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# The Importance of Searching and Sourcing Masterclass IESF

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**Summary of our presentation** 

Topics of today:

Our organization

Responsibilities & Processes

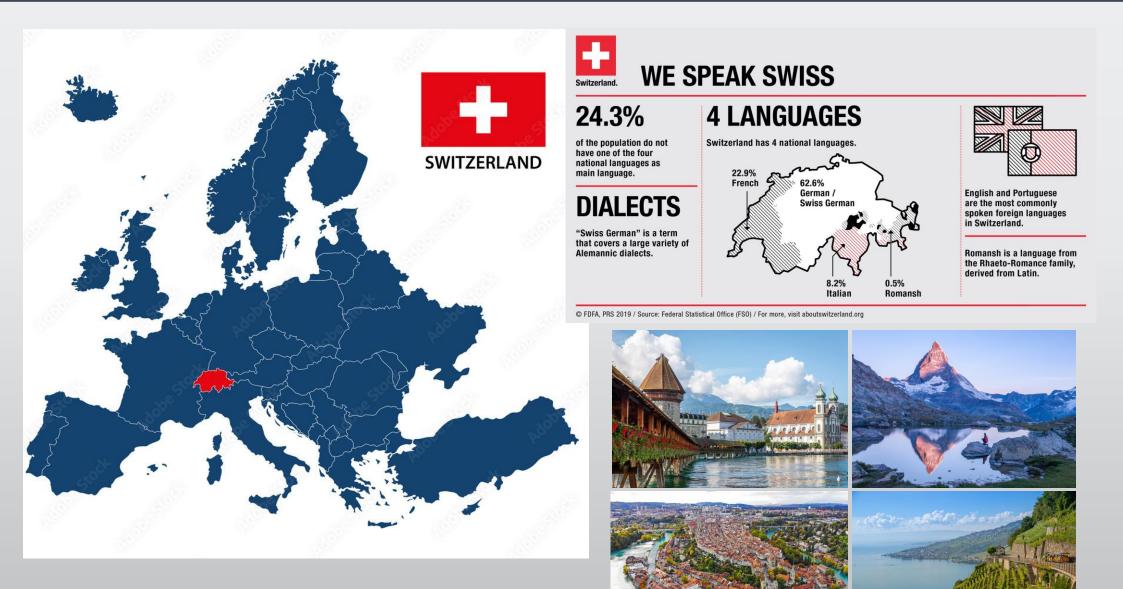
Internal recruitment

**On-boarding** 

**Open discussion** 



## **GANCI PARTNERS SWITZERLAND**





## **Our challenges with Recruiters**

Limited talent pool in Switzerland Attractivity & Retention

Onboarding & Training



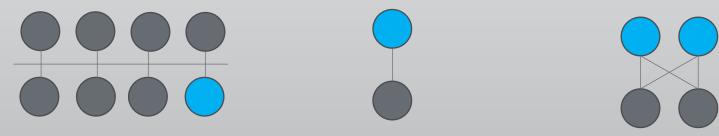






# NEW SETTING BETWEEN POOL AND TANDEM

	POOL	TANDEM	HYBRID
+	<ul> <li>Flexibility in case of absence</li> <li>Possibility to choose the most fitting RA for each search</li> <li>Best practices exchange</li> </ul>	<ul> <li>Control and visibility</li> <li>Strong commitment to Consultant/Client</li> </ul>	<ul> <li>Control and visibility</li> <li>Strong commitment to Consultant/Client</li> <li>Workload management among 2 RA</li> <li>Flexibility in case of absence</li> <li>One unique family in the «unit»</li> </ul>
-	<ul> <li>Lack of control</li> <li>Creation of a wall between 2 groups in the Firm</li> <li>Need of strong management and high professional maturity from RA team members</li> </ul>	<ul> <li>Silos organization</li> <li>Lack of flexibility</li> <li>Workload management (too much, not enough)</li> <li>Difference in the level of the RA (skills)</li> </ul>	<ul> <li>Best practices exchange with other «units» -&gt; TRAINING</li> <li>Silos organization -&gt; LIMITED</li> </ul>



## **Responsibilities & Process**







# Additional responsibilities

Internal Recruitment of Recruiters Onboarding of new Recruiters

Internal projects



## **Internal Recruitment of Researchers**

## **OUR NEW RECRUITMENT STRATEGY - KEY OBJECTIVES**

#### EVOLVE WITH COMPANY NEEDS

- Realistically understand what are the core skills to succeed in the role.
- Learn from previous mistakes and adjust.
- Decreasing employee turnover.
- Be reactive, create a pool of candidates.
- Hire the right people, contributing to keep our positioning and maintaining harmonious teams.

