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Managed Search:

How to Leverage This Talent Strategy

With Jeanne MacDonald, Global Operating Executive and President, Talent Acquisition Solutions, Korn Ferry Futurestep

Q: What is Managed Search?

A: Managed Search focuses on one of the most difficult groups for which to recruit – the level below the C-suite, from manager/director up through vice president. This is a talent critical level because not only do they implement organizational strategy, they serve as a feeder pool to the C-Suite. In today's ever changing business environment, companies can find themselves at a talent deficit for innovative leaders due to shifting product/market demands. Managed Search helps an organization to expand its reach for candidates beyond where they have traditionally recruited to access new skills/competencies required to achieve strategic objectives.

In the past, companies have spent an inordinate amount of time and money recruiting for these roles, using a wide range of contingent, retained, niche and boutique firms. This was an ineffective approach for many reasons, including the fact that companies were not building a pool of "keep-warm" candidates for future opportunities.

In a managed search environment, companies engage a talent partner for a set number of higher-level professional positions – often across the globe. Commonly, the number of positions for which we recruit via managed search on behalf of each client is around 40 per year.

Managed search lets companies

benefit from the economies of scale while still offering white-glove treatment for candidates.

Recruiters and/or coordinators are often housed at the client site. And, unlike entry level searches where there is more interaction through technology involved due to the sheer volume of candidates, in managed search, the recruiters/coordinators will meet personally with each candidate, introduce them to more people within the organization and even give them guided tours of the campus.

Q: How does managed search help clients looking to expand their global footprint?

A: With managed search, the client has a consistent approach across the globe, combined with a local presence to help with cultural and regional nuances. In our model, we have one project leader, who is often located in the region of the company headquarters. Then we'll have recruiters and coordinators in each region, such as North America, EMEA, Latam and APAC. The project leader is able to ensure that the employer brand remains aligned with the company strategy, and that the candidate experience reflects the priorities and culture of the company.

The managed search recruiter can also call on the resources of Korn Ferry's executive search team in the region to help identify potential talent in specific functional roles,

including technology, marketing and finance.

Because the recruiter is using the client's CRM tools, they'll keep a solid base of candidates who may be qualified for future opportunities.

Q: What types of deliverables should organizations expect from managed search?

A: With managed search, we provide much more in-depth assessment tools that help determine if the candidate is a good fit for the role and the organization. The assessment takes into account the whole person – not just their competencies and experiences (what they do) but their motivations and traits (who they are). We then map the candidate assessment results to a profile that we have put together with the client, which establishes what is needed for a specific role, and what kind of person would fit in best into the company culture.

One really unique element is a behavioral-based interview guide. Our assessment tool overlays the candidate results with the job qualifications outlined by the client, and creates targeted interview questions that help get to the issues and attributes that will decide if the candidate is ready for the role.

To sum it up, managed search is an approach that brings clarity, consistency and economy to one of the most difficult job levels for recruiters.