



**R P M**

**RESEARCH™**

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**G U I D E**

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It is a bright sunny morning on Wednesday at 10:00 am. The birds are chirping, business is running well and it is time for the business to grow.

Projects are on time, on budget, and goals are clearly defined. Individuals feel motivated and excited to be at their given vocation. It's smooth sailing. But then everything goes wrong and the storm clouds roll in.

- ☀ There are demands by a new client or project that can not be met with the existing talent on your team.
- ☀ Then, one of your top performers, one of the pillars of your success, quits your organization or announces their retirement.
- ☀ Projects are slowing and deadlines and targets are being missed.

This causes stress at work, stress at home, sleepless nights, and throws you off your routine. Weeks have gone by and after everything has gone wrong, you place ads on every platform imaginable, number all the problems and gaps you have in your department, stick them together with an introduction and bullet points, call it a job description, and have the existing team make up the talent gap.

This process usually works but it doesn't this time...



It has now been a few months, you have overqualified staff completing low level functions and under qualified staff trying to work above their ability creating a patchwork environment where little is accomplished.

Additional stress is put on individual contributors and managers due to the lack of additional support. This streamlined process is causing burnout, fatigue, and poor working environment that is in contrast to your company's value, culture and goals.

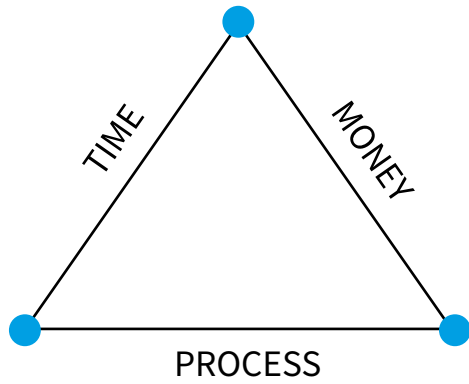
Potential revenue from new or existing business activities is being lost while the increased workload is being spread across the team.

Ads and postings are bringing in resumes but none are qualified- two of them currently work at the hardware store...

Now you are stuck in this problem...and if you don't fix it there will be consequences. Your department has stalled in its growth. Missed targets and deadlines lead to missed goals and client opportunities or bonuses. Money is lost on potential opportunities that would have come along if you were a full strength. Growth trajectories have dried up. The stress on existing teams over a long enough timeline helps them to suddenly consider new opportunities outside of the organization. Time is wasted on existing processes that no longer work. This is time you cannot get back.

*There is a hole in your ship. Water is leaking into the boat, there is a tear in the sail and a storm is coming. You have prepared your entire career for this voyage.*

What are you willing to do to keep the ship on course or from going down?



# Weathering the Storm

'If at first you don't succeed try, try again' is a good saying in most cases. However, continuing to pound your head against a wall does nothing to ensure that you find a way through to the other side. The first step in dealing with a *big* problem is admitting that you have a problem, one that it is different than other problems you have faced in the past.

When you boil any position down to its essence it solves a problem. The problem is typically related to *time*, *money*, or *process*. You are missing your senior scientist and your process of client interaction has now slowed, wasting time and costing you and the company money. You are looking to expand into another territory but your existing process and sales territory coverage does not have enough time to service the clients properly and it is costing you and the company money by leaving revenue on the table.

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Find the Problem, face the problem, look for those who can service the problem and bring them to your team

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We employ the TACCT method.  
So how DO you solve this problem?  
Here's the answer.

<p><b>TARGET</b></p> <p>Dig deep into the problem and identify what your candidate target market is.</p>	<p><b>ATTRACT</b></p> <p>Get the attention of of your target candidate and teach them the benefits of the position and what is in it for them.</p>	<p><b>CAPTURE</b></p> <p>You now have their attention and it is time to sell the role by having a conversation that rules in vs rules out</p>	<p><b>CLOSE</b></p> <p>Your best candidate is interested in the role and you are interested in them. Don't wait or be indecisive time kills all deals.</p>	<p><b>TRANSFER</b></p> <p>Once the offer is signed, prepare for their arrival, set clear objectives, and put the time in to set them up for success and you will be rewarded with an engaged, producing leader of your organization.</p>
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# TARGET

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Each position that is open is not just about finding a person -it is about solving a problem. What are the pains causing this problem and how can this solution be more than just a bandage.

