Effective Recruitment Leadership and Optimizing Performance

Part 1

Playing hard ball with taking ownership and the culture of performance

As the base ball season passes the midseason, separating the teams in the pennant race others teams is not a difficult task. It seems like the same teams year after year are showing strong performances, as others are struggling to remain competitive and all hopes have been long gone for any chance at a pennant race as the team managers hair seems to be turning more gray as the season goes on. Even the effort is not their on teams that are losing. Even though most are being paid millions of dollars per year, due to the team not in the hunt, they stop putting in the effort. It becomes a self fulfilling prophesy . The real question is what do those successful team managers do that give them more “Wins” year after year, and less of a need for greash informula while other managers struggle with getting their team to remain just mediocre ?

Why do some offices see recruiting performance success and enjoy strong growth and profitability while, while others just struggle to survive in any economy. Like a professional baseball team that be can never get the right formula to consistenly to be in the pennant race in the middle of the season let alone the end of the season. The problem with most things… Ownership and accountability and developing the culture of performance. Here is the million dollar question for you. Who owns the responsibility for performance in your office? If it’s the owner or the manager…. It’s time to start buying stock in cpg companies that produce hair care products.

Recruitment performance is not just measured in the size of an office or in just how many placements are made. Bigger is not always better. Many owners took small teams and built them into large ones , then scaled them down again due to the lack of performance – and thus profitability. Recruitment performance is the efficiency of the individuals within a recruiting office. There are many ways to measure the batting average, but let’s use a simple metric called PDA(Per Desk Average). PDA is measured by taking the total revenue you have per year, then divide it by the number of producers. Producers are everyone who is either doing business development, sourcing or research. Like a major league hitter who bats over .300, a $300,000 PDA is considered getting in the top 10% of the industry . As a batter averaging .100 will see limited time in the majors, the 100K PDA is considered to be on the low end of recruitment performance.

So how can we get our PDA up as high as possible without having to replace everyone ? Get everyone to to be personally responsible, accountable and commited to their individual performance and the path to attaining their own goals and objectives.

Managing the the Ball of Accountability

The only question that needs to be asked in your office is … who truly owns recruiting performance and is committed and accountable for it on a montly basis? If your team leaves at 4:59pm while your office is having a poor month or a poor quarter while you are working long and hard. The answer is you. You are the one that owns recruiting performance in your office. However, wouldn’t it be nice if it was the individuals who perform – that had the complete accountability and commitment to achieve their individual and team performance goals on a monthly basis? It may be time to transfer the ownership of performance to the right place, the people who are supposed to be performing. It may be time to pass on the ball of accountability.

Its no easy task to get an individual or an office to accept the ball and be accountable, responsible and committed to hitting their own personal performance goals. Its the basic difference in being a Manager and a leader. Managers manage by time, try to enhance skills but still ultimately are the ones who have to drive performance. Leaders are individuals who instill ownership in employees and get them committed to achieving their goals and objectives. But by setting minimum levels of expectations and having personal performance goals established, you will be able to stop managing, worrying about premature graying and begin to lead your office on the way to getting back in the pennant race.

**Setting Minimum levels of expectation**

Before a person joins your organization, setting levels of expectations are critical. You need to share with the new employee to be, that there are expectations that need to be met. They need to show up at a certain time, not leave before a certain time, go to lunch and come back at a certain time. The conversation about minimum levels of performance expectations are probably the most critical.

**Results and activity based minimum levels of expectation.**

Results expectations are the minimum performance outcomes expected on a yearly and monthly basis. These could include the number of people expected to be placed as well as minimum amount of dollars Billed. A leader shares with their employees minimum expectations because that is the the minimum amount an employee is expected to produce to remain a profitable part of the organization. A conversation could sound like this.

“ In our organization, we set a minimum level of performance need to perform in terms of numbers of placements per month. We do this, because in order for our firm to be a viable business we need to be profitable. Every individual has to pull their own weight and cover the cost of themselves. At our organization, that means you need to committed to producing a minimum of 1 placement per month after your 90th day at our organization. We know that is below your personal goals, but it is the number that you will pay for yourself as an employee. If you choose not to perform at that level, you choose not to work at our organization. “

Activity Expectations are minimum activities needed to achieve the desired results. These would include everything from sendouts, to quality candidates to presentations to numbers of calls made on a daily and weekly basis. Since activities lead to results, leading and managing by activities is the single most important management duty in recruiting.

“Activities are the key ingredient to success in recruiting. If you do the right activities and the enough of them, your chances of success in recruiting increase exponentially. We need you to focus on making 80 calls per day initially. 80 calls per day will lead to 15 candidate presentations a day, which will lead to 3 quality candidates to be submitted to our clients on a daily basis. If we don’t hit 80 calls, we will not achieve 15 candidate presentations and thus 3 quality candidates per day. If you choose not to make 80 calls per day, bottom line, you choose not to achieve your 3 quality candidates per day.”

By using the statement “If you choose not to… This helps to make sure the employee understand – that they have a choice in their success or failure in this business. They make choices everyday. Their choices can be good ones or bad ones. They choose to plan, to make the calls.. This simply helps in transferring who owns the employees personal performance.

**Setting Personal Goals and Team Goals**

Often individuals and teams struggle to get behind a performance target because they don’t feel its theirs. It’s a random number that management put down squarely on their shoulders and says go at it. Another “Beatings will continue until Moral Improves” management technique to shove down their employees throats. To create additional ownership and commitment from associates, let them set and achieve their own individual and team based targets. The bottom line is this. Employees don’t go to work to help their employer buy a bigger house or get richer. They go to work to achieve their own personal goals. If the employee sees value from the organization in helping them achieve their goals, they typically stay. When they stop seeing value in their employer in helping them achieve their goals…they leave. The more an employer can help an employee achieve their personal goals, not matter what they are, the more value they bring to the employee.

**Personal Goals**

Its so important to completely understand an employees personal goals. This could include career goals, financial goals, thing goals and other personal goals. The more you know about an employee, the more you can help them achieve their life dreams. By helping them achieve their life dreams, you will get more performance and ownership out of every single one of them. Yearly have your players fill out their personal and professional goals. If they feel comfortable, have them share it with you. The more you know what they are, the more the manager can correlate them to the business goals. Once the personal and business goals are connected…this is where the magic happens.

**Team Goals**

The exiting thing about employee created team goals, is they tend to be theirs. Meaning the team gets behind each other and works as a team to achieve the desired result. If the team gets committed to a goal, they are completely self managing. Like the veteran who takes it upon himself to talk to a rookie about the right way to behave on and off the field, the team itself self manages poor performance. If you ever saw a competitive sports team, and one player wasn’t not carrying their weight, the results is one of two things. Other players step in to get rid of the shortcoming and address the shortcoming head on.

To develop more commitment and accountability in your team, you need to pass on the ball performance ownership. Get your employees personally committed by setting minimum levels of performance to adhere to and firmly set personal and team goals. Once you correlate business goals to personal team goals step back and watch the power of commitment and accountability take over. By doing this, expect your on base average to go throught the roof.