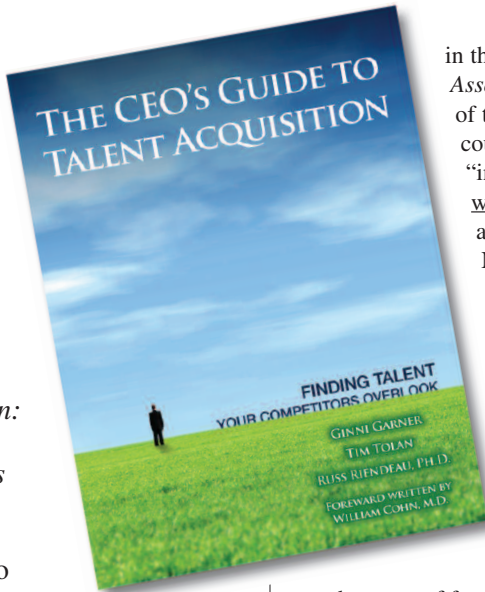


Sinking The “Shrinking Talent Pool” Myth

An interview with talent acquisition expert Dr. Russell Riendeau

We sat down, poolside, with author Russ Riendeau, to get to the bottom of this shrinking talent pool myth. His new book under our imprint, *The CEO's Guide To Talent Acquisition: Finding Talent Your Competitors Overlook* sheds insight on better ways for CEOs to secure great talent.



in the *American Management Association's* 2008 catalogue of training programs, I couldn't find the phrase “interviewing skills?” Go to www.apanet.org/seminars and see for yourself. Not one program that advertises a pure, focused, interview training program for leaders. Wow.

Here's another example: A recent survey of over 300 middle managers across the country showed nearly 78%—

three out of four managers—had not attended a company-sponsored program, nor read any books dedicated to the art and skill of effective interviewing in the past year.

Q Then why are businesses not doing more interview training for managers?

RR One, it's hard to quantify the pay off. Six Sigma Certification or similar big name programs have marketing muscle to show customers they care about quality. Interview training for managers doesn't have the same buzz. Second, most of us believe we're good at reading people, thus we don't feel we need training. Third: Laziness. Twenty years ago you could see and steal the competitors talent easily. Today, ecommerce, remote workers and outsourcing have essentially hidden much of the workforce.

Q So what's the answer to shifting the paradigm of hiring?

RR Well, here are five ideas that our research and experience shows will help:

1. Sign up your team leaders for behavioral interview training or something similar ASAP. Show them how to recognize core competencies and generational differences in work styles.

2. Identify the 3-5 key, measurable initiatives for each job opening. Every candidate must have similar success in having completed similar initiatives in their work history.
3. Use a psychometric assessment tool to learn more about the candidate's cognitive and emotional drivers. Assessments insure against making hiring decisions solely on gut instinct.
4. Identify your company's competitive advantage. “Why should I work for you?”
5. Measure hiring manager turnover rates, effectiveness, etc. Good managers leave markers. Benchmark those great traits.

Q Do you believe the harbinger of a looming business downturn will alter how companies interview/qualify candidates?

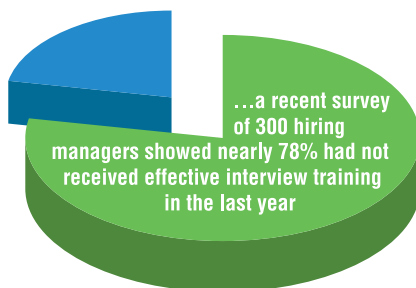
RR It's already started. “Documentation” is the new buzz word. Hiring managers are mandating proof of value — rankings, pictures, pay stubs, copies of performance reviews etc. If you can't prove you good, bye-bye. Next candidate, please.

Q Business leaders say the talent pool is shallow and shrinking. You say no. Who's right?

RR It's not a matter of who's right or wrong, but a matter of education and perception. Management is crying wolf when the lack of interview training and undefined key initiatives are two culprits that are the real issues.

Q You're saying hiring managers are not good interviewers?

RR Not good enough. Consider the fact that most managers, by their very title, have been successful before—thus they get promoted to manager. However, managers are not trained to be effective interviewers. Did you know that of the 170 great courses listed



Editors' Note:

Dr. Riendeau is senior partner of The East Wing Search Group, in Barrington, Illinois, and nationally recognized speaker on talent acquisition best practices. He's co-author of a new book *The CEO's Guide To Talent Acquisition* (Eyecatcher Press, 2008). Russ is a behavioral scientist, author of five books, has appeared on *The Wall Street Journal Radio* and TV and is a member of Vistage International. He can be reached at 847-381-0977, or www.eastwingsearchgroup.com.

