Linked in Talent Solutions

The Tactical Guide to Growth Hiring

with a Small Recruiting Team

Introduction

Growth is a very exciting and promising time for small organizations, but recruiting for hyper-growth isn't for the faint of heart. When you have a pile of open roles that need to be filled yesterday, you need practical ways to find and hire the right talent quickly, while also maintaining your company's vision and values. Talent is any organization's most important asset, and businesses win when they have the right talent.

In the following pages, you'll learn 6 steps to quickly scale and streamline your recruitment process when you have a lean team. You'll also hear words of wisdom from talent acquisition leaders who have overcome their own hyper-growth hiring hurdles. At this end of this step-by-step guide, you'll be ready to tackle your hiring demands with expertise and confidence.

Assemble your team for success

Whether your talent acquisition team is 2 or 10 people, you need to structure your team for accelerated growth. The hiring approach you use today won't take you to where you need to grow. To start, consider different ways to assemble your team with these recommendations from fellow small businesses.

Also, your team goes beyond talent acquisition - it also includes hiring managers. Building a strong relationship with them critical. The slightest disconnect between recruiters and hiring managers around job requirements leads to wasted time and energy. Make sure everyone is aligned before you progress too far with a job search, using the tips in this section to guide your conversations.

3 Ways To Shift Your Team Structure

As you prepare for any massive hiring effort, you need to prep your recruiting team for success. Consider these approaches so you can scale your team and company efficiently.

1 ———— 2 ———— 3

Hire full life-cycle recruiters & contractors.

When you think about your company's growth, determine how much more support your team will need in order to meet the hiring goals. Look at historical data and recruiter capacity to estimate how many roles each recruiter can realistically fill. Then, staff accordingly with full life-cycle recruiters and contractors.

Add recruiting specialists.

Fast growth often requires hiring for specific functions, such as technical, sales, operations, etc. Having recruiters who specialize in these roles brings best practices and credibility to both the hiring managers and the company. It also facilitates pipelining and decreases time to fill.

Craft a proactive strategy.

Assess your talent pool and the roles most difficult to fill. Consider added a sourcing function to engage passive talent and build a pipeline. Even encourage your sourcers to get out of the office to attend industry events.

Tips to ensure internal alignment on open requisitions

The moment a new job requisition comes across your desk, schedule a meeting with your hiring manager and follow these tips to ensure total upfront alignment.

Advice brought to you by Lou Adler.

1

Define 2-3 overarching performance goals.

Imagine we are hiring for a sales position. It's easy to agree that a successful hire will meet their quarterly quota, but how will they actually achieve this? Every job entails a few overarching performance goals that, when met, will lead to the employee's overall success in the role. In your meeting with your hiring manager, define what these 2-3 overarching performance goals should be.

2

Identify 2-3 key tasks that support each performance goal.

Think about the specific tasks the hire needs to do to achieve their overarching performance goals. For example, a salesperson should be able to conduct in-depth discovery calls in order to maximize territory growth (their overarching performance goal). These are great tasks to include in your job description, since they're essential for success.

3

Agree on the skills & qualities that will help your new hire be successful.

Forget about typical soft skills like "problem solving" or "active listening" and really consider what specific skills and qualities will lead your hire to be successful in their role. Once you get specific, it's easier (and faster) to create your job description and spot the candidates who can get the job done.
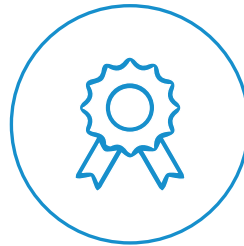
In this hypothetical meeting with the hiring manager, here's what you might develop for this sales position:

Bonus: A Clever 5-step Process for Managing Hiring Manager Expectations

Overarching performance goals:

1. Maximize territory growth

2. Develop a complete account plan

Key tasks:

1. Conduct in-depth discovery calls

2. Prioritize accounts by size and opportunity

Desired skills & qualities:

1. Ability to develop a territory strategy that ensures growth

2. Capacity to absorb feedback and understand unique customer needs

Write jobs with a quality & culture-first mindset

When you have a mile-high pile of open requisitions to fill, there is a temptation to hire quickly and consider ill-fit candidates. You don't need more candidates, you need the right candidates.

