

# THE TEN DEMANDMENTS:

RULES TO LIVE BY IN THE AGE OF THE DEMANDING CANDIDATE

talent mindset™



**Self Assessment**

pinstripe

# THE TEN DEMANDMENTS: RULES TO LIVE BY IN THE AGE OF THE DEMANDING CANDIDATE

What does an organization have to do meet the increasingly demanding expectations of today's most talented candidates? Just know the rules—and abide by them.

Pinstripe's *10 Demandments: Rules to Live by in the Age of the Demanding Candidate*\* provides a framework for employers to apply these rules to their relationships with the talented individuals they want to target before they become candidates,-- and after! Companies that hope to win the war for talent recognize that they need to build a "talent mindset" across their organization, and delivering a great candidate experience is a big part of that. Delivering a great candidate experience is essentially about an initial targeted marketing message followed by the cultivation of a long-term relationship. This journey begins with the ability to assess where you are and translate that information into executable tactics.

## See how you stack up!

Identify where your company's recruitment practices and marketing could stand some improvement. Make those improvements and you will build a bridge to the candidates that you would like to attract and recruit, those individuals that you'd like to become long term employees, those employees who will help your company achieve its goals...and position yourself as a "talent magnet" and employer of choice.

No one is grading your performance – except those talented people in the marketplace who will or will not show an interest in your firm. So take the next step with this self-assessment.

## How do you stack up? Find out...It's easy!

- First identify how your company's recruitment processes rate.
  - Put a check mark in the EXCELLENT, GOOD or (gasp!) POOR column.
- Review the scores
- Pick the three to five sub-demandments that are the most important to the candidates you most value. Remember, the most important to them, NOT to you!
- In the Action Column, jot down some ideas for improvements along with "action steps"
- Get busy...just do it!
- If you need a little more "ammunition" to build the business case, select a company or two you compete with for talent, and do this for them! We even inserted a "them" column for you to use if you care to.

\* 10 Demandments: Rules to Live by in the Age of the Demanding Candidate is licensed by and inspired by *The Ten Demandments: Rules to Live in the Age of the Demanding Consumer*, co-authored by Kelly Mooney and Laura Bergheim.

# DEMANDMENT 01

## EARN MY TRUST

| EARN MY TRUST                                    | EXCELLENT   | U<br>S<br>T<br>H<br>E<br>M |  | GOOD   | U<br>S<br>T<br>H<br>E<br>M |  | POOR   | U<br>S<br>T<br>H<br>E<br>M |  | ACTION |
|--|---|----------------------------|--|--|----------------------------|--|--|----------------------------|--|--------|
|  |   |                            |  |  |                            |  |  |                            |  |        |
| <b>Play fair</b>                                 | Total Compensation and other work related policies and practices reflect a strong value proposition to employees throughout the organization.   |                            |  | Total Compensation and other work related policies reflect a competitive value proposition to prospective employees.                   |                            |  | Stuck in a time warp -compensation and policies are poor and/or haven't been updated in years. |                            |  |        |
| <b>Loose the fine print - and empty promises</b> | Key information related to careers and work, the process and expectations is prominently and compellingly displayed and explicitly communicated.  |                            |  | Key information is communicated clearly.   |                            |  | Key information ?<br>Send a search party!  |                            |  |        |
| <b>Respect me – and my data</b>                  | Data Security includes HR specific processes; someone is responsible and accountable for data security and privacy.<br><br>Career site has a specific "privacy policy" just for candidates.       |                            |  | Company website has a privacy statement but it is not candidate or employee focused.<br>Accountability for data security is not clear. |                            |  | Why do I need a privacy statement?<br>Career site and internal policies are sloppy.            |                            |  |        |
| <b>Deliver ROI (Return on Information) to me</b> | Robust one AND two-way communication is practiced and encouraged between prospective candidates and the organization. Robust search mechanisms and contact options are available and easy to use. |                            |  | Good one way information is available to candidates; search mechanisms are effective.  |                            |  | Plain vanilla. Site is no more than flat brochure-ware; only basic information exists.         |                            |  |        |
| <b>Straight talk – not slick talk</b>            | Promises and commitments are kept – on line, on the phone and in every channel.<br><br>Clear, honest claims and robust communication are business as usual.                                       |                            |  | Honest communications exist.   |                            |  | Clear communication is nonexistent.  |                            |  |        |
| <b>Prove your on my side</b>                     | Recruiters act as advocates for candidate with honest communication about the organization, the work, the culture and the candidate's fit ... even when they must suggest the fit is not right.   |                            |  | Recruiters are friendly to candidates.   |                            |  | Candidates are lucky to receive a call from the recruiter.                                     |                            |  |        |
| <b>ADD YOUR OWN</b>                              |   |                            |  |  |                            |  |  |                            |  |        |

