



The Lloyd Morgan Method

What happens when someone resigns or there is a new position to fill in a company? What are the ways a company can fill a vacancy?

The company could find a replacement through inhouse referrals-dangerous as it builds cliques in the company – or place an advertisement in the local papers or on the internet – both time consuming in that the company representative must then review the multitude of resumes that are received, select the best ones for interview, organize interview times, interview candidates, organize a shortlist, and then arrange further interviews of that shortlist by which time, as the representative will have other job duties, the best candidates will have been snapped up by some other company. The company could also appoint a recruitment agency to do the work which in turn will place an advertisement, perhaps scour its database, select candidates from these sources, interview them and submit a shortlist of candidates to the client, the same as the company would need to do itself.

Whether the company handles the recruitment as above or an agency does, this basically boils down to selecting from a pool of candidates that have responded to an advertisement at one time or another, and,, as such is generally referred to as Recruitment via Selection. However, in most economies, over 80% of the available candidate pool in any given market sector will not bother to read adverts as they will generally be happy with their existing role and will not be looking for another position. It is only people who are not satisfied or disgruntled or that are currently out of work that will be normally attracted to a classified jobadvert. Hence, the use of Selection as the chosen recruitment vehicle, whether inhouse or outsourced, results in attracting applications from a very small part of the overall pool of available talent and it could be strongly argued that this small part of the pool is biased toward inferior talent as it consists largely of the unemployable, the unemployed, and the dissatisfied.

Granted, adverts will attract some high achievers, those highly ambitious, or those always on the lookout for a new opportunity or those that come across the advert by happenstance, but such attraction tends to be opportunistic and not reliable and as such Selection as method for recruitment cannot be relied upon to continually deliver a high quality result. Ideally, any recruitment exercise should ensure that 100% or as close as possible to 100% of the total available talent pool is covered when identifying suitable candidates for each and every position that a company needs to fill. This becomes imperative as the positions that need to be filled become more senior in the organization.

The only way to ensure that the whole market is covered when identifying candidates is to adopt a recruitment model that not only uses Selection as a method but also

makes use of Executive Search techniques which can be employed to infiltrate that 80% or so of the talent pool that Selection fails to address.

Executive search firms like Lloyd Morgan specialize in covering the whole available market for talent in any given discipline or at any given executive level. They use both Selection and Executive Search techniques to ensure that no stone is left unturned in the quest to find the best available person at that point of time in the market for the position in question. In effect, via use of Selection and Search techniques, companies are able to benchmark talent thus ensuring that the quality of their human resources remains at or is able, over time, to be edged above the level they wish to adopt as their standard. Executive Search is not the mysterious process that some espouse. It is simply a rigorous process that itself requires talented people to conduct.

A search encompasses:

- Identifying applicable industries and companies in those industries which may house required talent.
- Devising a recruitment plan to infiltrate those companies to identify talent
- Implementing that plan with the result that identified talent is contacted and "wooed" to be interested in the position in question.

The facets of conducting executive search encompass advertising, database search, external database interrogation, internet search, client supplied information, consultant networking, and "cold call" headhunting. Like a detective, a good Executive Search Consultant will use the above "tools" or "methods" to garner more and more information which over time will allow the Consultant to "map" each and every person in the market that may be suitable for the role in question. For example, from the inhouse candidate database the Consultant will not only seek suitable candidates, but will also seek out any candidates that may work or have worked for any of the target companies identified in the search strategy. The Consultant will then speak with these people to garner information about the name and abilities of the person in the target company holding the same role or a role that is similar to the role the Consultant is seeking to fill. Consultants make use of applications from advertisements for the role in the same way. Essentially they use one piece of information to lead to another, like stepping stones to reach an end point, which is the name and background of target talent. They then use their generally considerable persuasive skills to obtain the interest of the targeted person, in the role which they are seeking to fill. All the time the Consultant will be promoting the image of the client, ensuring that the client is seen as an attractive employer, and that receiving an offer from such a company is highly desirable.



Executive Search Consultants will also rely on a network of prominent industry stalwarts who, often for a fee, will recommend candidates for positions. These people generally sit on trade organizations or similar and have a very strong personal database of professionals upon which they can draw for referrals or indeed to propose candidates. Also of use to Executive Search Consultants is the cold calling to organizations to obtain the names of people in that company that may be suitable for the position in question.

To assist the Consultant, there is the Research Team. This team helps the Consultant to conduct the considerable "detective" work briefly alluded to above. Researchers, the successful ones, are bright, generally younger well educated people who have strong computer and internet skills and outgoing, engaging personalities. Their input into any search is considerable and they are an essential part of any properly conducted executive search.

The best candidates rarely go looking for a job. The only way to get them is to go after them. Executive Search methods accomplish this, and when used in conjunction with Selection, enable full coverage of the available talent market and by far the best result. Cost wise, Executive Search may cost slightly more but generally the difference between using only Selection and the cost of using Executive Search is minimal. Indeed, when costed out, the client that uses Selection is paying far more relatively for the service received than the client that uses Executive Search, and for a far inferior result.

So, if it is the aim of a company to recruit the best possible talent available, it must adopt the use of both selection and executive search methods, but it is really only executive search companies that have the knowledge, the methods, the quality of personnel, and the infrastructure to deliver