To get to the root of the problem you need to understand how to dig deeper than the symptoms. Oftentimes a job description helps to alleviate the symptoms and not the real problem. Just like in an advanced field of medicine it takes an expert to get to a diagnosis. Once the root cause has been determined with that diagnosis you will be able to attract skilled talent through a cultivated network of research professionals who have been vetted beyond their resume, through both primary knowledge and referrals. You should look at skills beyond the job description can supplement the overall goals of your organization.

How are *you* winning the war on talent? Today the hiring market is tight. 42% of employers are worried they wont be able to find the talent they need, let alone top talent. Approximately three quarters (72.8%) are struggling to find relevant candidates. At any given point, 86%, of the qualified individuals for your position are currently employed and not seeking out job advertisements or applying to jobs especially from a company page.

This leaves your current methods yielding only 14% of the available market..What candidate audience are your trying to focus on? People without jobs who are looking for work or existing performers who are looking for optimum permanent career changes? Are you looking for the best in the market or are you looking for the best people within a 50 mile commute of your office? The best who have posted resumes or the best in their fields?

Which skills are nice to have and critical to the position or the problem at hand? Why do they need those skills? How do those skills and experience relate to the problem that this position solves? Are you ok with someone taking a lateral move into your organization? These are just some of the questions that need to be asked to determine what the target market is. Clearly define your audience and you will save time in your hiring efforts and it allows a more focused approach.

You may be perfect but your job description isn't. It does not perfectly describe the match you are trying to make. The same holds true for your resume and the resume of potential employees. Job descriptions are an introduction page to your company manual and yet aren't even a page long. Compound that with someone who has 20+ years of experience trying to add all their highlights in two pages



Get the attention of your target candidate, teach them the benefits of the position, and what is in it for them.

Before jumping into a search you need to find out where your ideal candidates are located, who they interact with, and who knows about them. Are you just looking for warm bodies or those who have solved this exact problem before?

Once you know what the organization needs, you need to put those ideas aside. High value targets and active applicants both need to know W.I.I.F.M - What's in it for me? There needs to be a value proposition. For someone without a job - the initial value is having a job. Simple, right? For an existing top performer you need more. What can this opportunity, company, or challenge do for them and why is that important for them and their career. What they can do for you is also a strong attractor. It can help give a deeper sense of purpose than the target's existing role.

Attraction based recruiting is more challenging, takes time, takes resources, requires patience and nurturing. It is an active process to recruit the passive candidate. Marketing for a position is more than positing the job description to the company website or to a broad based job board. Word of mouth with key opinion leaders can be a powerful tool as can multimedia approaches, video introductions, social recruiting. These strategies can get the attention of highly talented individuals in the passive marketplace.

Let me ask you two questions:

- On a scale of 1-10 how good are you at your job.?
- When was the last time you were actively looking at a job description for your next role?

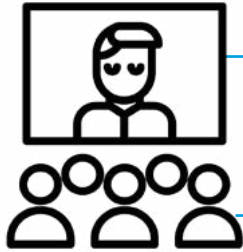
Proper targeting includes looking past the job description and past the resume.

A resume is a snapshot in time and description of your accomplishments (depending on which way you are looking when the camera goes off). A perfect resume on paper does not mean the person will excel in the position and, conversely, a resume that is missing a few key words does not mean that the person a) does not have that experience and b) will not flourish or exceed expectations in the position. It is through conversations and interactions that quality people are hired. Trusting the source of a candidate, someone who has had an in depth conversation with the candidate leads to your shortlist quickly.

Resume and job descriptions are a start but do not tell the whole picture. If a candidate views the opportunities solely by the job description, they may never see how the job applies to them.

You are perfect twice in your life: once when you are born and the other is on your resume. A job description is like a resume, difficult to write effectively and does not capture all the experience you have/need.

Screening resumes on face value is a detrimental practice. There have been instances where a person applied for their own job, while working in that job, and have been rejected by screening.



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# CAPTURE

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You now have their attention and it is time to sell the role by having a conversation that rules in vs rules out.