#### CORPORATE VALUES

- Understand, rethink and question what are the common values within the firm.
- Strengthen the feeling of belonging and feeling of common values between employees.
- Describe our values to potential new candidates in a realistic way.

#### EFFICIENCY & EFFECTIVENESS

- Fair, unbiased and cohesive selection process.
- Same strategy across offices and regions.
- Clear project ownership.
- Involve the research team.
- Avoid delays, keeping the momentum.

BE COMPETITIVE

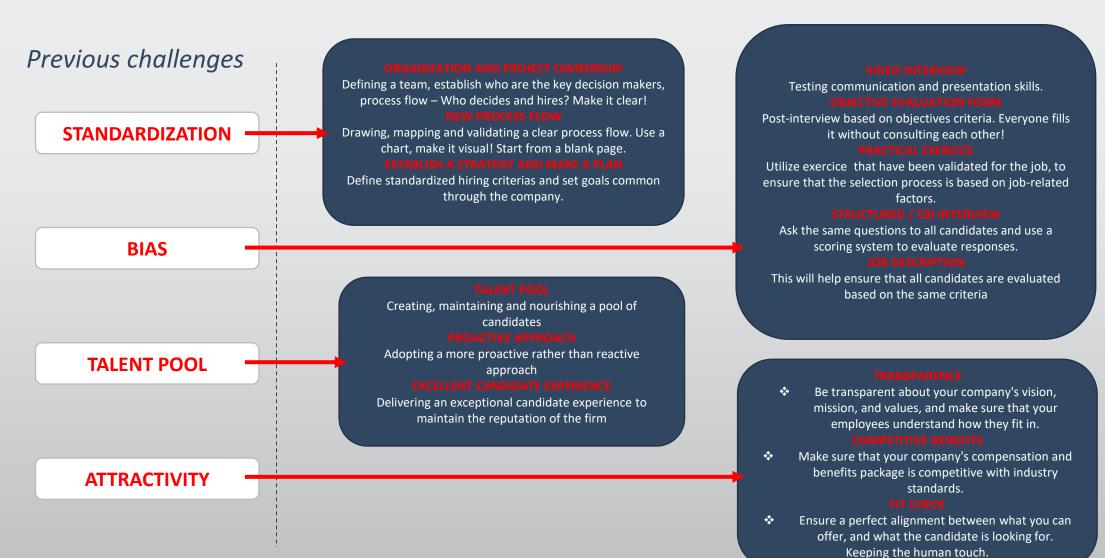
# Create a modern, simplified and agile recruitment process.

- Understand the market and what distinguishes from others.
- Be realistic about what the company needs, and what it can offer.
- Adapt to a difficult, candidatedriven market.



## **Internal Recruitment of Researchers**

#### **OUR NEW INITIATIVES**





## THE IDEAL PROFILE





# Onboarding / Training Recruiters

## **OUR ONBOARDING / TRAINING STRATEGY - KEY OBJECTIVES**

ADAPT TO COMPANY NEEDS

**EFFICIENCY &** 

**EFFECTIVENESS** 

- Realistically take into account resources and time available to onboard new Recruiters.
   Standardize training in order to assure important skills shared by every Recruiter.
- Quickly build common knowledge.

SHARE CORPORATE VALUES

- Give a quick overview of common values.
- Strengthen the feeling of **belonging** with different internal events.
- Build a strong team.

- Same onboarding process across offices and regions.
- Clear project ownership.
- Involve the research team.

