

#### TALENT ACQUISITION MACHINE:

# HOW TO HIRE PEOPLE WHO ARE SMARTER THAN YOU

HOLISTIC APPROACH - AUTOMATED WORKFLOWS - THE LATEST TALENT ACQUISITION TOOLS AND STRATEGIES



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# **FOREWORD**

Hire people smarter than you.

This is the ultimate goal and the best growth plan of any smart business owner.

And to attract the smartest people in your industry, you should show that you're a smart company with a purpose.

You should sell your company's story to the smartest future leaders. That's how we see the talent acquisition game. You need to create a belonging, a tribe.

You might ask, why the hell am I listening to a growth marketing company about how to make the best hires for my business?

Here is the answer.

To us, the talent acquisition process is no different than marketing or lead generation. It's the same thing with a different jacket and tone of voice.

You find the best fitting profiles, attract and seduce them with a great story to accept your offer.

= Awareness > Acquisition > Activation > Retention > Referral

Even the tooling is the same. You use CRM (customer relationship management) software vs ATS (applicant tracking system) software, and so forth.

As you read on, you'll understand how similar they are. And when you're finished, this little playbook will change your whole approach to talent acquisition.

Here are the things you'll learn and be able to do after 15 minutes of reading:

- How to create a smart approach to hire talents.
- Things you should do before the talent hunt.
- Setting concrete and trackable goals with Grow Force Growth Marketing Canvas.
- The funnel we use Awareness, Acquisition, Activation and Referral (AAAR) stages, with examples.

Enjoy the read.



**CHAPTER 1** 

# A 2020 APPROACH TO TALENT ACQUISITION

Culture is to recruiting, as product is to marketing. -Dharmesh Shah.

We love this quote because this is how we see the talent acquisition process.

Customers are attracted to a great product. Meanwhile, talented people are attracted to a great culture.

Therefore, your biggest challenge is to understand the culture of your audience. Because culture is not stable, it's changing over time.

Time is also an unpredictable factor. Every day, there is a breakthrough in something, so parallel to that improvement, expectations are changing.

For example, it's harder to hire smart people from Gen-Z because sharp Z's tend to be entrepreneurs. Gen-Z knows how easy it is to build a digital company, and so far, they're pretty successful with it. Because they were born into a digital environment.

Behavior is different for every generation and the people in it. So your approach and story are the base of your strategy.

Also, right now, COVID-19 is happening, and it has changed the way we work. Remote options have become popular, and we think it'll stay even after COVID-19.

In short, you should consider all of these factors based on your audience.

But if we're going to wrap up from a round perspective, this could be the expectations list in 2020.

Timeline	Then	Now
Focus	Money / Pension	Purpose / Progress
Need	Good Boss / Benefits	Great enviroment Colleagues
Hours	9-5	Whenever / Flexible
Place	Office	Whenever / Remote
Tenure	Whole Career	Whatever

Now we'll get into details of what was working and is not working anymore. We'll give you a game plan you can implement before you start the talent hunt.



#### **CHAPTER 2**

# INTERNAL STEPS TO TAKE BEFORE THE TALENT HUNT

We have an office dog, PS4 with VR set, and we're playing beer pong on Friyays. WOHOOO.

But do you have a culture? Because these things can exist without any sign of culture. Culture is beyond some quirky perks. What if anybody hardly touched that PS4 because of the chaos in the office. Or what if employees make excuses to avoid Friyays?

Every working person knows there are grumpy offices equipped with these small carrots.

Don't get me wrong; these perks are fantastic but aren't enough to attract smart people. Also, these kinds of perks are overly used in every job description and about to lose their meanings. Job seekers see these perks every day in different wordings and they've become immune.

You can think of these perks as the packaging of your company and inside the box, you have the culture.

**Culture is** the lifestyle of your company.

Why do we call it a lifestyle? Because we spend the majority of our lives in the office. We're seeing our colleagues more than our friends and family.

Here, the goal is to create an environment where people share the same set of values, visions and expectations.

Setting these values is very important for two main reasons. If you could set these values right:

- You'll have like-minded people that are working for the same story.
- You'll be more likely to attract the right talent and less likely to deal with the wrong ones.

Now, we have 5 tips that will help you better understand your culture and potentially make it better.

# 1. Making a culture check-up

You might have thought of a culture when you first built your business. Or you might not have a culture guideline, that's fine.



Either way, talking with your employees will tell you a lot about your culture. They're the best resource to understand your strengths and weaknesses. You can prepare a set of questions and ask your employees what they like and dislike.

Then you can use this feedback to analyze and build a better company lifestyle. This way, you can increase your current employees' happiness and set the standards for the future ones.

# 2. Embracing the diversity.

Diversity is an igniter of personal growth. People from different backgrounds, ethnicities and opinions, together, could create a more innovative environment.

According to **this study** and the Harvard Review report, they can perform better than non-diversified cultures. And of course, with diversity, the pool of talented people will also expand. That means you'll have a more expanded group of applicants.

