



TANZANITE
LEADERSHIP DEVELOPMENT™

The Future of Hiring: Tips to Hire Better *Right Now*

A Tanzanite Leadership Special Report

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Executive Summary & Understanding Today's Workforce

Whether you like it or not, it's an employee's world right now. There are about twice as many jobs available as there are job candidates.

In addition, employees are overwhelmed. It's understandable; there are fewer people doing more work than ever before. It leads to burnout. And with so many jobs available, it's easy to switch (additional pay is a side benefit).

In the meantime, HR and many hiring managers are unable to cope with this new workforce. They're doing the same thing they did five years ago, and it's not working.

Successful hiring depends on letting go of old beliefs and habits. "That's the way we've always done it" is a recipe for disaster today.

Hiring managers, recruiters, and HR departments must be able to experiment and be wrong. It won't be easy to do.

Primary Reasons Why Employees Leave



Too much
work/Burnout



Because they
can/it's easy to do



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Quitting is
contagious



Need for flexibility

Best Hiring Tips



Create an Employee Value Proposition.

Can you answer the following questions:

- Why would a great employee want to work at your organization?
- Why would he/she/they want to stay at your organization?

(This is a great topic for a leadership or board retreat.)



Re-think level of education.

Does the successful candidate *really* need to have a bachelor's degree?



Re-think level of experience.

Who's your best employee? It's not the person who had two years more experience than the rest of your team. Successful employees are about everything that's NOT on their resume.



Develop a strategy.

From job postings to who interviews and selects – there should be a strategy in place from the moment an opening occurs. Don't react. Plan ahead.



Stop thinking like HR and start thinking like a marketer.

Have you reviewed your job postings lately? If you have things like “must lift xx pounds” and the job isn't manual labor, save that for the interview. You're trying to get people interested in working for you.



Silver Medalists.

Your best source for this job may just be the person who was the runner-up the last time the job was vacant. Keep in touch with them.



Can you train an existing employee?

Take a chance on someone you know.



Boomerangs.

Rehiring former employees who left on good terms is a cost-effective way to fill open positions.

[More] Best Hiring Tips



Employee Referral Bonu\$\$\$\$

The best way to get good employees who stay for at least 3 years. If you don't have a bonus program, start one. If you do have one, triple the bonus amount.



Stop stereotyping.

Just because they're older doesn't mean they aren't good with technology. Re-think gender stereotypes (a woman can't be a truck driver).



Use your alumni.

You probably have lots of former employees who still keep in touch. They can be a great source to find future employees.



Don't automatically eliminate job jumpers.

Don't toss a resume that has a history of changing jobs frequently. Instead, find out the reasons for the job changes.



Don't automatically eliminate those with employment gaps.

Assess the reasons for those gaps before tossing that resume.



Make sure your compensation & benefits package is competitive.

Look at similar jobs in your area on job boards. That's your competition.



Make a quick decision.

The fastest way to lose a good candidate is to take too long. Keep in constant touch, and decide quickly.



But fail fast.

Relationships of any kind rarely get better with age. If it's not working out, do both yourselves a favor and let them go. We know lots of CEO's who regret keeping people too long, but few who regret letting them go too quickly.

Top Hiring Mistakes to Avoid



Panic Hiring.

If you hire too quickly, you'll always regret it. The corollary is: "Don't fall in love with the first person you interview."



Over-reliance on experience.

It's not how long they've been doing it; it's what can they do for you now and in the future.



Not painting a realistic picture.

#1 reason employees leave within a year? "The job wasn't what I expected it to be." Make sure candidates talk to employees who are currently doing the job.



