyone else in the company, set the tone for values and make virtually all key decisions that will mean success or failure every business day.



A structured approach to hiring is essential and once developed and implemented, it provides a robust blueprint for hiring within your business that anyone can follow to make the right hire time and time again.

“If we hire people who are smaller than we are, we will become a company of dwarfs. If we hire people who are bigger than we are, we will become a company of giants.

Hire people who are better than you are. And pay them more than you if necessary.”
David Ogilvy...

It is widely reported that the cost of making a hiring mistake is now as much as five times the annual salary of the hire.

Top Digital Media talent are in demand by employers more than ever and this trend won't be slowing down any time soon. So when there is such a demand for these talented individuals compared to how many are actually available, you are not only challenged to make the right hire, but you need to do it faster and better than your competitors.

The Process

All recruitment should be preceded by a comprehensive audit of your company's current management team set against its requirements for the coming months and years. Identifying the gaps that need to be filled in order to achieve your company goals on time is crucial. If you are expanding, diversifying or need to find investment, be clear in your mind about what you need and recruit accordingly.

Conducting regular reviews of your management team to identify gaps and putting plans in place to fill them is an essential element to achieving business goals and ultimately success.

What Not To Do When Hiring Digital Media Talent

Develop a detailed job description incorporating your findings from your management team audit. Be specific about attributes and personality traits, which will help your company to achieve its goals in the coming months and years.

*Always know
what and who you
need...*

Personality traits and success at specific functions are the most important criteria, not education, brand names nor popularity. Staying on track with your priorities is a challenge and must be managed.



All too often people ignore behaviour, attitude, ability to learn and other intangible factors in the selection process because these are harder to discern during an interview. However, in the long term these are important indicators of success.

Whilst knowledge and experience are a MUST for senior positions, behaviour is where truly exceptional long-term results can be gleaned. Intelligence, work ethic, self-motivation, ability and desire to learn make great long-term employee characteristics, in conjunction with know-how and experience.

Circulate the job description to obtain input and comments from all stakeholders. Decide on the interview process, timeline and roles.

- Who will screen CV's?
- Who will interview the candidates?
- Who will have final veto power?
- Who will be responsible for the ultimate hiring decision?

Many companies fail because they use people to screen and interview candidates without any hiring skills or knowledge/experience of the skill set they are looking for.

Leverage your stakeholders for their skills and experience throughout the hiring process. Interviewing a senior executive without possessing the right interview skills or knowledge of the role being recruited for can have a negative impact on your process. It can discourage the best candidates and lead them to the conclusion that the company doesn't take their recruitment seriously or value their candidates.

Stakeholders should meet immediately after each interview to review their thoughts and feelings about the candidate. There should be a structured process for reviewing candidate interviews to focus on the key elements needed to make the choice successful. The focus should not be on personality or other softer attributes at this stage as they tend to dominate group discussions and opinions. Repeat this process following second interview stage.

What Not To Do When Hiring Digital Media Talent

Should you have three strong candidates with the skill set you need, then the more intangible elements mentioned earlier in this eBook come into play to determine the right hire for your business.

Move quickly, the best candidates do not stay available or open to you for long. Your recruitment process gives a candidate an insight into your business and impressions are made and conclusions drawn.

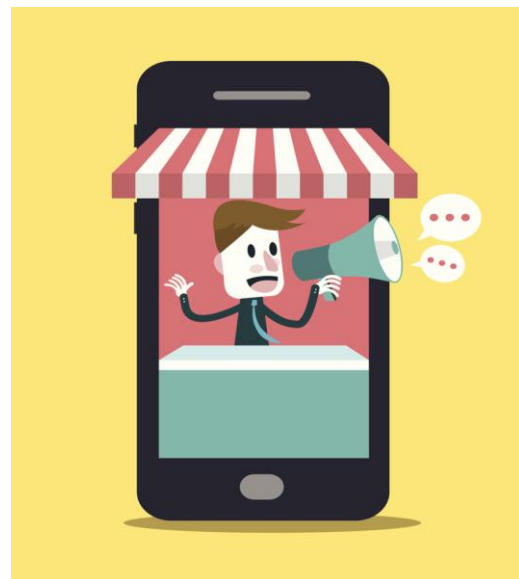
However, don't be rushed or compromise. You could consider bringing in interim cover while you are recruiting for your senior role. This allows you to say "we don't have the right candidate yet, let's keep looking."

