

Business Evolution

This Free Masterclass Helps You Drive Innovation-Led Growth In Your Business

Team

TALENT ACQUISITION



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Overview: Talent Acquisition

What does the masterclass cover?

- A Better Approach
- The New Model
- Employment Branding
- Big Data Tools
- The Human Touch
- The Initial Candidate Conversation
- Job Profiling and Personality Traits
- The Hidden Costs of Bad Hiring



How does this help you?

People drive business transformation. Dive into this masterclass to unlock top hiring strategies, ensuring you secure the talent that champions your vision.

How does this accelerate your growth?

Talent is the catalyst for innovation and growth. Mastering the art of Talent Acquisition ensures you're not just filling positions but strategically integrating individuals who align with your business ethos, bring fresh perspectives, and drive initiatives that set you apart in the market.

How does this delight your customers?

Strategic hires mean better products and stellar service. By prioritizing quality in recruitment, you're ensuring every hire plays a part in delivering unmatched customer experiences.

How does this empower your team?

Effective Talent Acquisition goes beyond just hiring—it's about building a cohesive team. When you bring onboard individuals who complement existing team strengths, share the company's vision, and add unique skill sets, you foster an environment of collaboration, mutual respect, and collective growth.

Where is this Masterclass available?

The free masterclass and playbook are available at:
<https://howdo.com/masterclass/team/talent-acquisition/>

Business Evolution

MASTERCLASSES

Overview



Business Evolution Teaches You Innovation – for Free

What Is Innovation?

Innovation is the process of introducing new **solutions** to your business.

Solutions can be products, platforms, processes, services, technologies, experiences, and brands.

How Does Innovation Help You?

Innovation helps business leaders:

- **Grow revenue** by identifying untapped markets and creating new solutions. *E.G.: **Amazon** created the cloud computing category by launching AWS.*
- **Decrease operating costs** through automation, continuous improvement, supply chain optimization, and efficient resource use. *E.G.: **Toyota** reduced waste and costs with lean manufacturing and just-in-time inventory.*
- **Delight customers** by improving customer service, anticipating needs, and personalizing experiences. *E.G.: **Netflix** keeps users engaged with AI-based content recommendations, increasing engagement and reducing churn.*
- **Mitigate risks** by proactively identifying and addressing potential threats. *E.G.: **Siemens** uses AI-powered sensors to predict maintenance and prevent failure.*
- **Empower teams** to increase productivity by automating tasks while accelerating creativity. *E.G.: **Google**'s innovation policy led to the creation of two of their most popular products: Gmail and AdSense.*
- **Attract investors.** Investors prefer innovators. *E.G.: The most innovative companies are consistently the most valuable companies: **Alphabet (Google), Amazon, Apple, Meta (Facebook), and Microsoft.***

Business Evolution Gives You a Comprehensive Curriculum

These **Free** Masterclasses Walk You Step-By-Step Through the Innovator's Journey

01

Mindset



Develop the mindsets that drive business innovation and growth.

- [Growth Mindset](#)
- [Resilience](#)
- [Continuous Learning](#)
- [Data-Driven Decisions](#)
- [Customer Obsession](#)

02

Plan



Grow your business by designing solutions that customers need.

- [Customer Analysis](#)
- [Competition Analysis](#)
- [Market Analysis](#)
- [Solution Analysis](#)

03

Tools



Boost growth using proven tools from top companies.

- [Key Performance Indicators](#)
- [Weekly Business Reviews](#)
- [Product Management](#)
- [Startup Accelerator](#)
- [Business Incubator](#)
- [Mergers and Acquisitions](#)
- [Research and Development](#)

04

Team



Build talented teams that act with urgency to drive growth.

- [Talent Acquisition](#)
- [Corporate Culture](#)
- [Team Experience](#)
- [Mentorship](#)
- [Communities of Practice](#)

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Business Evolution was Created by an Innovation Expert

West Stringfellow created Business Evolution.