# 3. Preparing a ground to cultivate relationships.

At work, we work. And lunch-breaks are not the optimal activities to make best-friends out of colleagues. So organizing activities is a good idea to cultivate stronger relationships between team members.

We think off-sites, bbq's, night outs, spontaneous or planned events are the musts of great company culture. If they're going to spend of their days with colleagues they don't know well, you can't really call it culture.

# 4. Making sure your culture is healthy!

Health is everything. It affects everything, from productivity and happiness to creativity and relationships in the workplace.

Be flexible with starting and leaving hours. Take care of your employees' mental and physical health with some company treats like yoga, gym etc. Their state of mental and physical health defines your company's health.

# 5. Writing a manifesto.

This is everything. What do you believe and value?



Make a slide-deck or write on paper, put flesh on your story. You can use this in two ways.

One: A north star. Your team members could make business or personal decisions in the light of your values.

Two: A talent magnet. You can use this document in any step of the talent acquisition process. Your manifesto will shine like a moon among the boring job descriptions and attract smarter people with the same purpose.

Ok, we're done with this part and now it's time to get your hands dirty with an action plan!

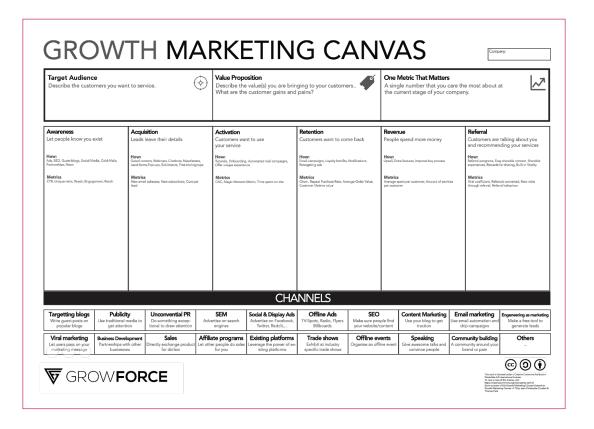
PS: At GrowForce, we consider ourselves The Pirates. Who is the Navy?

#### **CHAPTER 3**

# SETTING GOALS FOR THE TALENT HUNT WITH THE GROWFORCE GROWTH MARKETING CANVAS.

As we mentioned before, we'll do it the GrowForce way.

We'll use growth marketing strategies and canvasses to make your talent acquisition process more fertile. After this chapter, you'll have a clear game plan with a goal on your mind.





This is the canvas we're going to use for this exercise. Now, if you don't know anything about the talent acquisition process, I'll match every step with an existing marketing element. Hopefully, this will make everything more understandable.



Not sure about your strategy or how to fill the canvas? <u>Schedule a</u> <u>30minute discovery call with David</u> to target your dream talent.

# 1. Finding the ideal candidate profile

In the marketing funnel, we have the target audience of our products. Here, you'll try to sell your company to the smartest brain on the market.

Odds that you already have one of these profiles in the office are quite high. If not, talk with your friends or do market research about this candidate. Find a name, make a persona sheet and fill it with her age, interests, behaviors, lifestyle and goals.

This sheet could bring super talented people inside your office door, so give your manifesto the time it deserves. Also, you'll use this information in the next chapters.

# 2. Creating an employer brand.

The value proposition in marketing is the exact match of the employer brand.

With a value proposition, we tell our customers about why they should buy from us. What is unique about our product?

And with the employer brand, we tell our future employees about why they should work for us. What is so unique about our company?

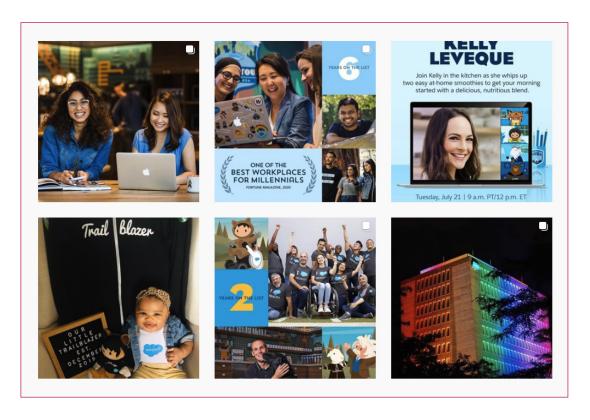
If you already write your culture manifesto, your work is rather easy here. Because your job is to describe your purpose, values, and transfer your perspective to the candidates.

Having said that, your employer brand doesn't have to be a one-liner. It could be a written manifesto, billboard advertising, video or an Instagram account.

I'll show you what I mean with some examples.