One way to attract great talent is to write your job descriptions that will appeal to the caliber of people you're looking to hire. "Caliber" doesn't just mean the right kind of skills and experience, but also the right attitude and cultural traits. Use the work you did in step 1 and the tips in this section to craft job descriptions that attract quality candidates. You may spend more time upfront, but you'll be glad you did when you have better applicants and happier hiring managers.

3 tips to craft job descriptions that attract quality applicants

Advice brought to you by Lou Adler and Mark Murphy.

1   **2**   **3**

Speak to a candidate's intrinsic motivations.

Candidates read a lot of job descriptions, so make it clear at the beginning of your description why this role is so important.
Consider this real experiment:
When a recruiter looking to hire a Flight Nurse included a headline to her job description that read "Help Save Lives Every Day," the post attracted 14 nurses in 3 days. Without the headline, her job attracted 6 applicants in 3 months. Remember to keep your job title concise and straightforward, otherwise candidates may be unsure what the role actually is.

Emphasize action and impact.

"What's in it for me?" This is the question on every qualified candidate's mind as they skim your job description. Make it easy for them to answer that question by framing your job description around what your lucky hire will get to do and achieve, not what they must have in order to qualify. For a finance director at a growing SMB, try something like "use your financial planning and leadership background to build a high performance finance function that scales our rapid growth."

Use distinct language to communicate your culture.

Clearly define the attributes that distinguish your company culture and your highest performers from everyone else. Then, share those attitudes in your job description. Avoid generic and overused phrases—they completely miss the unique (and most appealing) aspects of your culture. For example, when illustrating a collaborative environment, try something like "our employees actually work together and share credit. In fact, glory hogs don't last very long here.

Want more inspiration?
Check out these 7 tips for an irresistible job description

Post your job on LinkedIn and get your opening in front of high quality candidates.

LinkedIn Job Posts give potential candidates a personalized window into why your company is unique and helps them decide whether your job opportunity is right for them.

Feel connected immediately

At first glance, candidates can see who they know at your company.

See hires from alma mater

Candidates can see employees who share their educational background.

Search for people, jobs, companies, and more...

Cyber Security Engineer new
Paularino Systems
New York City, NY
Posted 8 hours ago · 119 views

You have **3 connections** working at Paularino

Apply | Save

Job description

Design and user experience (UX) are at the forefront of everything we do. The job of an Interaction Designer is to envision how people experience our products and bring that vision to life in a way that feels inspired refined even... magical. In an Interaction Designer role, you'll tackle complex tasks and transform them into intuitive, accessible and easy-to-use designs for billions of people around the world—from the first-time user to the sophisticated expert. Achieving this goal requires collaboration with teams of Designers, Researchers, Engineers and Product Managers throughout the… design process—from creating user

Read full job description ⌄

Job posted by
Louise Forthword · 3rd
Senior Recruiter at Paularino Systems
New York City, NY

Send InMail

Paularino Systems hired **4 people** from College of San Francisco. See who

Paularino Systems hired **17 people** from Novella & Co. last year. See who

8 **Connections working at Paularino Systems**
Reach out to learn more about the company and position

See all

Learn more about the job poster

Candidates eager to start a conversation can send an InMail to the job poster in a single click.