West has over 27 years of experience growing startups and Fortune 500s with innovation:

- **Innovation Leader**
 - **Amazon:** Senior Product Manager
 - **PayPal:** Senior Director, Product & Platform Innovation
 - **Rosetta Stone:** Chief Product Officer
 - **Target:** Vice President, Innovation and Entrepreneur in Residence
 - **Techstars:** Created & led the Techstars + Target Startup Accelerator
 - **Visa:** Vice President, European eCommerce & Innovation
- **Inventor:** Awarded five patents for advertising, payments, and social technologies
- **Entrepreneur:** Sold two patents to a Fortune 50 company
- **Coach:** Empowered hundreds of entrepreneurs, executives, and teams

West founded HowDo in 2017 to democratize innovation.

Dear Innovator,

To help you grow your business using innovation, I'm excited to offer you HowDo's **free** Business Evolution Masterclasses.

These Masterclasses contain actionable insights that you and your team can use to grow your business today. They distill the growth formulas used by the world's most innovative companies into step-by-step guides designed to transform your business ideas into profitable realities.

Having spent nearly three decades navigating the highs and lows of innovating in Fortune 500s and bootstrapped startups, I designed these Masterclasses to work for your business, regardless of size or budget.

I am sharing these Masterclasses as part of my ongoing commitment to democratize innovation.

Wishing you the very best,



West Stringfellow

Founder & CEO, HowDo
Creator, Business Evolution



Talent Acquisition

Masterclass



Content

TALENT ACQUISITION

- A Better Approach
- The New Model
- Employment Branding
- Big Data Tools
- The Human Touch
- The Initial Candidate Conversation
- Job Profiling and Personality Traits
- The Hidden Costs of Bad Hiring



A BETTER APPROACH TO TALENT ACQUISITION

Job candidates are seeing opportunities everywhere and are running a race to find the best gig



According to a recent Gallup poll, *60 percent of the younger generation is open to new job opportunities*, which implies that job hopping is a trend. Companies must attract the right talent now, and then hold onto it.



Take a moment to survey the talent landscape, because it has changed. Skills aren't quite as easy to come by, and workers are switching employers to gain experience.

Source: [Gallup](#)

THE NEW TALENT ACQUISITION MODEL

- Consider the impact of the changing landscape on your organizational ecosystem.
- Assess what infrastructure and talent you need now to meet the demands of better hiring for the future.
- Develop a plan for incremental change in HR processes or a complete make-over if that's what you need.
- Consider how functional your current HR systems are.



Figure 4. Talent acquisition: Old rules vs. new rules

Old rules	New rules
Recruiters used Internet tools to find candidates	Recruiters continuously expand their use of social media sites for sourcing, including Twitter, Facebook, Glassdoor, Pinterest, and Quora, in addition to LinkedIn
Employment brand is viewed as a marketing strategy	Employment brand has a complete strategy, reaching into all possible candidate pools and channels
Recruiters run the recruiting process	Recruiters partner with hiring managers throughout the search process, leveraging their networks, cultural needs, and success criteria
Job descriptions communicate what the organization demands from the potential employee	Job descriptions focus on the needs of the candidates—a tactic that yields three times as many highly rated applicants*
An applicant tracking system is the only required talent acquisition technology	Companies have talent acquisition technology platforms that manage sourcing, video interviewing, interview management, candidate relationship management, and onboarding
Talent acquisition processes are built on efficiency, effectiveness, and speed of hire in a way that works for the enterprise	The candidate and hiring manager are front and center in talent acquisition processes, tailoring the candidate experience around the moments that matter in the talent acquisition journey with the organization

* Andre Lavoie, "How to attract the best talent with your job descriptions," Aberdeen Essentials, September 25, 2015, www.aberdeenessentials.com/hcm-essentials/how-to-attract-the-best-talent-with-your-job-descriptions/.

Deloitte University Press | dupress.deloitte.com

Source: [Deloitte](https://www.deloitte.com)

EMPLOYMENT BRANDING TO PROACTIVELY ATTRACT TALENT

The following six categories, developed by Wilson HCG, compose a great branding strategy.
Address each one, then build a positive online presence for all categories.

It's crucial to continuously **manage your brand to mitigate any damage to your reputation.**

- Any negative feedback should be dealt with promptly to minimize its impact and to show that the company is concerned with employees' experiences.
- A negative posting on Facebook, for example, should address the poster's concerns without being defensive.