**Example 1:** Salesforce uses its Instagram to show the working environment, show its team and brand purposes.



**Example 2:** A company in the Netherlands uses the bus stop to emphasize their employer brand.





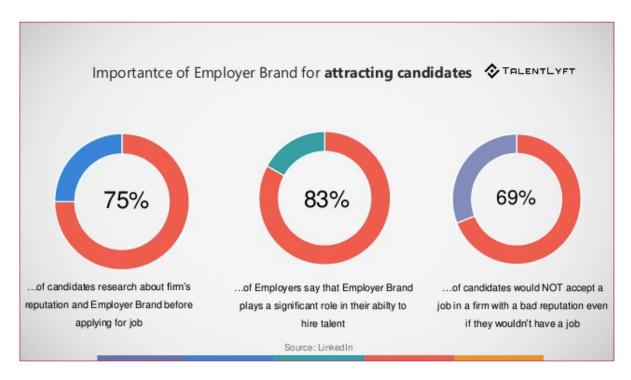
You'll use all of this information in the next chapters.

**Example 3:** A school-bus company uses school busses to attract its future employees.



As you see, it could be a landing page with your manifesto or a paragraph in your job description. But don't forget, the better you emphasize your employer brand, the smarter candidates you'll get.

Check this research that has been done by LinkedIn:



As you see, people are also checking your company's CV before they accept your offer.



## 3. One metric that matters

This part is rather effortless. One metric that matters for talent acquisition is typically the number of people that applied for the position.

Now we know who we want to reach, our proposition and what we want as a result. It's time to explore the AAARR Talent Acquisition Funnel to see the stages in detail with real-life examples and ideas.

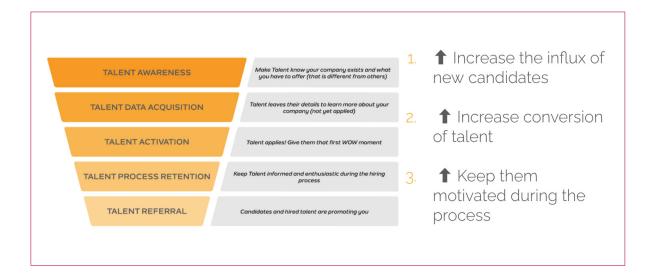
#### **CHAPTER 4**

# HOW TO USE AAARR FUNNEL TO FIND AND SEDUCE THE SMARTEST PEOPLE IN YOUR INDUSTRY.

Write a job description, post it on Glassdoor, LinkedIn or Indeed and wait for the perfect candidate. Or publish some Facebook ads with little to no creativity.

This is what most companies on earth do when it comes to finding their future talent. They only use the first part of the whole funnel (Talent Awareness), and that's all.

As expected, they attract fewer people. Since their acquisition strategy is not different from the competitors, they become invisible among the other 1000 same companies.



As you see, this is a holistic approach. The goal is to build a machine that will:



- Bring you, new candidates. Non-stop.
- Increase the communication and conversion rate.
- Keep your candidates engaged and motivated in the process.

Sounds good? Onwards then.

#### **Talent Awareness**

The awareness stage is the base of your talent acquisition process. The rest of the steps will land on this one, so you need to build your efforts on a sturdy base.

This step can be summed up in three major pillars.

#### **#1 Finding your talent pool.**

Where is your target audience hanging on the internet? As we mentioned earlier, you can post your job advert like everyone else and wait for a miracle.

But we want to encourage you to find where they are right now. They should be somewhere on the internet, like every audience, they should have a favorite place to hang out.

It could be a niche forum, a subreddit on Reddit, a LinkedIn community or a Facebook group. Also, it doesn't have to be online. You can find your audience in various events, seminars and summits.

If you can find them in the right place and time, you'll have more candidates to start with.

Here is an example from us:

#### Context

A customer wanted to hire a high-skilled software engineer.

#### What have we done?

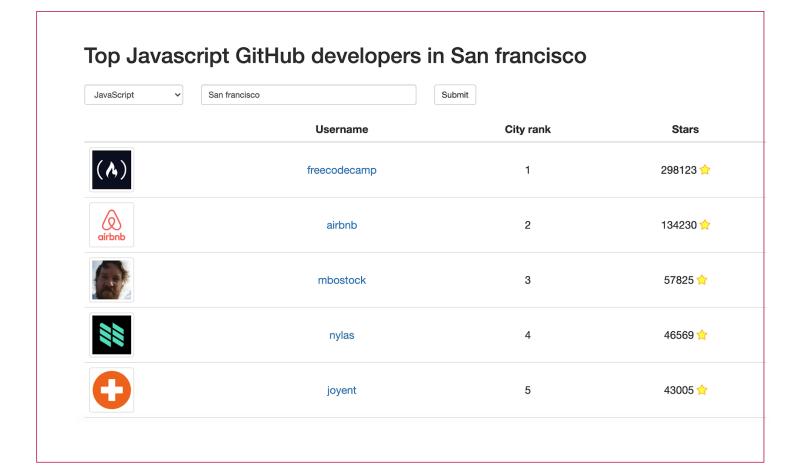
Github is a popular software development platform. The audience is very active and people there like to show their geniuses by sharing ideas, codes, etc.