# DEMANDMENT 02

## INSPIRE ME

| INSPIRE ME                  | EXCELLENT  | U<br>S | T<br>H<br>E<br>M | GOOD  | U<br>S | T<br>H<br>E<br>M | POOR   | U<br>S | T<br>H<br>E<br>M | ACTION |
|-----------------------------|--|--------|------------------|---|--------|------------------|--|--------|------------------|--------|
| <b>Show, don't tell</b>     | Career site offers ample information, easily locatable in a "sensory rich" and compelling manner.  |        |                  | Career site is visually attractive and has enough information for most purposes.                                      |        |                  | "Stock" career site offers basic information only.   |        |                  |        |
| <b>Connect with me</b>      | Company clearly stands for something that is meaningful, touches people at an emotional level and draws them in. Compelling messages about the organization's talent mindset are communicated consistently throughout all touch points.      |        |                  | Employer branding illustrates that people/talent are critical to the company's success. Company values are displayed. |        |                  | Little or no description of how the company values its employees and their uniqueness. Keep moving – there's nothing interesting to see here.    |        |                  |        |
| <b>Put me in the action</b> | Active communication and participation is invited. Candidate is "drawn in" to engage with the organization and that engagement is reciprocal.  |        |                  | Site and process is visually inviting and straightforward and allows for interaction.                                 |        |                  | How do I do that? Site and process are not interactive.  |        |                  |        |
| <b>Motivate me</b>          | Candidate's active participation and engagement is encouraged and stimulated to achieve positive or self-enhancing outcomes (quizzes, contests, etc)   |        |                  | Candidate communication and interaction is encouraged.  |        |                  | We're not making it easy. Candidate must be self-motivated to push the process forward.  |        |                  |        |
| <b>Share the wealth</b>     | During the process "total compensation" is discussed including benefits, perks, development opportunities.<br><br>Long term total compensation potential for the "lifetime career development" is part of the conversation.                  |        |                  | Total compensation and summary of benefits is discussed at offer.   |        |                  | Why do we need to talk about money now? Only hourly or salary is discussed during the process and only a small amount more at the time of offer. |        |                  |        |
| <b>Have a heart</b>         | Company community efforts (recycling, volunteering etc) and contributions are highlighted. Company philanthropic efforts are celebrated and relevant.<br><br>Company mission is to make a difference and it ensures every employee will too. |        |                  | Company overview states how it is a good corporate citizen.   |        |                  | We don't do that here. Company does not promote community involvement or giving back.  |        |                  |        |
| <b>ADD YOUR OWN</b>         |  |        |                  |   |        |                  |  |        |                  |        |