Source: [WordStream](#), [VideoBrewery](#), [Mittal](#), [WilsonHCG](#), [Small Business Trends](#)

HOW BIG DATA TOOLS CAN IMPROVE THE CANDIDATE EXPERIENCE

One way to combat applicant volume is to administer various tests to candidates during the hiring process, to increase the likelihood of a good hire.

THE MOST EFFECTIVE HIRING SELECTION PRACTICES

And those that don't work so well, based on validity coefficients ranging from 0 to 1. The higher the number, the higher the correlation between test scores and predicted job performance.



SOURCE BASED ON DATA SHARED BY FRANK L. SCHMIDT IN A NOV 6, 2013 ADDRESS TO PTCMW AS AN UPDATE TO: SCHMIDT, F. L. & HUNTER, J. E. (1998).

HBR.ORG

Source: [HBR](#)

HOW BIG DATA TOOLS CAN IMPROVE THE CANDIDATE EXPERIENCE

Tool Types

Suitability

- Algorithm-based tools can take care of the first level of screening.
- They are optimized to assess candidate suitability based on requirements such as education, location, years of experience, and capabilities.

Elimination

- Elimination tools narrow down the pack by rejecting those least likely to be hired.
- Recruiters can then focus on the remaining candidates and factors such as cultural fit.
- Henri de Romrée, Bruce Fechey-Lippens, and Bill Schaninger, partners at McKinsey, claim that this step in the hiring process provides a 500 percent return on investment.

Commitment Hurdles

- These are typically try-out activities, such as a skills test of some sort, included as a compulsory component in the application process.
- The tests determine the commitment and interest level of candidates early on, so that time and resources are not wasted in interviews.

Source: [McKinsey](#)

THE HUMAN TOUCH — SEALING THE DEAL

An employer of choice is one that offers a positive, unique, and exciting proposition that meets the needs of the candidate.
An employer might be limited in terms of resources, but it might be able to offer mentorships or skills development that the employee is looking for but won't find with another employer.

Case Study

Unilever is a model case study for employee-centric IT talent acquisition.

- Rather than visit college campuses to recruit, the firm [places targeted advertisements on Facebook and popular career sites](#) like WayUp and the Muse.
- From there, interested candidates apply for entry-level jobs and internships in just a few clicks.
- Unilever's HR solutions pull information from the candidates' LinkedIn profiles, an algorithm scans applications, weeding out over 50 percent, and humans take it from there.



Source: [Fox Business](#)

THE INITIAL CANDIDATE CONVERSATION

When developing interview questions, think about the information needed to feel confident that the candidate is a good fit.



Most communication is **nonverbal**, and only a human can interpret visual cues.

- Does a candidate pause when asked why the job appeals to them?
- What do the facial expressions of the candidate reveal?

Interview Model: CLAMPS

The **CLAMPS** (Challenge, Location, Advancement, Money, People, Security) model, provided by The Hill Group, a U.K.-based executive search company, can reveal the motivations behind a candidate's application.

The **model considers how the candidate ranks certain work factors according to their motivational significance.**

Structured vs. Unstructured Questions

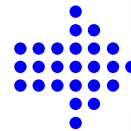
Structured questioning might be a better choice for technical jobs where specific skills are crucial, while **unstructured questions** might give a creative person more of a chance to shine.

However, unstructured interviews carry the risk that **interviewer bias** will affect decisions. **It's human nature for people to be drawn to those who remind them of themselves**, which is an emotional reaction rather than a rational one and not conducive to creating a diverse and innovative workforce.

Source: [Nonverbal Group](#), [Hillgroup](#), [ResearchGate](#), [BusinessInsider](#)

JOB PROFILING AND CANDIDATE PERSONALITY TRAITS

The software platforms of pioneering companies have perfected candidate experience campaigns - case studies to explore include:



The approach of these companies reduces hidden recruitment costs by:

Minimizing vacancy costs

Gamification

Ongoing branding and outreach

Easy Job Application

Suggested resources to identify personality traits:

- [Big Five Personality Traits Model](#)
- [DiSC](#)
- [Myers-Briggs](#)
- [StrengthsFinder](#)

Don't run the 100-yard sprint to secure exceptional candidates – run the marathon of continuously bringing aboard top talent for innovation in your organization.