Github is a huge forum, it was not possible to narrow down our target there. After some research, we found this goldmine GitAwards.

A site where you can find the developers who have the most points on Github. Furthermore, you can filter them by country and city.



We also find out, most of the users share their personal information. This was a goldmine for our talent acquisition campaign.



#### #2 Making the talent know that your company exists

Here you have a huge playground to try various tactics. The job boards are the fixed option here but what else? The goal is to think outside the box, here are some ideas from us;

#### Be a guest on the podcast they listen to. Or be a sponsor.

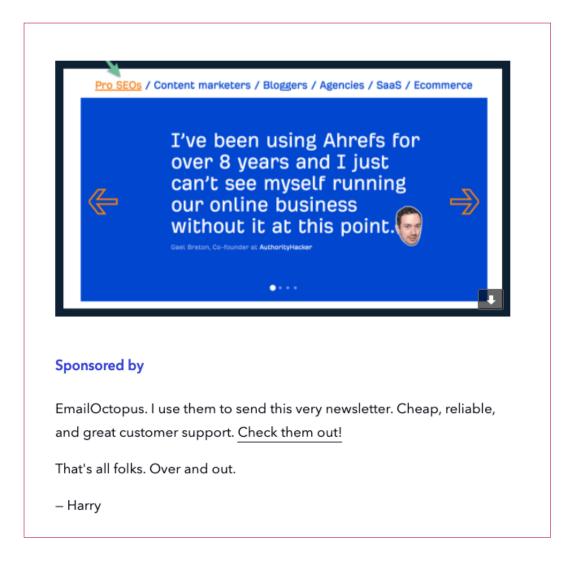
If you're interested in podcasts, you might already know what your target audience is listening to every week. Gather your ideas and email the host to join the podcast.

#### Sponsor the newsletter they're receiving weekly.

Example: <u>MarketingExamples</u> has 27.000 people on its email list, a pool of marketing geniuses.

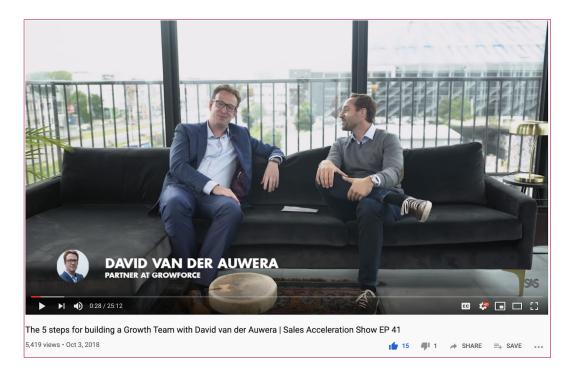
As you can see, this newsletter is sponsored. You can reach 27.000 potential candidates on the platform they love with your offer.





Host a co-webinar with people they look up to.

This example is from us:





The process is simple:

- 1) Contact influencers within the same Target Audience,
- 2) Do a 100% educational webinar, then
- 3) Spend the last 3 minutes introducing your company and what you are looking for.

#### Pinpoint your target audience by using LinkedIn Sales Navigator

If you know how to use LinkedIn Sales Navigator it could be your best weapon for talent hunt. Here is a good resource that teaches you how to use LinkedIn filters and Boolean research strategies.

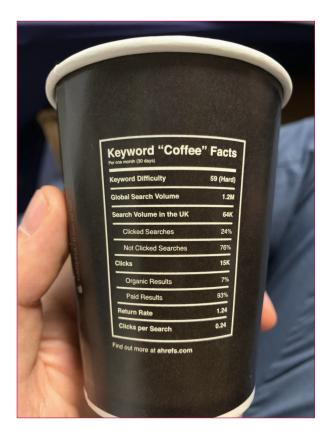
After you find your target audience, you can easily extract their email addresses with smart tools like <u>Skrapp</u>. Or you can send them personalized and automated messages on LinkedIn with <u>Phantombuster</u>. You can find <u>step-by-step how to guide here.</u>

#### Host or sponsor an event (a fun and unusual one please)

What is fun? Anything not cliché is fun. If you're going to invite software engineers, you can use technology, games or nerdy topics as your theme.

Add some spice to your events. Make it memorable.

Here, check what ahrefs (SEO marketing tool company) has done. You could even use a coffee cup to hunt your next talent.





In addition to that, you can always come up with creative ideas that you can push with FB, LinkedIn or Twitter ads.



Want to brainstorm more ideas for the awareness stage? You can ask your questions or share your thoughts with David in a 30-min discovery call.

Or you can email David at <a href="mailto:david@grow-force.com">david@grow-force.com</a>

#### #3 Finding a message that stands out in the competition.

95% of companies are talking like robots. But we already have robots for that. People want to see some personality. Most companies send out messaging to the 3% candidates that are ready to switch now. But what about the other 97% that have never heard about you (don't know your company and thus have no trust in it) or that are doubting about their current employer?