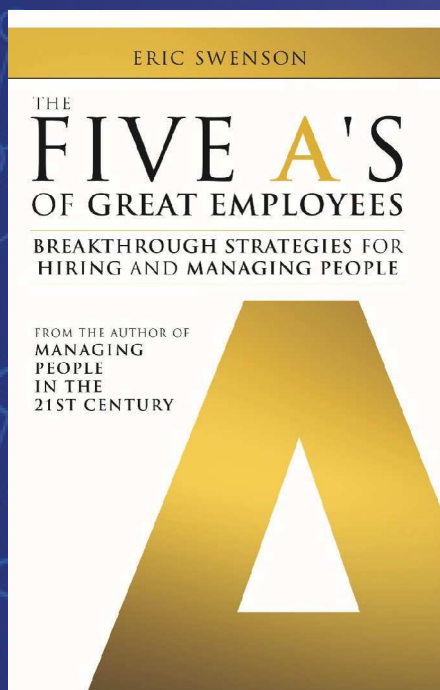
Asking the wrong questions.

When interviewing, find out if they can do what you need them to do. It's not about their past; it's about your future.



Thinking the hiring is the end of the process.

It's just the beginning. 72% of millennials and Gen Z feel immediate regret after starting a new job.



The Five A's of Great Employees

Eric Swenson's seminal book on the essential intangibles for successful employees.



Ability



Agility



Attitude



Aptitude



Alignment

Key Strategies

Based on our research and experience with over 300 small and mid-sized business clients throughout North America, our key guidance for clients are as follows:



Employees must feel fairly paid for what they do.

- If they don't, there's no leadership technique or benefit that's going to get them to stay.
- Time to make sure you're paying everyone a competitive wage.



The last experience a person has becomes the minimum expectation they have for their next job.

- If they're used to working from home two days a week, that's what they'll want now.
- If they were getting 3 weeks of paid vacation before, they're not going to settle for less.



Commit to systemic change and hiring better.

- You can't expect different results by doing the same thing. You need to adapt to today's workforce.

(Because today's workforce is not going to adapt to you.)

About the Author



Eric Swenson believes anyone who's intellectually curious and innately humble can be a great leader.

Workforce strategist, author, and speaker - Eric Swenson is acknowledged as a leading expert on leadership and the workforce. His work has led to improved performance, stronger employee engagement and greater customer satisfaction for businesses throughout North America.

His first book, *Managing People in the 21st Century*, was published in 2004 updated 16 years later. His second book, *The 5 A's of Great Employees*, argues that experience and education are far less important in today's workforce than intangible attributes.

A sought-after speaker, he speaks frequently to organizations and conferences on topics ranging from leadership and management, to workforce trends and issues. He has conducted seminars for professional organizations and is a popular keynote speaker at conferences and conventions.

Eric oversees two companies he founded: Tanzanite Leadership Development and Symmetry HR Outsourcing. Since 2003, these brands have provided leadership training and human resources oversight for more than 300 businesses and nearly 30,000 client employees representing virtually every industry from start-ups to major organizations.

Tanzanite provides unique leadership training programs, on-site and on-line, to hundreds of executives and senior managers every year.

He has managed hundreds of employees and interviewed thousands of job candidates in his career.

Prior to launching his company, Eric had a 17-year corporate career, where he worked in sales, marketing, training and senior management.

He was born in Los Angeles and grew up in nearby Arcadia. An Eagle Scout, he is a graduate of the University of the Pacific, where he majored in English and communications and was Student Body President at the College of the Pacific. He's currently working on his newest book, *Weaknesses*.

Eric lives in Los Angeles with his wife, Yukiji.

About Tanzanite Leadership Development

Contemporary leadership for today's leaders.

Tanzanite is created by leaders for leaders. We didn't study leadership in a classroom, or are regurgitating someone else's content; we have and continue to lead people every day.

Thus we are uniquely situated to understand and design programs and concepts for today's leaders.

Whether you're a person looking to develop your leadership skills or an organization looking to elevate your management team, we have a unique process designed with a simple concept: *One Size Fits One.*

This isn't simply taking a generic class. We're here to work with your innate skills, talents and needs. We're a holistic solution to upgrading your leadership skills.

We provide dozens of trademarked tools that you can immediately apply to your own team as soon as you return from each workshop. These tools bridge the critical gap between concept and theory and actual practice.

For more information, please visit www.tanzaniteleadership.com



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