See hires from current company

Candidates can see employees who share their past work history.
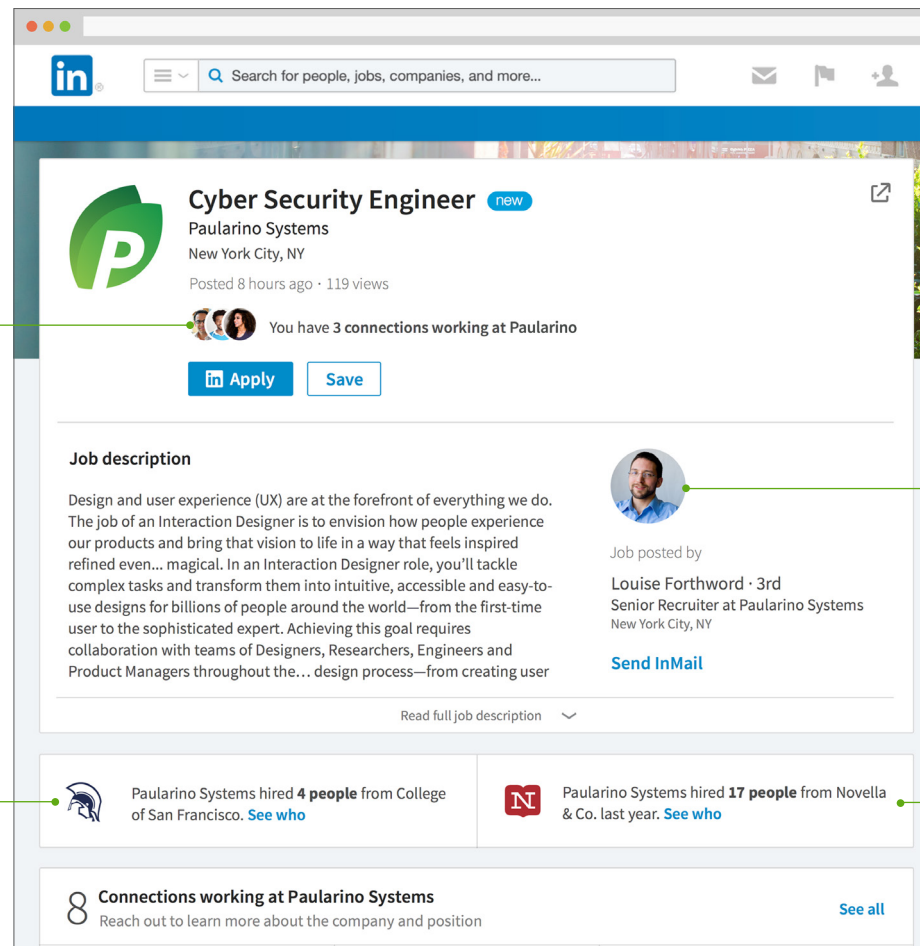
Message their connections who are employees

Candidates can reach out to employees they know to get an inside perspective on what makes your company great.

Explore profiles of current employees

Candidates can virtually meet their potential teammates.

See all your open opportunities

All your open roles are displayed at the bottom of every post, so candidates can find the perfect one for them.

Judy Castro · 1st
Analyst at Paularino Systems
San Francisco Bay Area

Message

Riley Johnson · 1st
Engineer at Paularino Systems
San Francisco Bay Area

Message

Jeff Bennett · 1st
Engineer at Paularino Systems
San Francisco Bay Area

Message

Meet the team at Paularino Systems   See all employees

Allen came from

Dimension   Massachusetts Institute of Technology

Allen Chen · 2nd
Security Engineer at Paularino Systems for 2 years
New York City, NY

View Allen's profile

Allen has these skills

Security   Information Assurance   DoD

Systems Engineering   Security Clearance

About Paularino Systems Follow
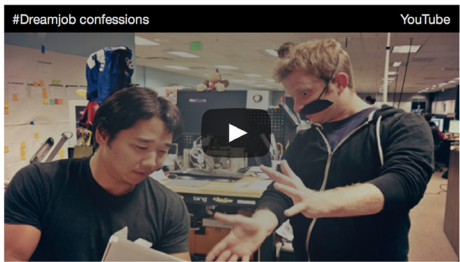We're building the security for people's most important stuff.

Company

Freshing is an award winning mission driven creative digital agency that builds things that inspires people to do what they love, reach high, and be their best selves. We are passionate about helping organizations create digital products and marketing campaigns that connect with their audience in meaningful ways while business goals. Our development…

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Paularino Systems
San Francisco Bay Area

Cyber Security Analyst
Paularino Systems
San Francisco Bay Area

Cyber Security Manager
Paularino Systems
San Francisco Bay Area

Posted 20 days ago · 115 views

Posted 3 days ago · 65 views

Posted 10 days ago · 5 views

Experience your company culture

Your Career Page content automatically integrates in your Job Post to offer a window into your culture & values.

STEP 3

Get your jobs in front of the right people

Once your job descriptions are complete, you need to share your job with the most qualified candidates. The more people who see your job post, the more you'll gain awareness and receive a healthy number of applicants. Balance that with a targeted and personal approach, and you'll get great applicants who will thrive at your organization. Read on to discover tactics to help you quickly amplify the reach of your job openings, no matter the size of your budget.