You can be funny You can do unusual things. You can show your personality. You can record a video with your team.

Smart people are hungry to see these kinds of things. If you do something they don't see every day, your message will shine and attract talented people.

Here are some examples:

Sodastream manifesto video

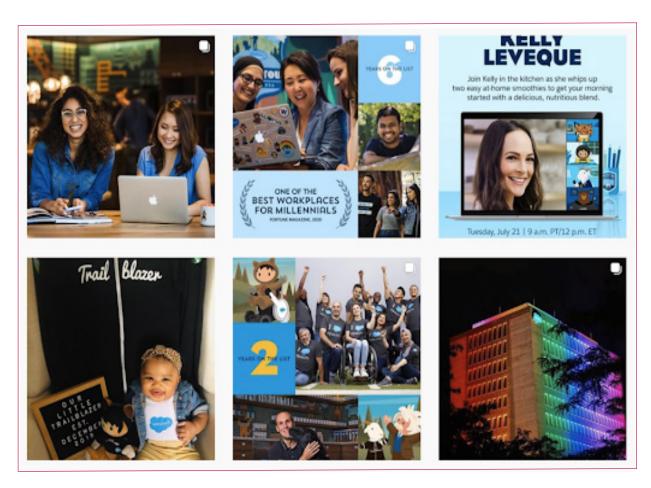
This is a hilarious video from Sodastream. We know you probably can't afford this kind of production, but you don't need high budget production to show your office and personality.





In addition to that, you can always come up with creative ideas that you can push with FB, LinkedIn or Twitter ads.

Remember, the Instagram page of Salesforce,



Who doesn't want to work with this kind of team?



Find a way to express yourself, your culture, your team. Your next employee wants to know what it feels like and looks like.

Now to the next stage in the funnel.

# **Talent Data Acquisition.**

To get in touch with, and nurture the candidates through the funnel, we need some details.

What are some traditional practices here?

- Most of the job boards are doing this for you, that's in the pocket.
- You should have a careers tab and application form.

These are must-haves but what is more? Here are some examples that could help you create some ideas.

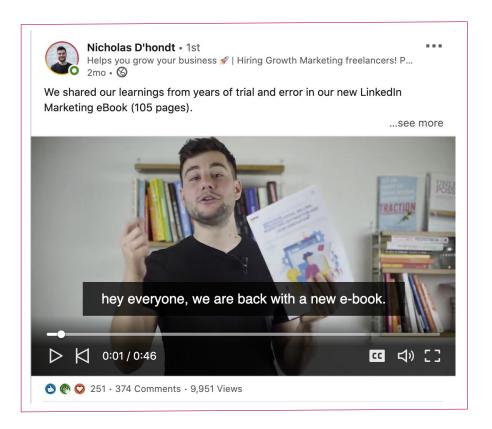
#### **Example 1 - LinkedIn Lead Magnet campaign:**

In a nutshell, you can create a content piece that your audience loves and give it for free in exchange for their information.

These are the three steps you need to take:

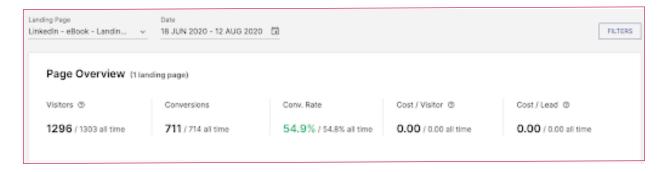
- 1. Create the lead magnet.
- 2. Post it on the right medium and ask your audience to comment in exchange for the lead magnet.
- 3. Send your landing page to the people who commented on your post.

Here is a screenshot from our last campaign:

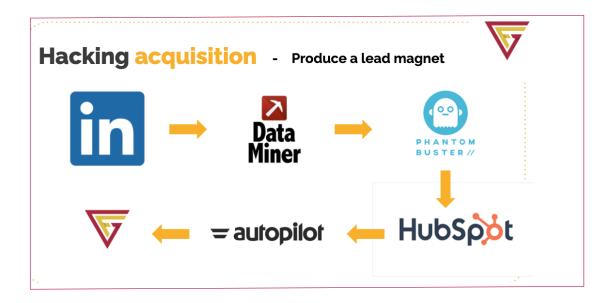




This lead magnet was downloaded 711 times with zero budget.



Of course all this process was automated with the marketing automation tools, here is what the flow looks like:





I know what you're thinking. This was not something we do solely for the talent acquisition, we can still have over dozens of candidates from this campaign. Super targeted. You <u>can check the complete guide of this campaign</u> from here.

Now, imagine you've done it for a topic like this.

"What it looks and feels like to work in the X profession."

Or "What are the standards in 2020 for new employees in Z industry".

If you create this whitepaper or eBook, we're pretty sure there will be demand. You can hook it to your job advert, publish FB ads, share on forums and so on. And you'll see, it'll acquire many applications for your company.

