

HARWOOD ALLEN ASSOCIATES

REQUIRED INFORMATION TO BEGIN SEARCH

Getting started:

Begin with the end in mind. Think ahead, visualize that you have made a great hire: What does the candidate look like, what did they do in their first year and how did they do it? These questions, and the additional questions below, will assist you and others involved in your hiring process make better long-term choices. Answering these questions before you interview candidates, and sharing the information with the interviewing team prior to beginning your search, will help you and your hiring professionals stay on track in the interview, and then have unified criteria upon which to deliver feedback on the candidate(s) in the process.

Questions:

- Are there any potential internal candidates?
- What recruiting, if any, has been done to date?
- What is ABC's size relative to revenue, number of clients, sales volume, geographic focus, etc.?
- How is ABC perceived in the marketplace?
- What are ABC's tactical and strategic priorities?
- How are you doing the job now?
- Who does this job report to?
- Who reports to this job (function and profile) and how many employees are in the organization?
- Who will this position will typically interface with, internally and externally?
- What connections and relationships should the candidate bring to this job?
- What are the candidate "functional skill" requirements?
- What are the candidate "soft skill" requirements?
- What are the candidate educational requirements?
- What are the must haves and nice to haves in the successful candidate?
- If you have interviewed and not found a qualified candidate, what was lacking?
- What are the top 5 business priorities of this job?

HARWOOD ALLEN ASSOCIATES

- What would be expected of this person in the first 45 days of employment, six months, and one year?
- How would you identify one-year performance success?
- What is the career path from this job?
- What are the "Top 3 Keys" to the Hire?
- Do you know of a specific person that you want for this job?
- What are the best industry, organizations and companies for this candidate to come from?
- What potential organizations or companies are hands-off for recruiting?
- What specific supplier, customer or other business and non-business relationships would be beneficial for this person to have coming into the job?
- What is the interviewing process and who would be the participants?
- What are the specific hot buttons in the hiring decision and who will make the decision?
- What are some of the "key attractions" of this position?
- What are some of the "negatives" that we should be aware?
- What is the compensation package?
- What relocation assistance will be provided?
- What would you expect of this person in their first three months? Six months?
- How could they "hit a home run"?
- What are the most likely companies or categories of companies that this person will come from?
- Are there any upcoming conferences that I should attend? Or will anybody from your staff be attending and could provide a participant list?
- What would be the attraction of the role for someone in a similar capacity today?
- How will this person make the company money and contribute to the bottom line?