# DEMANDMENT 03

## MAKE IT EASY

| MAKE IT EASY                            | EXCELLENT   | U<br>S | T<br>H<br>E<br>M | GOOD   | U<br>S | T<br>H<br>E<br>M | POOR   | U<br>S | T<br>H<br>E<br>M | ACTION |
|---|---|--------|------------------|--|--------|------------------|--|--------|------------------|--------|
| <b>Help me to simplify my decisions</b> | Career site features a well-defined and outlined process and framework for rapid processing and decision-making; search mechanism is easy to navigate and the information is robust.  |        |                  | Career site features a defined and communicated process and navigation.  |        |                  | An information vacuum. No job search capability; resumes must be emailed.                            |        |                  |        |
| <b>Top-Ten lists</b>                    | Career site highlights what is most important for candidates to see...displayed in a fun and attractive way and refreshed often to encourage return visits. <ul style="list-style-type: none"> <li>Hot Jobs</li> <li>Most recent jobs</li> <li>Cool company happenings</li> <li>Awards</li> </ul> |        |                  | General information is available if candidate looks for it or uses drop down menus.  |        |                  | What information may be there is buried deep and not easy to find.                                   |        |                  |        |
| <b>Let me pick up where I left off</b>  | Application process allows candidates to exit and reenter where they left off.  |        |                  | Application process does not save information or saves information occasionally so some information is lost if candidate needs to pause during process.  |        |                  | Application process still in the Dark Ages. No online application process.                           |        |                  |        |
| <b>Make it fast – or forget it</b>      | The best candidates are found and processed quickly – no - immediately!<br><br>Instant Messaging, text messaging, self-service is a regular part of how communication with candidates occurs.   |        |                  | Auto-emails are about the best that is in place for quick response.  |        |                  | Candidates fall into the "black hole" of employment.   |        |                  |        |
| <b>Make it usable and useful</b>        | The time candidate invests is considered valuable from a cost/benefit or ROI basis.<br><br>Information is tailor-made for the industry or functional area candidates are concerned with.  |        |                  | While it may take some time and effort to find it – there is good information available for the discerning candidate who has many choices ... IF they take the time to get it and don't leave your site in frustration |        |                  | Useful information is hard to come by. What is available is just not easy to find or understandable. |        |                  |        |
| <b>ADD YOUR OWN</b>                     |   |        |                  |  |        |                  |  |        |                  |        |

# DEMANDMENT 04

## PUT ME IN CHARGE

| PUT ME IN CHARGE  | EXCELLENT   | U<br>S | T<br>H<br>E<br>M | GOOD   | U<br>S | T<br>H<br>E<br>M | POOR   | U<br>S | T<br>H<br>E<br>M | ACTION |
|---|---|--------|------------------|--|--------|------------------|--|--------|------------------|--------|
| <b>Let me go deep</b>   | <p>Robust and pertinent information is available to all candidate groups.</p> <p>An empowering experience is provided so the candidate feels in the driver's seat, much like they are a valued customer who is being serviced exceptionally.</p>                      |        |                  | <p>Interaction can take place with minimum assistance. Self service works.</p> |        |                  | <p>We'll contact you if we're interested.</p>  |        |                  |        |
| <b>My pace is my own</b>  | <p>Candidates move at their own pace along their own path. Automated processes allow greater speed and control. Process is clear, illustrated and entrances and exits are clear and communicated</p>  |        |                  | <p>Automation exists. Candidates can enter and exit process easily.</p>        |        |                  | <p>Old school. Candidates must start and finish in one sitting. Little or no automation.</p>   |        |                  |        |
| <b>Don't trap me</b>  | <p>No endless loops that "trap" the candidate without being able to move forward.</p> <p>The on-line application process has a help button as well as chat and a phone number/email address where candidates can get their problems solved with personal service.</p> |        |                  | <p>The on line application process has a toll free number.</p>                 |        |                  | <p>Help is not available. If there is an online process, there is no way to let us know that there is a problem if there is one.</p> |        |                  |        |
| <b>Automate the administratively burdensome aspect of application</b> | <p>Repetitive date fields are auto-populated.</p> <p>Robust self service exists.</p>  |        |                  | <p>Some automation.</p>  |        |                  | <p>No aspect of the process is automated.</p>  |        |                  |        |
| <b>Let me control my data and be anonymous when I want to be</b>      | <p>Respect for the individual candidate and their timeline and urgency is paramount.</p>  |        |                  | <p>Candidates can be "anonymous" as long as they want.</p>                     |        |                  | <p>You're either "in" or "out".</p>  |        |                  |        |
| <b>ADD YOUR OWN</b>   |   |        |                  |  |        |                  |  |        |                  |        |