#### **Example 2 - Automated event acquisition.**

Remember, we mentioned hosting some interesting events in the awareness stage. The follow-up question to this could be something like this:

"Ok, now we have an event, but we don't have any participants, what should we do?"

Here is our approach:

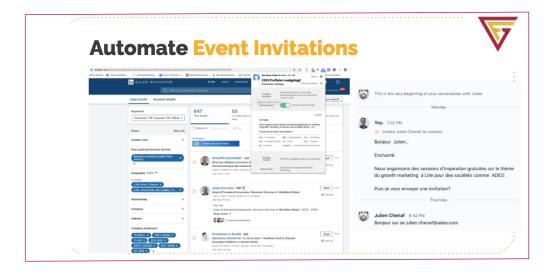
You can send automated invitations to the people on your LinkedIn or any platform.

You can apply this effective strategy by using the LinkedIn Sales Navigator with <u>Duxsoup</u> or <u>Phantombuster</u>.

Here is the blueprint step by step:

Find your audience with LinkedIn Sales Navigator.

- 2. Scrape the results with Duxsoup or Phantombuster.
- 3. Send a personalized message to the people in the list and invite them to your event.

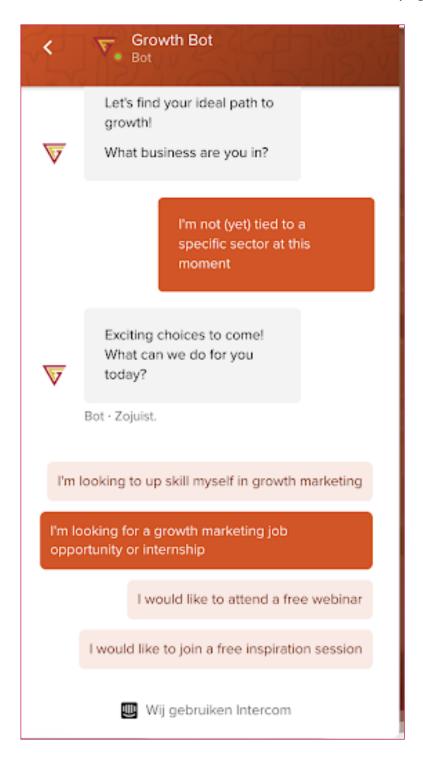




#### **Example 3 - Chatbot and Facebook Messenger Bot**

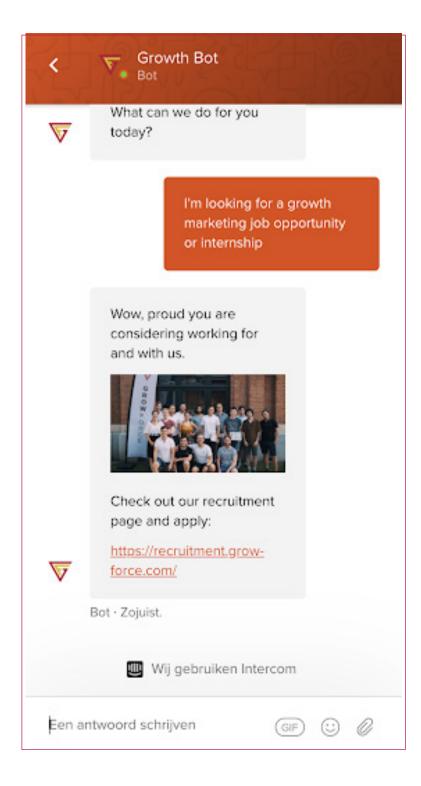
Adding a job application option to your chatbot is always a smart way to acquire surprise candidates. You don't have anything to lose but you can win big with this strategy once you set it.

Here, check our Chatbot flow on the recruitment page.



You can also assist people that have questions before applying to a position

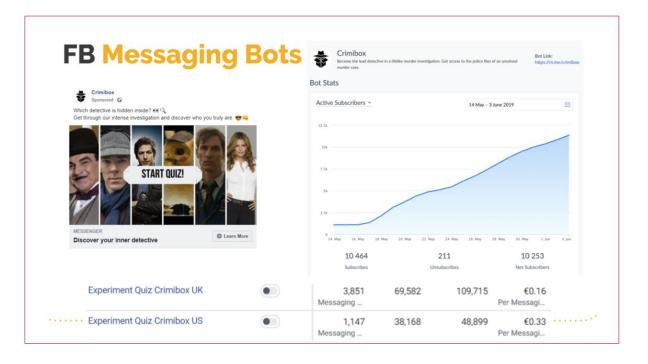




On the other hand, with Facebook Messenger Bots, you can create engaging campaigns like quizzes.

For example, we've done a quiz with Crimibox (one of our favorite customers), themed "Which detective is hidden inside you?"