You have gotten their attention, they are qualified for the position, they are interested in learning more about the position on the phone. Is now the time to rule out or to rule in with key words? That depends on who is doing the initial screening.

The candidate is paying attention - what are you going to say to them? Have you done this job before? Why do you want to leave? What is your compensation?- Dig deeper than that! This is the time to sell the candidate on the company, the culture, find out more about their interests and what their WIFFM looks like. Share why this position is interesting. Once you have ruled them in, then you can start to rule them out. Dig deeper into their background, specific projects, and specific contributions. Just because it is not on the resume does not mean it did not happen!

Go back to looking at what problem this position solves and see if the skills and traits are there. If you don't understand what problems this solves, how can you see if this is a good fit

If this candidate is of interest, move onto the next stage decisively, don't wait around if this position is a priority.





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# CLOSE

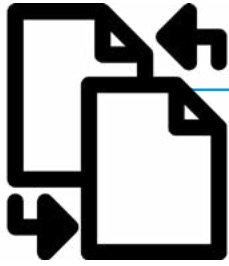
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Once you know this is the candidate you want to bring in for a face to face interview, this is an opportunity for the company to sell itself to the candidate. Make sure the decision makers have a gameplan for the interview. What skills are being assessed? What questions do you need answered before being able to move forward with an offer? What are your non-starters? Do others in the hiring process know what you are looking for as well? Are hiring managers during the interview also strategically selling the candidate on the why to work at your company during their interviews? It further attracts great talent that is mildly interested, and it further advertizes the department in the marketplace acting as a marketing tool.

Top candidates should be viewed as balls in the air, not books on a shelf. They may not be where you left them if you have not communicated with them. If you are interested in a candidate but need more time to review other top candidates that you have in the pipeline, let them know. If you don't want them to take another position or turn down your offer, stay in touch with them.

There is a common misconception when working in the passive marketplace that candidates who are interested in the early stages will be as interested in the position 4 weeks from now while you wait to talk with them again. Just because they are not looking for a job the first time we talked with them, it does not mean that the conversation has sparked their interest in looking around at other opportunities. Sometimes the dam breaks.

When you are interviewing candidates you need to make sure that you walk each one through the process that you have decided to interview. If you are not going to interact with them for 2-3 weeks. Send a message and keep the wind in the sails.



# TRANSFER

The offer is made and the candidate has accepted. Congratulations. It was a lot of work to get to this point, don't drop the ball. If there is a delayed start date keep in touch with the candidate. If issues arise, help the candidate out. Make an effort to welcome them on their first day and, if appropriate, send out an introductory or welcome message. Stay in touch with the candidate to see how the transition is going. Laying solid groundwork now will help with retention later. Give warm handoffs on projects, and ensure some level of ramp up. Hold expectation meetings and set small goals in the beginning. Make sure the new team member is clear on performance targets, goals, milestones and key performance indicators.

Once the offer is signed, prepare for their arrival, set clear objectives, and put the time in to set them up for success and you will be rewarded with an engaged, producing leader of your organization.

## RETAINING TALENT

The factors that contribute to a candidates perception of long term potential:

44%	Transparency about pay/ benefits
39%	Information about growth opportunities
37%	knowledge of company promoting from within

Keyword screening will not accomplish your goals. Do you wish you could replicate yourself to spend the time so qualified candidates are a) attracted to your organization and b) do not slip through the process.

- When your Targeting Fails, you clog your process, chase in the wrong direction, cast too wide of a net.
- When you Attraction Fails, you are not able to entice the qualified candidates,
- When you are unable to Capture, you lose interested people out of your process
- When you are unable to Close, you lose invested people out of your process
- When you are unable to Transfer you have lost all of your gains or slow down growth and acclimation.

Often times, with job descriptions, the parameters at the outset don't reflect the final goal. You know in your head what kind of candidate you are looking for and once you actually talk with them you know in your heart that they are a good fit for the organization not only in the present but will also help you achieve future goals.



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# EXPERT

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The difference is in knowing the companies in the specific marketplace, identifying who the experts are in these companies, and having the means to contact them, and the background information to influence decisions based on market understanding.