3 tips to expand the reach of your job postings

Advice brought to you by J.T. O'Donnell.

1

Activate your network without losing the personal touch.

Posting your open role all over social media is not the best way to drive quality applicants. Rather, personally email 25-50 relevant people in your network to explain the job's significance and ask if they'd be willing to share it socially. Make sure you customize each email, even if you simply include their first name and a unique opening sentence. Not sure who to reach out to? Consider employees, fellow recruiters, and even past candidates you've worked with. The more diverse the group, the better.

2

Turn your workforce into recruiters.

Speaking of employees, encourage them to share the job post and refer candidates. One of the top ways professionals first hear about a job is through someone they knew at the company. Get your entire workforce to bring great talent to your doorstep by informing them about your open roles at your company all-hands, team meetings or in a weekly company newsletter. Then, ask them to share with their networks, past colleagues and friends.

3

Give praise (a lot).

Keep a close eye on who likes, comments, or shares your job openings and say thank you. Brainstorm ways to publically recognize employees within your company who take the time to share your open roles. Giving thanks to those who help spread the word reinforces the behavior and will show their followers your timely response and impressive follow-through.

Get your jobs in front of the right candidates

Your Job Post on LinkedIn is automatically promoted to talent with the right skills and experiences to fit the role. To supercharge an immediate hiring need, you can sponsor your job to increase its visibility. Sponsored Jobs typically drive 30-50% more applicants than non-sponsored jobs.
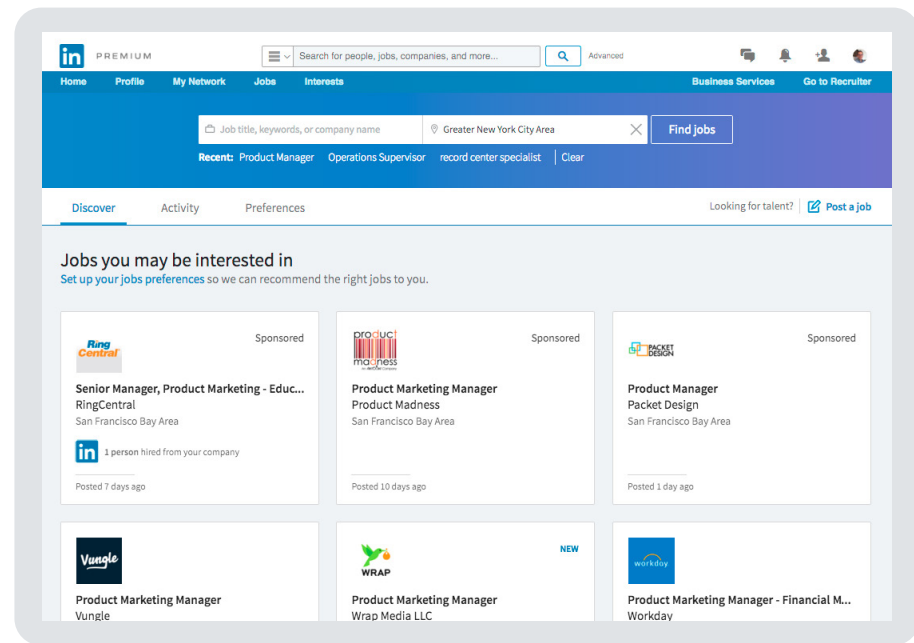
Source smarter

When you're filling several reqs within a short time period, you must constantly source and grow a rich candidate pipeline. Sourcing is also perfect when filling multiple similar positions and tough-to-fill roles. However, you don't want to get sucked into the sourcing abyss. Here are a few simple tactics with LinkedIn Recruiter that make the entire process faster, easier, and even fun.

3 tips to quickly source great candidates with LinkedIn Recruiter

1

Use your best employees to start your search.

Have you ever been asked by a hiring manager to find someone "just like Sarah from sales" or someone who is "basically 50% Devon from design and 50% Mario from marketing?" Sometimes, hiring managers like to tell their recruiting partners who, rather than what, they're looking for. Fortunately, there's a way to deal with it.

