

Recruiting from Within



DALE CARNEGIE®
TRAINING



Recruiting from Within

- Explore the opportunities and challenges of hiring internally
- Delve into trends on internal recruitment
- Learn a method to discover and engage talent to grow organization from within

“Treat employees as valuable people with skills rather than as people with valuable skills”

– Dale Carnegie

Recruiting from Within

- What are the advantages of recruiting from within?
- What are the disadvantages of hiring internally?

*“Treat employees as valuable people with skills
rather than as people with valuable skills”*

– Dale Carnegie

Advantages: Recruiting from Within

- Get up to speed faster
- Lower recruitment costs
- Motivates employees
- Increases engagement
- Increases referrals
- Culture fit and knowledge
- Less training required
- Decreases travel/relocation costs
- Quicker hiring process
- Increases morale
- Increase employees success
- Know what you're getting

Disadvantages: Recruiting from Within

- Limits pool of candidates
- Limits new ideas and perspective
- Downward ripple effect of openings

When hiring externally:

- Higher hiring costs
- Longer ramp up period
- Hard to find culture fit

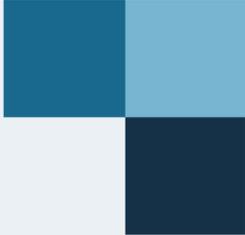
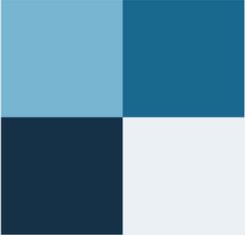
Recruiting from Within

Look Outside

- Tough corporate turnarounds or strategy shifts are underway.
- Succession planning and performance information is inconsistent, absent or hard to access.
- Specific skills are needed that are not readily available within the organization.
- The organizational culture welcomes multiple perspectives.
- Processes are in place that support job training and full integration into a position.

Look Within

- An organization is thriving.
- Succession planning and performance reviews are consistent and transparent.
- An abundance of firm- or industry-specific skills are required for the job.
- A unique and strong organizational culture may be hard to understand or fit in with.
- No or few processes are in place to support job training and integration into a position.



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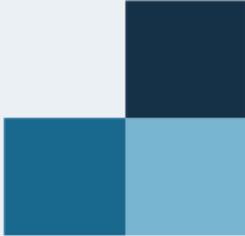
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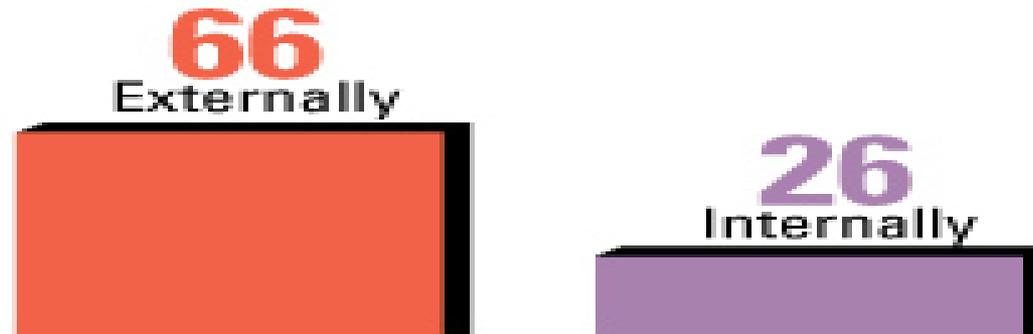
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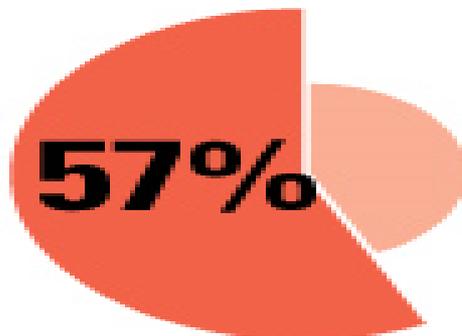
Recruiting from Within

Running the Numbers

Average number of positions filled in 2013 in organizations with an average staff size of 595 full-time employees



Source: SHRM Human Capital Benchmarking Database.



Proportion of executives who indicate that it took six months or more to reach full impact in their last new role

Source: Egon Zehnder.

Industry Trends

- 71% of business leaders prefer developing internally

College for America (CFA)

- Only 29% of senior HR leaders prefer to hire new employees with skills required
- 41% strongly prefer development
- 9% strongly prefer hiring externally

5 Recruiting Trends in 2016

- Predict increased focus on developing talent internally

Industry Trends

Global Recruiting Trends/LinkedIn Talent Solutions

- 67% of companies say they invest in internal hiring to retain best performers

Futurestep

- 87% say strong internal mobility program would help
- Only 1/3 reported that company has such a program

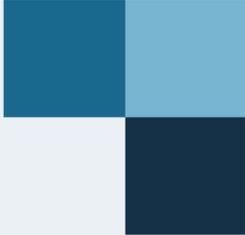
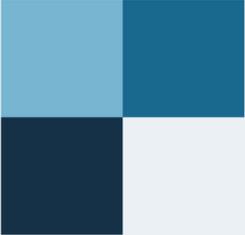
BLR

- 92% agree identifying high performers is important
- Only 44% actively attempt to identify these assets

Industry Trends

HCI/Oracle

- 60% of employers said employees promoted into jobs performed significantly better than employees hired externally
- 51% of respondents said need to increase awareness of internal opportunities
- 38% said need to update employee information for better scope on internal talent
- 54% said recruiters and hiring managers work together to fill positions internally
- 39% said recruiters work with talent planners to fill positions internally
- 16% said learning & development contribute to process



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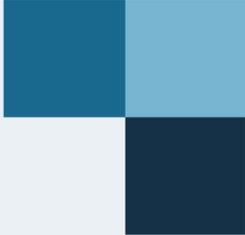
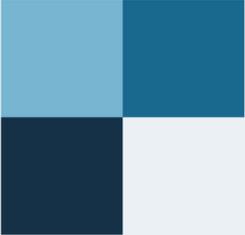
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Recruiting from Within



Memory Linking Technique



The mind has the ability to think in terms of pictures.

The more exaggerated the picture, the easier it is to remember.

Linking pictures maximizes retention.

Recruiting from Within

Use conversation
“links”



School/Work

KSA's

Strength/Oppty

Development

Challenge/Help

Goals/Passion

Recruiting from Within

Be a good listener



Stop

Look

Listen

Recruiting from Within Model

Conversation Links

- School
- Work
- KSA's
- Strengths
- Weakness
- Develop
- Challenge
- Help/Goal
- Passion



To Do This

- Stop
- Look
- Listen
- Focus

Ask: *Who? What? When? Where? Why? How?*



Recruiting from Within

**TELL US WHAT
YOU THINK**

<https://www.surveymonkey.com/r/NDSHRMRecruiting>

I Hope You're THIS Excited!



