



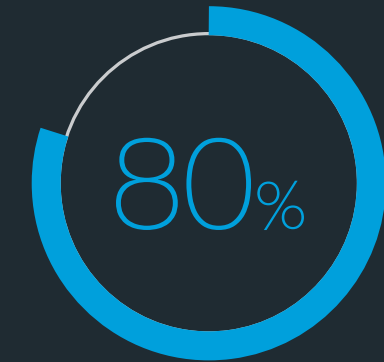
Move from recruiter to talent advisor in 3 steps

Overcoming hiring manager roadblocks
through strategic partnership

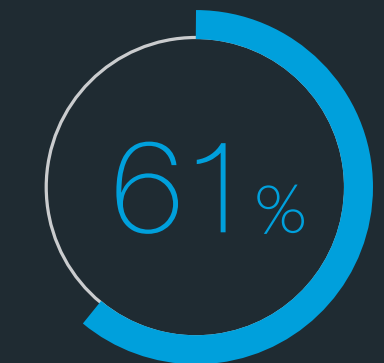
Bridging the divide between recruiters and hiring managers

Recruiters and hiring managers share the same goal: to get the perfect candidate into an open role. Yet the relationship between the two is notoriously known for being disjointed. The recruiters end up treating the hiring managers like their internal customers, taking orders and delivering candidates.

But to make a real difference, recruiters need to see themselves as partners and talent advisors, working with hiring managers – and putting them to work.



80% of recruiters say they have a “high” to “very high” understanding of the jobs they’re recruiting for*



61% of hiring managers say recruiters have a “low” to “moderate” understanding of the jobs they’re recruiting for*

*Source: [Bersin by Deloitte, WhatWorks Brief, 2013](#)

Great things happen when we work together

In fact, the number one driver of talent acquisition performance is strong relationships with hiring managers – 4x more influential than any other factor.* That's why it's so important to nurture your relationships with hiring managers in order to be more effective at your job.



*Source: [Bersin by Deloitte, WhatWorks Brief, 2014](#)

How to move talent acquisition into a strategic role

Right now, only 13% of companies have a mature talent acquisition (TA) organization where recruiters act as true consultants to hiring managers.* In these companies, recruiters understand trends in the market, build talent pools and pipelines, and proactively pursue, engage, and convert qualified candidates.

In this guide, you'll learn the three steps you need to grow your TA organization into a more mature position and move from order taker to strategic talent consultant.



*Source: [Bersin by Deloitte, WhatWorks Brief, 2014](#)



STEP 1

Agree on an initial strategy with the hiring manager

Goal

Clearly define the role you're recruiting for.

Why is it important?

Understanding all of the requirements for a position can give recruiters leeway to widen the target talent pool of quality candidates – and shorten the time-to-hire.

How do you do it?

Before meeting with hiring managers, supply a list of strategy questions or an intake form. (There's an example on the next page.) Go through the answers in person and set expectations on realistic timelines based on the type of role and your past experience. Get a commitment from the hiring manager that filling this role is a priority for them, and define who will be part of the interview process.

Sample discussion questions

- Based on the background of your current team, are you trying to fill gaps or go after people with similar backgrounds?
- Who on your current team would you want to clone? What makes them a high performer?
- Should I focus on passive candidates in my search (and set expectations that it may take longer)?
- What happened to the last three people that held that role?
- What are the consequences to you, your team, and your deliverables if we don't get this job filled in the next two months?

Sample hiring manager intake form

Want to use this form in Google Drive?
Click the “use this template” button to
save or modify the form.



Job Titles (max 20)

Job Function (Accounting, creative, etc.)

Location (Global, Multiple)

Level (Entry, senior, owner, etc.)

Years of Experience (New college grad, 1–3, etc.)

Industry (Current or past company)

Include (min 5, max 20)	Exclude (min 5, max 20)
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Skills (Max 10)

Degrees

LinkedIn Groups

Are there any gaps in your team?

Who would you like to clone?

Compensation

Range:	Bonus:	Equity:
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Interview process (Ex: batch days, panel interview days)

Must have interviewers



STEP 2

Research and refine the target talent pool with data

Goal

Provide your hiring manager with macro-level insights on the current talent supply.

Why is it important?

This data can help you set expectations with the hiring manager around the available talent pool. It can help you prove that job requirements are too strict – and help you find ways to modify criteria to expand the reach.

How do you do it?

Start by asking the hiring manager for a list of top performers on the team who play a similar role to the one you're hiring for. This will help shed light on the ideal skills, experiences, and education necessary for the role. You can then compare the “profiles” with the requirements identified during the intake phase to improve your search. Review the talent inventory and final set of criteria with your hiring manager to make sure that you're aligned.

TA teams that use data to hire get great results*

2x

more likely to improve their recruiting efforts

3x

more likely to reduce costs and gain efficiencies

*Source: [LinkedIn Talent Solutions Study 2014](#)



STEP 3

Align on the final game plan

Goal

Get sign-off and agree on next steps.

Why is it important?

This is the time to reconnect with the hiring manager and ensure you're both on the same page in terms of timing, strategy, and overall expectations before getting started.

How do you do it?

You may want to present an updated job description based on your talent pool research, as well as review your sourcing strategy, so you can work together to prioritize your efforts. You'll want to check in with your hiring manager on a weekly basis to make sure the strategy you've laid out is working.

Activities that create positive recruiter-hiring manager relationships*

79%

meet or talk on the phone to discuss job requirements

67%

prepare screening questions together

63%

collaborate on sourcing strategy (ex: the best keywords to use)

55%

review resumes together and continuously tweak the criteria

*Source: [iCIMS Hire Expectations Institute](#)

Recruiting matters. Strong partnerships matter more.

Every time you meet with a hiring manager, the goal is to truly understand the role they're so anxious to fill. By asking detailed questions and having time to research market trends and available talent pools, you'll have the data to recommend tactics for bringing in quality candidates, while also eliminating hours of time spent nurturing dead-end prospects.

In other words, it's time to become a strategic talent advisor – to be the key that allows hiring managers to unlock potential in the talent marketplace.



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