Simply enter the name of your ideal candidate(s) into the search bar of LinkedIn Recruiter and it will automatically build a search based on his or her LinkedIn profile data to identify similar talent. You can then edit the search based on fields like skills, experiences and more to create a search that's just right.
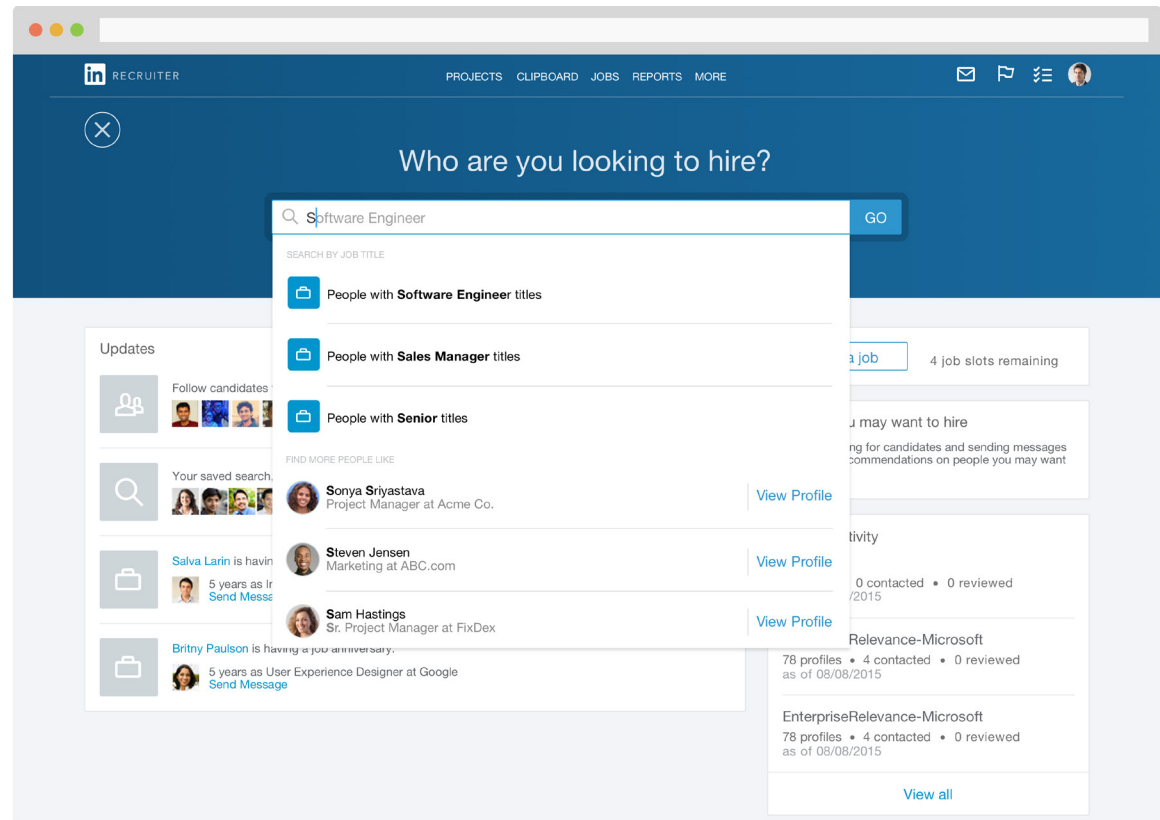
2

Save searches to save time.