Good interims will be up to speed from the moment they step foot in your company. I would recommend working closely with a specialist interim provider if you want to hire one, as they will be able to point you towards the right interims at the right cost. Beware hiring an interim informally, they will only be successful for you if you make the right hire here too.

Check references, more for a hint on the candidate's strength and weaknesses and an understanding of how to work with and/or manage them. Also, obtain additional referrals for references. These are MUCH better reference checks as they are not friends, prepped or hand selected. We all have weaknesses, if the reference is not providing you with any, they are not a good reference source.

Candidate Attraction

As essential as your recruitment process is, of equal importance is what you offer to prospective employees. Why should they join you over your competition? Investing time into crafting and communicating your candidate message ensures consistency and assists with your overall recruitment process blueprint.



Network

Networks can be extremely useful when identifying key players with the skills and experiences you need. However, statistics show that only 1 in 5 jobs are successfully filled by utilising personal networks. This is due to the difficulty managing the quality and consistency of your candidate message (especially if you haven't invested time

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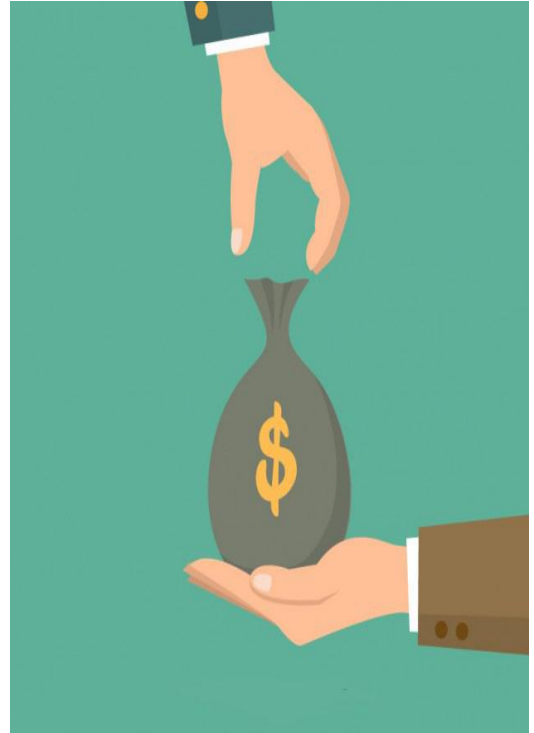
They should have an intricate understanding of your business and will have your best interests at heart. Although they are working for you and not for your potential employee, the best Search partner will also have the trust of that person too, and understand how, by taking a role with your business, it will advance their career.

You should invest time and effort in developing a strong and open relationship with your Executive Search Consultant to hire successfully time and time again.

Securing the Candidate

Take the time and be open to negotiating a package. The best candidates are going to want the best packages as they know what they are worth in the marketplace, no matter what your current Terms & Conditions may be.

You do not want someone working for your company as a senior executive who doesn't understand their worth and if they don't negotiate the best deal for themselves, how could they do it for your company? Once they join the company your return on investment will be tenfold on those negotiation and market knowledge skills, so be patient and be prepared to pay fair market value, at a minimum, to acquire the best quality candidates.



So... You have found the right candidate, you have made the offer, successfully negotiated and the candidate has accepted.

Job done!! Or is it?



Look out for my next eBook....

‘How to Retain Top Performing Digital Media Talent...’

This guide is offered in goodwill and you should seek professional guidance or legal advice to ensure that your recruitment process is fully compliant. Saul & Partners shall not be liable under any circumstances for any loss, expense, damage, delay, costs or compensation (whether direct, indirect or consequential) which may be suffered or incurred by you.



Kelvin Saul

Founder / CEO @ Saul & Partners Executive Search. Founded in 2006, Saul & Partners is a specialist Digital Media & Technology Staffing and Recruitment Firm spanning AdTech / FinTech / SaaS / eCommerce / ArtTech / EdTech.

Saul & Partners focus on finding and placing the best talent at Leadership and Management levels across Commercial, Marketing, Business Development, Sales, Client Success/Account Management, Digital Operations, UX / UI, Trading and Campaign Analytics.

Kelvin's background includes 18 years experience in management consulting within risk, regulation and transformation management within the investment banking and asset management sectors.

He is a real Londoner, likes cycling, cinema and is an avid Formula 1 fanatic.

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