# DEMANDMENT 05

## GUIDE ME

| GUIDE ME                               | EXCELLENT  | U<br>S | T<br>H<br>E<br>M | GOOD   | U<br>S | T<br>H<br>E<br>M | POOR  | U<br>S | T<br>H<br>E<br>M | ACTION |
|--|--|--------|------------------|--|--------|------------------|---|--------|------------------|--------|
| <b>Boost my confidence</b>             | Potential candidates and candidates are routinely assisted in making important decisions during the process. This assistance is offered online and off, includes self service AND high touch personal interaction.   |        |                  | Qualified candidates are treated as "customers".                               |        |                  | Candidates are not thought of ... it's as simple as that!                                 |        |                  |        |
| <b>Organize the chaos</b>              | Even though the organization is large and maybe global – the communication to the candidate is personal, friendly even.<br><br>Information is not "cluttered" and summaries, FAQ's, etc exist.   |        |                  | Information is well organized.   |        |                  | What little information there is is not filtered, organized or even necessarily relevant. |        |                  |        |
| <b>Point me in the right direction</b> | Candidates can decide if they have time now or if they are even interested because there is a roadmap that describes the process and timeline. Helpful content, tools and advice lead candidates through the process and help them have confidence in it.                |        |                  | Candidates are informed where they are in the process.                         |        |                  | Roadmap, what roadmap? No direction is given; no process outlined.                        |        |                  |        |
| <b>Seeing is believing</b>             | The career site has information that can be read, seen and heard.<br>Jobs have realistic job preview, day-in-the-life description or job match questionnaire. Employee comments and job details can be heard via audio and/or video. Personal interaction is encouraged. |        |                  | Information about the company and job are in an "employee or candidate" voice. |        |                  | Left in the dark. No relevant information or examples exist.                              |        |                  |        |
| <b>Anticipate my needs</b>             | All qualified candidates who have applied and are considered a "match" are treated as potential "lifetime customer". Organization actively encourages recruiters and candidates to "stay in touch" and it really happens.  |        |                  | Candidates in the data base are searched for all open positions.               |        |                  | Candidates' applications are either lost or filed and forgotten.                          |        |                  |        |
| <b>ADD YOUR OWN</b>                    |  |        |                  |  |        |                  |   |        |                  |        |

# DEMANDMENT 06

24/7

| 24/7                                 | EXCELLENT   | U<br>S | T<br>H<br>E<br>M | GOOD  | U<br>S | T<br>H<br>E<br>M | POOR  | U<br>S | T<br>H<br>E<br>M | ACTION |
|--------------------------------------|---|--------|------------------|---|--------|------------------|---|--------|------------------|--------|
| <b>Remove the walls</b>              | Candidates can interact anytime, anywhere, anyway. Information is easy to find and share. Personal communication is encouraged by self service mechanisms.                                  |        |                  | Process and communication is comprehensive, but easy. |        |                  | A labyrinth. Process is administratively burdensome and needlessly complicated. |        |                  |        |
| <b>How long is the wait, anyway?</b> | The organization acts with urgency related to great talent.   |        |                  | Average wait times and average communication.         |        |                  | It can take ages. No urgency and no communication                               |        |                  |        |
| <b>Is anybody there?</b>             | All participants in the employment process know this is a 24/7 world and they need to be on the "candidates clock". The organization has a talent mindset and recruiting is everyone's job. |        |                  | Communication tools exist and are used.               |        |                  | Nobody's home.  |        |                  |        |
| <b>Give me the real deal</b>         | Robust job, work and company information and details exist and are easy to find. Honesty and realism and clear communication are hallmarks of every interaction here.                       |        |                  | Solid information exists for candidates to find.      |        |                  | Nothing, nada, here that can help a candidate determine next steps.             |        |                  |        |
| <b>ADD YOUR OWN</b>                  |   |        |                  |   |        |                  |   |        |                  |        |