After you build a comprehensive search in Recruiter for a given requisition, save time by saving your search. You can then name your search and choose to receive daily alerts to your Recruiter homepage and email when new talent qualifies. You can have up to 50 search alerts running at a time, so Recruiter sources while you stay busy elsewhere.
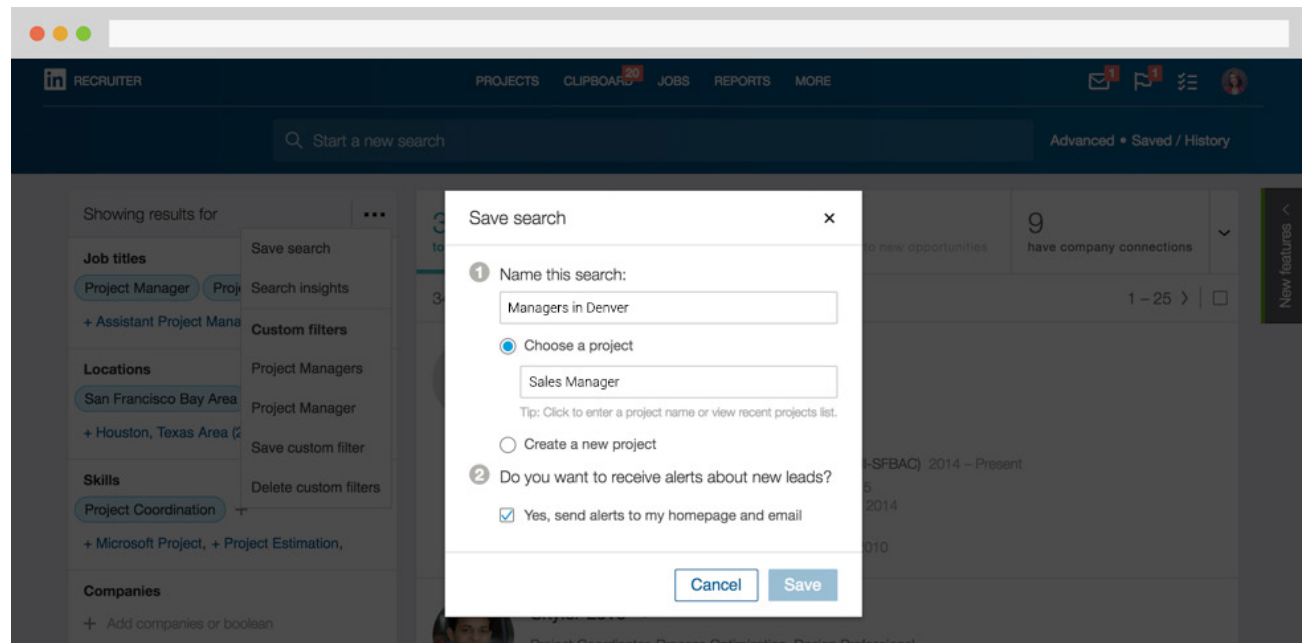
3

Uncover candidates most likely to become your next hire.

LinkedIn Recruiter shines Spotlights on talent who are qualified for your search and more likely to respond to your InMails, apply, and accept your offer.

The Spotlights feature shows you talent connected to your organization through your employees, talent brand, and even past applicants. Your Company Page followers, for instance, appear within the "Engaged with your talent brand" Spotlight, along with people who have liked, commented, or shared your Company Page updates or Job Posts.

Bonus: Learn more about LinkedIn Recruiter.

Spotlights vary based on different types of relationships and interactions on LinkedIn

Spotlights allow you to easily filter results for candidates who are likely to engage

| 9K total candidates | 694 have company connections | 442 engaged with your talent brand | 27 past applicants | ⌄ |

9,650 total candidates

John Candidate
Project Manager, Business Analytics at Acme

Current

Past

Susan Potential
Project Manager, Business Analytics at Novella

Current

Past

Show me...

Total candidates (9K)
All of the candidates found

Who has company connections (694)

Who's engaged with your talent brand (442)

Who your competitors target (507)

Who's maybe ready for a move (397)

Past applicants (27)

Start conversations faster

Once you've found great candidates using LinkedIn Recruiter, it's time to reach out and encourage them to apply. The best way to reach people on LinkedIn is through InMail messages, but because you have a lot of roles to fill and not a lot of time, you need tactics to help you send InMails quickly and effectively. Read on to discover our best tips.

3 tips to send better InMails, faster

1   **2**

Save your best InMails as templates for later use.

Once you've written an InMail message, you can "save as template" with the click of a button within LinkedIn Recruiter. Give your new template a name and even decide whether to share it with your team members with Recruiter seats.

One important note about InMail templates: Think of them as a starting point, not a quick solution to mass blast candidates. Taking the time to customize your templates with a thoughtful, personalized message will not only reflect well on you and your organization but also increase your chances of hearing back.

The data doesn't lie; shorter is better.

This is great news for busy recruiters— candidates want to skim (not scroll) through your InMail. The point of an InMail is to start a conversation, not give candidates all the information you have and expect them to apply right away. The best messages are conversational and shorter than 500 characters. Recruiter gives you a realtime character counter to help you keep your messages within the length sweet spot.