Source: [123test](#), [HBR](#)

THE HIDDEN COSTS OF BAD HIRING & THE TRICKLE-DOWN EFFECTS OF BAD HIRES

Hiring the wrong person is the number one hidden expense when it comes to talent acquisition and retention.

Average Job Vacancy

The average job vacancy duration of professional and business services jobs was **26.1 working days** in 2016

(this was noted by the DHI-DFH Mean Vacancy Duration measure which is provided by DHI Group, Inc. and Dr. Steven Davis, Professor of International Business and Economics at the University of Chicago)

COST OF VACANT POSITIONS

STEP 1:

Calculate average revenue per employee.

$$\frac{\text{Yearly revenue}}{\text{Number of employees}}$$

STEP 2:

Calculate daily revenue per employee.

$$\frac{\text{Avg. revenue per employee}}{365}$$

STEP 3:

Calculate daily revenue lost per vacant position.

$$\text{Daily revenue per employee} \times \text{Number of vacant positions}$$

Human Resources | Benefits | Payroll | HR Technology
www.gnapartners.com 1-866-634-6713



Source: [G&A Partners](#), [Dice](#), [Huffington Post](#)

THE HIDDEN COSTS OF BAD HIRING & THE TRICKLE-DOWN EFFECTS OF BAD HIRES

Here is a summary of some of [the trickle-down effects of having vacant positions](#), including those affecting management, team cohesiveness, and real costs, according to a white paper by the Ropella Group.

- **Personnel costs:** a six-month loss on an average manager's contribution could cost \$300K due to poor quality work because workers are stretched thin, there are increased errors, higher turnover, and less creativity.
- Teams suffer in terms of **cohesiveness and time-to-productivity** if a team leader position is lost.
- **Real costs** include delayed time to market, underused equipment, and decreased output.
- **Management costs:** there is a multiplier effect on productivity, recruitment, and worker frustration due to lack of support.
- **Customer costs:** there are fewer sales, customer attrition because of delayed products, and poor customer service.
- **Competitive advantage costs:** analysts consider the company weak, competitors consider the company vulnerable, and potential employees consider the company to be at risk of failure.



Source: [Drake International](#), [Ropella Group](#)

Congratulations on Completing the Masterclass!

Your path to innovation doesn't stop here – it's just getting started.

Click below to continue learning with free world-class innovation masterclasses.

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West's Closing Note to Innovators

For those driven by a passion to make an impact, solve large problems, and reap significant rewards, successfully innovating stands as one of the most exhilarating and fulfilling pursuits. That said, **just a friendly reminder:**

Knowledge is Power. To empower you, I am sharing the knowledge I have gained from 27+ years of hands-on experience. Please do not stop learning here.

- **Empower yourself with the right knowledge.** Do not rely solely on my experience and knowledge. To determine what is right for you, your team, your business, investors, and customers, do your own research. To help, I have curated thousands of links in Business Evolution's [Masterclasses](#). Use this as the foundation for your further research.
- **Seek multiple experienced perspectives.** Follow relevant experts who share their insights on YouTube, LinkedIn, X, StackOverflow, Reddit, GitHub, or wherever they share their insights. The more you know, the more likely you are to make the right decision.
- **Stuck? Get help.** Others have solved your problem before. They may have even written about it. You may be able to hire them. Or use a generative AI to brainstorm (I'll show you how). In my experience, the joy of the journey is finding answers, learning and growing.

Innovation takes commitment and requires real time, money, and effort.

INNOVATION IS HIGH RISK

- **Innovation involves real risks.** If you fail, you risk your professional reputation, your credibility, your mental health, and your personal wealth.
- **Everyone fails at some point on their journey.** But remember, every great success story 🎉 has its chapters of challenges overcome.
- **To reduce the risk of failure, hire experts and use data-driven decision making, customer-obsession, long-term planning, and continuous improvement.**
- **When you fail, learn quickly from the lessons, ensure you don't repeat the mistakes, and forge ahead only if you assess it is safe to do so.**

Time is our only non-renewable resource. Use yours wisely.

- **Please take time for yourself – especially your health and loved ones.** It's easy to get lost in innovation's allure and lose track of what truly matters.

"Best Wishes Innovating! I hope the Business Evolution Masterclasses help you on your journey." – West Stringfellow

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