

## THE IMPORTANCE OF LISTENING WELL

Good recruiting can be difficult when you don't know exactly what you are looking for. But sometimes work requirements are not clear to the hiring manager, or they change during the search. When this occurs, the wise recruiter will listen carefully, anticipate the changes and recruit broadly.

Our client's new Compensation and Benefits manager started work one morning and met with our consultant that afternoon. She needed staff badly to meet some aggressive objectives that she had been hired to achieve. She wanted us to start a search that day for a senior compensation analyst. As they talked, she ruminated out loud about the work to be done and the possible need for a junior compensation analyst, too.

In due course, we presented a number of candidates. He had been able to find the right skills and experiences, but most potential candidates wanted more compensation than our client was willing to pay. Two did have both the right skills and pay. They were scheduled for interviews.

During the interviewing cycle, the hiring manager and her new boss had more discussions about her department's objectives. When one candidate declined their offer, they realized—because of their conversations—that the other candidate no longer fit their requirements. They began to rethink what they were looking for. Two junior analysts, to be mentored and developed and paid at a level that fit the organization, emerged as the new requirement.

We had listened carefully in the original conversation and had, just in case, been recruiting junior candidates along with the senior. As we saw the salary conflicts with the senior candidates develop, he put more emphasis on the less experienced individuals.

The result: the day our client decided to change the specification, we were able to present two qualified candidates. Both were hired.

We were able to do this because our consultant had over 30 years experience in human resources and understood how organizations and hiring managers function, and because he is a very good listener.