

RFC

EXECUTIVE

FOR LEADING TALENT



# Finding and managing leading talent

*Part 2 - Talent Acquisition*

## Talent Acquisition

### How do you determine if you have the right talent on board?

Only 30% of CEOs are confident that they will have access to the talent they need over the next 3 years.

Look at the key skills required to ensure that business objectives are continually met and regularly review them. You don't want to hire in key people only to find their expertise redundant in a matter of months. Conduct a skills gap analysis to see where you are exposed- identifying these gaps early is vital. The Boston Consulting Group found that recruiting ranked No. 1 among 22 different HR functions as having the highest impact on revenue and profit margins.

### How do you find the best people?



In order to ensure that you are getting the best possible fit in terms of skills, motivational and cultural fit you need to verify the competencies required for each role and review the best methods for testing these. Outline the skills required to ensure that business objectives are met and map the market to see where this talent is currently situated.

- Determine the skills and competencies required
- Determine hiring budget
- Research market availability and salary profile
- Revisit these regularly throughout the process

Once you have determined what skill sets are required, you can go to the market.

### **What are the best selection tools?**

When assessing candidates there are three key areas to focus on:

Skills Fit- Can they do the job now and in the future?  
Motivational Fit- Will they do the job now and in the future?  
Cultural Fit- Does their value system complement that of the organisation?



Once you have shortlisted applicants how do you assess whether they have the right skills, motivational and cultural fit? There are a number of tools you can use for this:

- Behavioural or competency interview
- Assessment centres
- Aptitude test
- Psychometric testing- which can evaluate emotional intelligence, personality type and values
- Presentation and Q& A session
- Reference checking

To ensure cultural fit there are further tools which can be used:

- Value based psychometric test
- Values based interview with on site tour
- Discuss company culture during initial interview
- Follow up with questions related to these values
- Meeting with general staff
- Culture testing tool such as OCAI
- Ensure you have a solid induction process that includes cultural induction

**For more information**

- search [RFC Tools& Downloads](#)
- see RFC Talent Management: [Psychometric Testing](#)
- see RFC research articles
- [How to hire international executives](#)
- [How to hire for cultural fit](#)

RFC Executive is an independent Irish firm that also represents CFR Global Executive Search Partners in Ireland. We have a track record of over 20 years in the successful delivery of executive talent acquisition management services both in Ireland and internationally.

We differentiate ourselves by delivering an effective best in class service by combining our local knowledge with global reach. In addition we tailor our services to meet their client's needs. Our expertise extends to:

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