# DEMANDMENT 07

## GET TO KNOW ME

| GET TO KNOW ME                            | EXCELLENT   | U<br>S | T<br>H<br>E<br>M | GOOD   | U<br>S | T<br>H<br>E<br>M | POOR  | U<br>S | T<br>H<br>E<br>M | ACTION |
|---|---|--------|------------------|--|--------|------------------|---|--------|------------------|--------|
| <b>The world revolves around me</b>       | Career site and company representatives routinely treat each candidate as a unique individual. All communication speaks personally to each candidate and their unique talents and their experience in the process using their name. |        |                  | Some level of individual attention exists most of the time.                    |        |                  | No personalized communication exists; maybe even no communication at all! |        |                  |        |
| <b>Don't just dive into the data pool</b> | Company seeks to "get to know" the candidate as the candidate "gets to know" the company.   |        |                  | Communication is good, but mostly one way.                                     |        |                  | A flat career site and even one way communication is difficult.           |        |                  |        |
| <b>See me as one candidate</b>            | Consolidated views of candidate's activities; regardless of channel and recognition upon return.  |        |                  | Aggregated views of activities for each candidate.                             |        |                  | No data basing or interactivity.  |        |                  |        |
| <b>Speak my language</b>                  | No internal "jargon"; just straight talk in a "voice" that resonates with candidates. A welcoming, not intimidating look, feel and process.   |        |                  | Good "curb appeal".  |        |                  | The worst real estate on the web.   |        |                  |        |
| <b>Live in my shoes</b>                   | Company routinely observes and surveys candidates' behavior and preferences to better understand, attract and serve.  |        |                  | Company occasionally surveys candidates and hiring managers about the process. |        |                  | Ask who what?   |        |                  |        |
| <b>ADD YOUR OWN</b>                       |   |        |                  |  |        |                  |   |        |                  |        |

# DEMANDMENT 08

## EXCEED MY EXPECTATIONS

| EXCEED MY EXPECTATIONS         | EXCELLENT  | U<br>S | T<br>H<br>E<br>M | GOOD   | U<br>S | T<br>H<br>E<br>M | POOR  | U<br>S | T<br>H<br>E<br>M | ACTION |
|--------------------------------|--|--------|------------------|--|--------|------------------|---|--------|------------------|--------|
| <b>Little things are big</b>   | "Over delivery" with respect to the candidate experience is a shared mindset and philosophy that empowers and fuels the company's talent mindset and recruiting prowess.   |        |                  | In special circumstances, the highest performing recruiters deliver a great candidate experience.        |        |                  | Administrative competence is about as good as it gets here.   |        |                  |        |
| <b>Overcompensate</b>          | Organization philosophy encourages Recruiters and Hiring Managers to make personal amends immediately to make things right. When there are gaps, delays or technical difficulties, accountability is taken and <u>personal</u> apologies are made. |        |                  | Auto emails are generated when the process or technology has a glitch. Little reason to "make it right". |        |                  | No acknowledgement is made to a candidate if the system goes down or an incident occurs ... Because this company doesn't even know it happened. |        |                  |        |
| <b>Try Harder</b>              | Candidates are treated as if they were a hard-earned customer. Recruiters are told to "screen in, NOT screen out".<br><br>Personal service is a performance expectation.   |        |                  | Candidates receive adequate communication.   |        |                  | "Don't call us; we'll call you" is the prevailing attitude.   |        |                  |        |
| <b>Surprise me with extras</b> | Candidates are called by their name and have a relationship with the Recruiter – they are treated like a valued employee even before they are one.<br><br>Candidates are treated with uncommon courtesies.   |        |                  | Communication is personal and Recruiters let them know they are making the right decision.               |        |                  | Every candidate is any candidate. Personal service is no where on the agenda.   |        |                  |        |
| <b>ADD YOUR OWN</b>            |  |        |                  |  |        |                  |   |        |                  |        |

# DEMANDMENT 09

## REWARD ME

| REWARD ME                                | EXCELLENT   | U<br>S | T<br>H<br>E<br>M | GOOD   | U<br>S | T<br>H<br>E<br>M | POOR   | U<br>S | T<br>H<br>E<br>M | ACTION |
|--|---|--------|------------------|--|--------|------------------|--|--------|------------------|--------|
| <b>Become the object of my affection</b> | <p>Enthusiasm is obvious – on the career site and in all communication. Candidate "stickiness" is encouraged and acknowledged.</p> <p>Easy fast access for the passive candidate. Two way, personalized communication. Candidates see value in the emerging relationship.</p>   |        |                  | <p>Attractive, engaging site; attentive personnel.</p>   |        |                  | <p>Little or no communication. No clear value to candidates; no acknowledgement of talent.</p> |        |                  |        |
| <b>Make my word of mouth count</b>       | <p>Visitors to the career site can forward a posting to a friend AND receive a bonus. Reward systems encourage and celebrate referrals and are seamless across channels. A virtuous relationship develops.</p>  |        |                  | <p>ATS (APPLICANT TRACKING SYSTEM) has a "forward to a friend function". Sometimes there is follow up.</p>         |        |                  | <p>Say "Thank You"? For what?</p>  |        |                  |        |
| <b>Acknowledge my value</b>              | <p>Candidates are shown and told that exceptional performance receives exceptional rewards. Career site visitors and candidates are treated with respect and acknowledged early and often.</p> <p>Testimonials and information illustrate employee diversity, training and development as well as the companies commitment to the "talent within"</p> |        |                  | <p>Simple statement about commitment to training, development and recognition can be found on the career site.</p> |        |                  | <p>"Talent Mindset?" What is that?</p>   |        |                  |        |
| <b>ADD YOUR OWN</b>                      |   |        |                  |  |        |                  |  |        |                  |        |