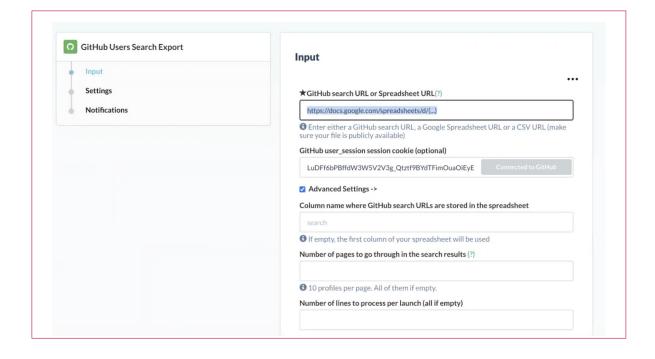


You could easily transform this for your talent acquisition process with something like a character test "What kind of manager are you?" and in the end, you could show your application.

With the right targeting, this strategy can do wonders.

#### **Example 4 - This is the second part of our Github campaign.**

After the first step, all we had to do was extract the database using <u>Phantom-buster</u> and create an automated outreach campaign with a smart emailing tool like <u>lemlist</u> or <u>Autopilot</u>.





#### **Talent Activation**

They gave or you took their personal details, what now?

Typically, in this process, candidates wait forever for the company to get in touch with them. Most of the candidates even complain about this stage because they've never got in touch with them.

The goal of this stage is to WOW your candidates with a warm welcome. It's vital to show them you care and that the process has already started.

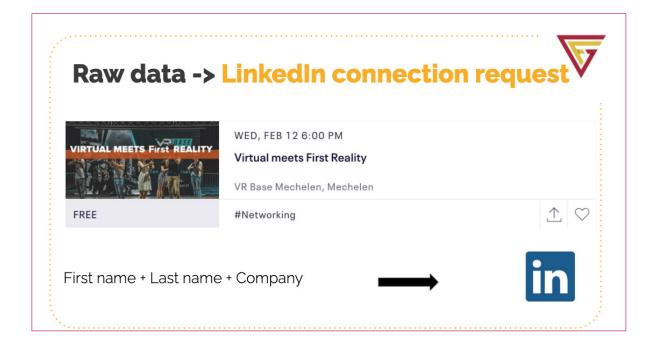
By the way, automated kickback email is a default strategy. So we'll assume you're already doing that. Other than that, what can you do here? You can use the raw data to automate your activation process.

Here is a marketing automation workflow we frequently use to WOW our candidates and prospects.

#### **WOW Activation**

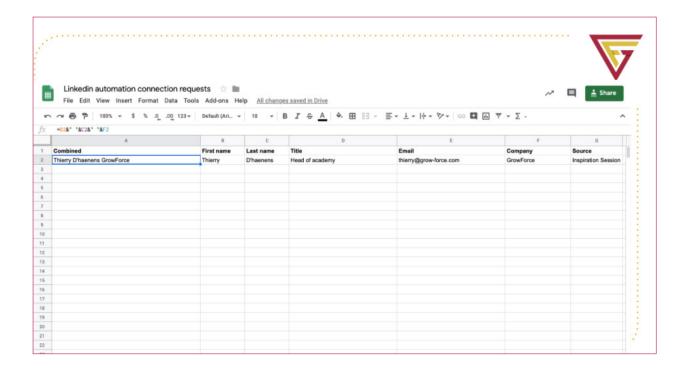
Now somehow, you collected the data from your applicants in the earlier step. We'll use our imaginary event as an example here.

From the application, we already have our candidates' first name and last name.



Now we'll use <u>Zapier</u> and Google Docs to generate a list automagically. This list will continue to update itself as the new applications come. Your doc will look like this:

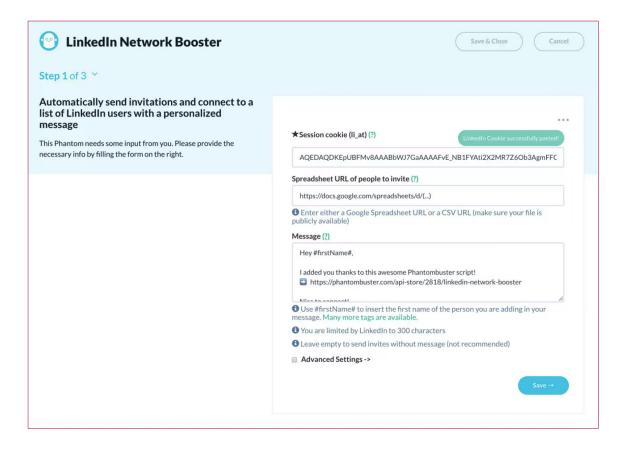




Then, by using the same Google Doc's URL, we'll use the following <a href="Phantombuster">Phantombuster</a> features,

LinkedIn Profile URL Finder: To find the LinkedIn profile of the candidates on your excel sheet.