③

Spend time on personalization.

Just like you don't appreciate receiving cold calls, candidates don't appreciate receiving impersonal InMail messages. In every InMail, explain why you're reaching out and why you believe your opening is a good opportunity for the recipient. If you notice from their profile that you share a shared connection, group, interest or educational experience—mention it upfront. Spending a few seconds on personalization is actually the most efficient way to ensure your message has a big impact.

A quick look: InMail vs. Email

	InMail	Email
Instant message-style conversations	✓	✗
Readily-available candidate information	✓	✗
Templates and analytics to save you time	✓	✗
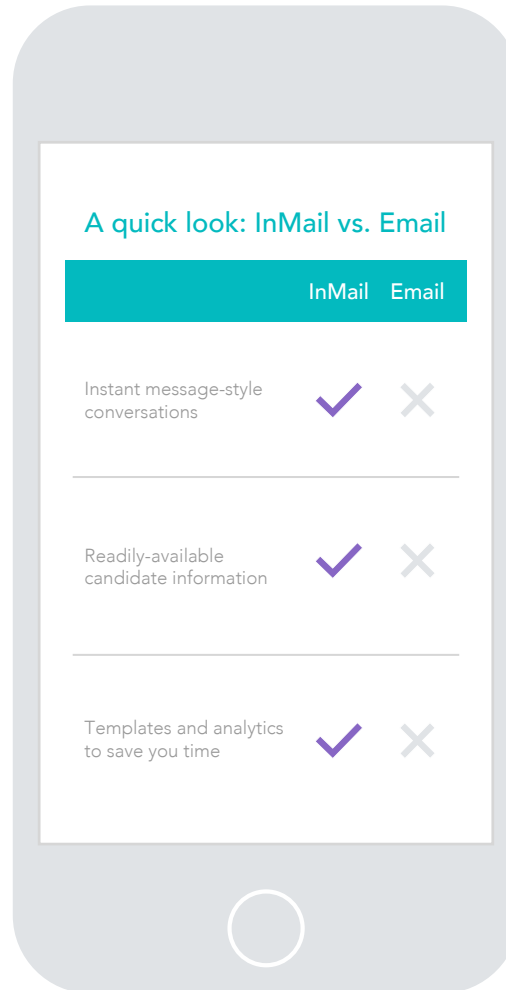
Your Company Page followers are **81%** more likely to respond to your InMail than non-followers.

Talent who share a former employer with you are **27%** more likely to respond to your InMail.

Talent who share a LinkedIn group with you are **21%** more likely to respond to your InMail.

Assess culture fit quicker

A poor personality fit can make or break a small business, so screening for soft skills and behavioral traits is key. It's also one of the biggest challenges because assessing culture fit is so subjective. Plus, phone screens can absorb a lot of time. You need to determine culture fit quickly, so you can move through the recruiting process or go onto the next candidate. Ask the right questions that will give you the best answers.

Culture Fit Interview Questions

Research proves that employees who are a good culture fit for an organization and team had great job satisfaction, superior job performance, and were more likely to stay with the company. Here are some of the most popular questions to ask during the phone screen:

- ☑ What would make you chose our company over others?

- ☑ What's the biggest misconception your coworkers have about you and why do they think that?

- ☑ Tell me about a time in the last week when you've been satisfied, energized, and productive at work. What were you doing?

- ☑ What are the 3 things that are most important to you in a job?

- ☑ What is one thing you believe that most people do not?

- ☑ What's the most interesting thing about you that's not on your resume?

Want more interview questions? Check out the essentials guide to behavioral interviews.

Talent leaders share their hiring tips & tactics for success

Discover how your peers are staying ahead of their hiring demands

Dawn Mitchell
Director of Talent Acquisition
Opower

Adopt a structured approach to interviewing.

"In startup mode, whomever was around the office would conduct interviews. But that wasn't going to work as we scaled. Plus we needed to give managers a tool to interview for the new type of specialized talent we were after.

We infused two elements from the Who method for hiring to conduct more consistent and purposeful interviews. The first was a scorecard - like an advanced job description, the scorecard addresses the desired outcomes of the role, and the necessary qualities needed to achieve those outcomes. The second was topgrading - a structured 1.5 hour-long interview that asks a consistent set of questions about work style and history.