Growing healthy businesses typically grow in cycles. If an organization is robust internally they will hire business development/ account management individuals to help drive more sales.

Once the sales team is at full capacity the scientific team plays catchup for the increase in business and the increase in work and brings on additional expertise or additional staff. Once the business development team and scientific teams are growing at a rapid rate it puts stress on certain aspects of operations and that team needs to grow until the cycle starts over again or until business slows down. Wherever you are in your growth cycle critical hires arise that have a direct impact that costs time, costs money, or sacrifices process. During those critical times it is time to look at an industry partner that is knowledgeable, well connected, and can leverage their experience to help you to the next growth phase. During our successes with our client partners in their various phases of business we assist in building teams versus filling openings.



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# PROCESS

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The most important of all the soft skills we probe for is “passion” Passion is defined simply as “a single mindedness in pursuit of any goal” or “a burning desire to succeed”. It is a competitive drive that manifests itself in the form of what we call passion. What we are looking for are people that are at the intersection of passion meeting persistence.

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Sophisticated multi-channel marketing activities- not just job boards, ability to diagnose the right candidates. Study the positions and study the people who are in those positions, what is important to them, what motivates them and how they will best be used in the future.

The essence of the candidate is not always in the resume just like the essence of the job is not always in the job description. It sometimes takes an outside business partner to distill both sides, clarify, and communicate in a unique way.

**Stop.** Stop looking for people in the wrong places. Stop wasting time on old ideas that are not getting results for your critical hire. Stop letting your department crumble while you watch saddled by your inability to use the biggest asset you have. Someone who specializes in your specific field who knows the hiring landscape, knows the competitors, and who can speak the language from the lab bench to the boardroom. Someone you can give parameters to and let loose. The best asset you have is RPM ReSearch and TACCT.

This is why RPM ReSearch and TACCT probe candidates on their other successes and goals that align with solving the hiring problem at hand- what is the key function of this role, and how to best solve it.

We define candidates as active or passive. At RPM ReSearch, we recruit talent in the passive marketplace. An active candidate is someone who is actively seeking new employment. This type of person is actively searching the job boards, has their resume posted online, and is highly motivated to leave their current situation. This accounts for 14% of the market.. 86% of the most qualified candidates for your open position are already employed and are not actively seeking a new job, but may be persuaded to leave for the right opportunity or the right challenge.

Our scientific background allows us to have meaningful conversation surrounding past accomplishments, current projects, and skills that are, at times, are missing from the resume.

Through our conversations, explorations and experience we are able to report back realtime market feedback regarding the position, the company, and competitor practices while evangelizing both the company and the department.

Once there is alignment between the candidate and the problem to be solved we present our candidates background, motivations, successes, and challenges in our recommendation to proceed.

We not only find alignment in skills but also in how our clients define each of those soft skills. This is the issue with a job description is that it asks for background bullet points but does not define those points from the company's perspective. For example if you want someone with leadership skills, what does that look like in your office.

The expert difference is in knowing the companies in the specific marketplace, identifying who the experts are in these companies, having the means to contact them, and the background information to influence their decisions. Because of our scientific, business development and operational background and successes, we can have an impactful conversation with hiring managers and potential candidates about ensuring that your needs are surpassed with each candidate.

Here is what happens when you use this solution.

- You focus on key people not keywords which yields:

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- Better candidates to make your decision.

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- Faster fill time putting you back in your highest and best use

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- Potential revenue captured from additional projects

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- Increased team performance with new support that aligns with the culture

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- Goals are back on track for the team, for the department, and for the year

When employed strategically this can result in a change in hiring process that echoes into hirings not provided by my service.

Resumes and profiles are targeted which allows you to concentrate on not just the bare minimums of the job description.

Utilizing a professional service partner allows for the partner to keep an eye out for talent for jobs that are on the back burner - Service partners are willing to do this with an established stable company relationship.

The "bringing champagne to the keg party" phenomenon. Talking to and interviewing senior individuals can reveal more pain points of the organization or growth strategies that can be brought to fruition easier/faster. It can give better insight into competitive processes and approaches. It can open your eyes.

If you are ready to take the next step and discuss whether this solution best fits your need,

**BOOK A CALL TO SETUP A FREE CONSULTATION.**