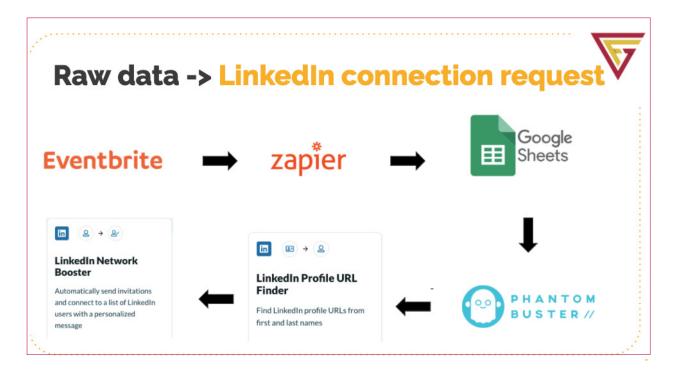
And then we'll use LinkedIn Network Booster: To add them on LinkedIn and send personalized messages about their application.





So the moment they apply for your position, they'll receive a LinkedIn connection request and a nice welcome message. Now, that tells something about your company!

Here is what the full workflow looks like. If you have any questions related to the technical how-to part, please don't hesitate to email or call us.





If you have questions about the funnel or the workflow, you can ask them to David for free.

Or you can email your questions to <a href="mailto:david@grow-force.com">david@grow-force.com</a>

#### **Talent Process Retention**

Let's say you have one more week to see the candidate face to face. One week is a long time. In this process, the candidate might have other opportunities or activities.

Our goal in this stage is to keep talent enthusiastic and informed. What can you do to make this gap as engaging as possible?



We have an idea. An automated nurture email flow.

You can use any smart email tool, but <u>Autopilot</u> is our favorite. It has a drag & drop builder and makes it easy to create complicated nurture flow in minutes.

# **Automated Emails**





Trigger emails based on the behaviour of your candidates

**Tool:** Autopilot

How do we use it?

We write a set of emails that engages with candidates parallel to their behavior. Let's make it clear with some examples:

#### **Email No 1**

Hey <Fname>,

Before our meeting, I wanted to send you some things you might like. The company culture is very important for me, because we're living in the office for of our day. Yeah, this is the reality.

So we're trying to make things as fun as possible. You can check our "1 day in office" article to see what is happening inside these walls.

Also, I made a list for you. If you want, you can check out these resources to see what we're doing and how we're doing:)

Tell me if you have any questions.

See you next week.



#### Email no 2

Hey <Fname>,

How are you? I wanted to say hi and give you a sneak peek of our office before you come here.

I don't know if you have already seen our Instagram but we're quite active. You can check it to see what it is like to work here.

If you have any questions, just reply to this email!

See you next week.

As you see, you can design these drafts by yourself and use it for your needs.

Now, to the last step of the funnel.

### **Talent Referral**

88% of companies rated referrals above all other sources for the generated quality of new hires. And 82% said it gave the best return on investment.

This is huge. Finding smart and talented people is not easy, but once you find them, you also get access to their smart network. And if you could create a good referral strategy, you can create a buy one, get one free situation.

Why?

### You're saving a lot of money.

Recruitment fee's aside, you'll be spending time and money in the talent acquisition process. When you have a referral hire, you can spend all these resources for somewhere else to grow your business.

## Referred employees stay longer.

A study of 91,000 employees across 50 employers found that <u>referred</u> <u>emplo-yees stay at their new company 70% longer.</u> So the recruitment costs will automatically decrease.

You see, benefits are non-negotiable.

# How can you incentivize your employees to bring their talented friends?

We have four main points,



- **#1-** Incentives: Cash or non-cash such as extra holidays, personal development premiums or maybe a thank you.
- **#2-** Ease of use: Try to make it as easy as possible for your employees.
- **#3-** Feedback: They referred their friend and then what? How is the process going? Did the candidate move forward? Let them know.
- Recognition: Praise them for the contribution to the culture. They're helping you to build it.

The best way to get referrals is to ask. Ask your new employees in their first week, if they know anyone else who could be a good fit.

Host recruitment happy-hours and ask your employees to bring the potential candidates.

Whatever you do, let your network know that you have a referral program, like Bolt Energie.



As you see, they're doing it very well with the copy and by showing their team.

This was the finish line, you made it to the end of the funnel!



#### **CHAPTER 5**

# **LET THE HUNT BEGIN!**

This was our approach to the talent acquisition process.

If you can implement these strategies and design your funnel once, you can have a stream of talents that comes to your applicant tracking system. All automated.

Maybe you could take care of maintenance once in a while. Other than that, this machine would be able to bring you new talent, even in your sleep.

We know it could be too much information at once.

Marketing tools, automation, workflows and so on will help in the process. If you don't have time to learn all of these things but still want to build your talent acquisition machine, we can build it for you.

Furthermore, we can transfer all 'know how' to you or your team in the building process. By the time we build the machine, you'll have the skill and knowledge to build the future talent machine.

If this is interesting for you and you want to meet with the builder, you can schedule a call with David.

Or you can drop an email to <a href="mailto:david@grow-force.com">david@grow-force.com</a>.

Happy hunting!