# DEMANDMENT 10

## STAY WITH ME

| STAY WITH ME                        | EXCELLENT   | U<br>S | T<br>H<br>E<br>M | GOOD  | U<br>S | T<br>H<br>E<br>M | POOR  | U<br>S | T<br>H<br>E<br>M | ACTION |
|-------------------------------------|---|--------|------------------|---|--------|------------------|---|--------|------------------|--------|
| <b>It's not over 'til it's over</b> | Qualified candidates are kept in an active prospect pipeline and pursued for multiple positions even if they are not right for the first job. The "lifetime" relationship is the guiding philosophy here.                 |        |                  | The career site and process allows for easy application to more than one position.                            |        |                  | Candidates who are qualified are rarely pursued for future openings and must reapply for different positions. |        |                  |        |
| <b>Accept my updates</b>            | Career site allows candidates to update their profile/resume on line. Self-service is quick and easy.<br><br>Candidates are contacted when updates are received.  |        |                  | Candidates can update their resume on line or by mailing it in. Sometimes updates are made in database.       |        |                  | There is no database, and thus, no updates! No surprise here.   |        |                  |        |
| <b>Check in</b>                     | Robust two-way communication exists – in all channels and it is coordinated and integrated.   |        |                  | Some auto-alerts exist.   |        |                  | No communication mechanisms.  |        |                  |        |
| <b>Be there for me</b>              | Organization and its processes and career site evolve quickly with improvements in technology and in response to candidate's and job seeker's ongoing needs. Constant innovation and unrelenting helpfulness is the norm. |        |                  | Occasional surveys for job seeker preferences and best practices help organization evolve site and processes. |        |                  | Flat, unchanging site. Best practices? Not here.  |        |                  |        |
| <b>Keep your promises</b>           | Make promises and follow through to keep those promises – always and across all channels. Promises made to candidates are part of regularly measured staffing performance metric reporting.                               |        |                  | Follow up and follow through is consistent.   |        |                  | The proverbial "black hole".  |        |                  |        |
| <b>Give me an out</b>               | Candidates can say "goodbye" and opt out easily; but the compelling experience created during the process leaves them with a warm feeling and referrals abound.   |        |                  | Candidates can withdraw – and still feel good about the experience they had with this organization            |        |                  | It never even really began here.  |        |                  |        |
| <b>ADD YOUR OWN</b>                 |   |        |                  |   |        |                  |   |        |                  |        |

# About THE TALENT MINDSET™

get talent worthy.

Getting and keeping top talent is the top business challenge of our era - more crucial than strategy, technology or even capital. Talent Mindset is an online community helping human resources executives meet this challenge head on by cultivating a true "Talent Mindset" in their organizations. TalentMindset.com builds on the work done by strategic HR thought leaders like McKinsey & Co. (The War for Talent, 2001), by working to build the Talent Mindset not just in corporate mission statements, but in everyday practices throughout the organization.

The TalentMindset.com discussion community is the brainchild of Sue Marks, HR industry thought leader with over 25 years' experience as a business executive and entrepreneur. Sue is currently CEO of Pinstripe Inc., a recruitment process outsourcing organization assisting financial, healthcare and technology organizations.

Please join us - feel free to view and download the ideas that are on the site, and submit your input as we build this knowledgebase together.

For more information contact us as [info@talentmindset.com](mailto:info@talentmindset.com)