For sales talent specifically, we created a case study and sales pitch assignment. It gave candidates a sense of a typical situation with customers, but also helped us evaluate how they would give the Opower pitch."

Melanie Tantingco
Recruiting manager
MuleSoft

Host Hire-a-thon for quality referrals

"At the heart of MuleSoft's scaling strategy were employee referrals, and hire-a-thons were one way in which the company accelerates the process.

Our employees' professional networks are one of our biggest assets, and a key way we bring in talent. The synergy between LinkedIn as a recruiting tool and LinkedIn as a networking tool was the genesis for the hire-a-thons. For the hire-a-thon, we got every employee to stop working for four hours, and put them into teams of 10 people. Employees scoured their LinkedIn networks and flagged the best people they've ever worked with, in whatever capacity. They also notified their networks that MuleSoft is hiring, helping to spread the word beyond first-degree connections. Points were given for various actions and the team with the most points won a prize.

The results? 800 employee referrals, 135 interviewed, 12 hires and several in the pipeline."

Read more

in®

Leslie Wolin
Director of Recruiting and Human Resources
Wrike

The one metric to show your boss: health score.

"Last year, we hired 93 people with only 4 recruiters. We did that by ensuring each recruiter had a healthy pipeline. If they were focused on one position, the other position had to be healthy and not fall by the wayside. So we created a 'health score' that looks at overall pipeline per recruiter per week.

First, when a recruiter opens a new req with the hiring manager, they determine what a healthy job looks like (volume of applicants, job title, etc). Then, each stage of the recruiting lifecycle (sourcing, reviewing applicants, interviewing candidates, etc) is broken down and given a certain number, which makes up the health score. The score helps recruiters better manage their workflow, and confidently communicate expectations to the hiring manager. It also allows us to look at value at each stage, especially offer to acceptance rates."

Liza Klein
Strategic Human Resource Business Partner
MetTel

Prioritize keywords when sourcing

"Before I start sourcing, I need to know what keywords to look
for so I can prioritize and search quickly.

When I say 'keywords', I don't mean job titles or buzzwords.
I mean the unique hard and soft skills that both the job and
the hiring manager require, and the relevant results and
motivations of the candidate.

With the hiring manager, I want a deep understanding of
their working personality. Getting to the essence of who they
are creates the perfect match between the hiring manager
and the candidate. I ask questions like, "What do you
appreciate in people?" "What drives you crazy?" "How do
you lead your team?" I analyze this information to identify the
type of candidate I need to hire. For example, if the manager
is more of a 'producer', I look for a candidate who focuses on
immediate results and goals since he will appreciate this.

For the job requirements, I want to learn what an ideal
candidate looks like and the results we want to achieve with
this person. Here I am focusing on the results that we want to
achieve. I ask the hiring manager, "What does the day-to-day
look like?" "What should this person accomplish?" "What
skills are required to achieve strong results?" Asking these
questions helps me understand expectations of the role itself,
and identify the 2-3 key skills or experience I need to search
for. It's important that the personality of the candidate, his/her
motivation and goals will align with the company and that we
will be able to help the candidate achieve what they want."

Summary

If you're helping your organization grow and hire new talent, give yourself a much-deserved pat on the back. "It's hard work, and the simple fact that you made it to the end of this ebook means you truly care about taking your company to the next level with the right talent.

There are tools and tactics out there to help you manage your high-growth hiring demands with confidence. Here's what we covered in this book:

Step 1: Assemble your team for success [GO]

Step 2: Write jobs with a quality & culture-first mindset [GO]

Step 3: Get your jobs in front of the right people [GO]

Step 4: Source smarter [GO]

Step 5: Start conversations faster [GO]

Step 6: Assess culture fit quicker [GO]

Bonus: Tips and tricks from the trade [GO]

For more information about how LinkedIn can be your partner in fueling your hiring goals, send us a note or give us a call at 1-855-655-5653.

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LinkedIn Talent Solutions offers a full range of recruiting solutions to help organizations of all sizes find, attract, and engage the best talent.

Founded in 2003, LinkedIn connects the world's professionals to make them more productive and successful. With over 433 million members worldwide, LinkedIn is the world's largest professional network

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