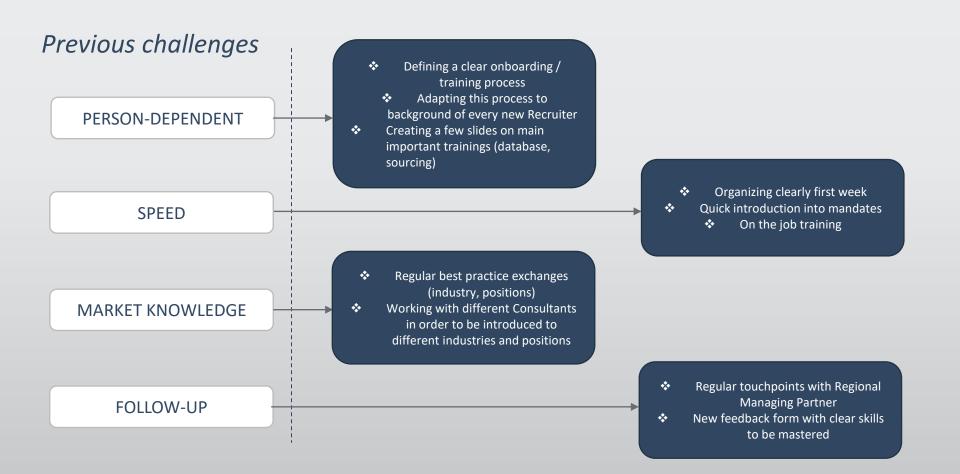
FAVOUR RETENTION

Focus on first impressions with a professional onboarding process.
 Decreasing turnover.



# **Onboarding / Training Recruiters**

#### **OUR NEW INITIATIVES**





# **Onboarding / Training Recruiters**





#### **GP SOURCING POLICY** HOW TO STRUCTURE SOURCING Use Information Available **Define Search Strategy** Management Keep track of all stages of Define Key Criteria search made under Notepad Market Intelligence: Check for women To be defined by Invenias Search of the mandate in Invenias Gain knowledge about Either check through consultant / make Go through relevant and add target companies client company and market pictures suggestion if necessary and assignments and assignments under Check current news Or through adding save to Invenias (under Key Person Search research Understand the position Use Boolean of most Criteria) common female first names Add Boolen Search String to and add keyword in Notepad Define Strategy Linkedin ("her" OR "she" OR Collective Intelligence: Market Area / Geography "elle" OR "Ihn" OR "Ihr" OR Exchange with other Target Company Search Define Industries Collect information on the "Ihre") - see cloud Research consultants and RA to target Check directly on Website Define Positions / Position Associate/Research Best market and save in the old assignments in Invenias (depending on seniority Levels (think about Practice/Tools to target cloud (search overview and ideas of candidates, level - Management level company sizes) women in searches template in the cloud) with search strategies, target typically visible) Develop Boolean Search seniority level of candidates companies String found, difficulties to match LinkedIn Search criteria defined by client, Use Business Monitor to languages, geographical Boolean in Linkedin with all Assure Knowledge identify target companies areas, etc. This information imperative criteria (job Search for Female-Management: (focus on large and medium will then be completed with function, industries, Enter the target companies); add to Invenias Associations in respective feedbacks from candidates keywords, etc.) and add all Search for Fairs, industry or function assignments in Invenias from approaching and possible synonyms and (e.g. female CIOs) (under research) Associations, Events in the common misspelling with preguals (salary, age, Enter the target companies sector as en entry door to interest for client and different languages in Invenias (under research) find new target companies position, etc.) i. Adjust your search string and candidates after first findings ii. Use all fields of research vs keywords iii. Complete Boolean with new terms found on candidates' profiles Extended LinkedIn Search Check for similar profiles of ideal candidates

Check for associations etc. of similar candidates



First ER Screening around 600-800 profiles (depending heavily on specific role)

> Closer ER Evaluation 100-150 Profiles

Present to Consultant 50-80 Profiles

Approach / Present to Clients 30-50 Profiles

> Prequals: 12-30 GP Interviews: 5-8 Client Interviews: 3-5



# THANK YOU FOR YOUR ATTENTION



*Croatia, 2021* 





What are the differences with your processes? Any surprises?

> Mistakes of recruitment? Why? Key learning from hiring mistakes

What internal training do you do and believe in?