

The 12 Steps to Attract & Retain the TOP 10% of talent in the Senior Finance, Strategy & Business Transformation Markets



INTRODUCTION

As a business leader, your success is partially determined by your ability to attract and on-board the top Senior Finance, Strategy & Business Transformation professionals that exist within your industry sector. Regardless of what employment statistics tell us or what economic factors and trends we experience, the bottom line is that there is an ongoing and unyielding challenge for CEOs, CFOs, CSOs, Directors and Managers to make a conscious effort to evaluate and improve their approach to attracting and securing the upper quartile Senior Finance, Strategy & Business Transformation professionals.

This eBook will share with you some effective techniques and best practices to ensure you have a comprehensive and robust strategy to attract the best talent for your business.

MARKET RESEARCH

In any sector of business, there can be many challenges when faced with the prospect of identifying the very best talent. Senior Finance, Strategy & Business Transformation is no different.

Uncertainty was a buzzword throughout 2019 but, moving forwards into 2020 and beyond, advancements in technology, digitization and economic disruption can in fact be catalysts for opportunity and bold new ways of working. *You just need to ensure that your recruitment strategies are clear and purposeful!*

Research from the SIA (Staffing Industry Analysts) indicates that the UK remains the largest recruitment market in Europe, with 1% growth in 2019 and a further 3% growth anticipated in 2020. The IMF (International Monetary Fund) adds further weight to these statistics by highlighting the UK's "steady growth", despite factors such as Brexit, US-China trade relations and the imminent IR35 tax legislation. Increasingly, Senior Finance, Strategy & Business Transformation professionals are being called upon to support large scale strategic programmes. These can include implementing new software and systems, setting up shared service centres, managing outsourced functions and interpreting large volumes of complex data to drive business growth.

Businesses are constantly relying upon Finance, Strategy & Business Transformation teams in order to both make sense of the 'now' and to provide assured improvements in relation to longer range plans. A scarcity of capital and a shift towards risk aversion has created insistence for increased analysis and consequently a demand for those skilled at providing such critical insight.

According to Bain & Company, more emphasis is being placed on bridging the gap between finance, strategy, transformation and operations. Unearthing such a blend of skills is what is presently giving many hiring managers headaches. To put it simply, top professionals in this image are hard to come by, hence the reason for this guide.

Having spoken to a cross section of Senior Finance, Strategy & Business Transformation leaders who are looking for a competitive advantage, the primary things that become apparent is the quality of their team and the depth of the Continuous Professional Development programmes that exist within their respective organisations. Unless you have the top talent, it means that these sought after, upper quartile individuals are with your competitors. That means your competitors have the edge; *do you really want that?*

'The 12 Steps' that you, as a hiring manager, can follow to ensure that your recruitment strategy is both robust and ultimately successful are detailed on the next page.



THE 12 STEPS

STEP 1

OFFER CLARITY, CONVICTION AND CAREER OPPORTUNITY

Attracting top talent is done by highlighting what we all want in a new job — clarity about what the mission is, to work with others who share the conviction that what the company is doing matters and knowing that new experiences and career options are a reality. Find ways to authentically express these things through video, robust career pages and personal communications from senior leaders.

STEP 2

BE FLEXIBLE AND DIFFERENT

We are shifting into an era where the “traditional” office environment and compensation models are no longer as appealing as they used to be. Show candidates that you value work-life balance and individuality. Whether it is the option to work some days from home or allowing employees to move about an open office environment, give them some flexibility.

STEP 3

UTILISE YOUR EMPLOYEES AS BRAND AMBASSADORS

Your business leaders and teammates can significantly impact your ability to attract top talent by creating talent ambassador LinkedIn profiles, reaching out to high potential candidates, taking time to conduct reviews on platforms such as Glassdoor and Indeed and helping generate content that is rich in the organisation’s culture.

STEP 4

UNDERSTAND YOUR EMPLOYER VALUE PROPOSITION

An organisation looking to stand out from competitors when seeking to attract top talent must be able to articulate and share how the employee value proposition is lived every day, along with the vision and mission of the organisation. Just as an organisation has a brand for the external market, there needs to be an employee brand that can communicate the employee experience.

STEP 5

IDENTIFY YOUR TARGET AUDIENCE WELL

Recruiting is selling. Identify your target audience and understand your organisation’s selling points. What do we have to offer, and who would benefit from what we can offer? With these details, you can place your company brand in the centre of your target audience. Advertise your organisation’s culture, and echo your talent’s needs, skills and attitudes as it relates to your brand.

STEP 6

FULLY UNDERSTAND CANDIDATE EXPERIENCE AND LIFECYCLE

Your organisation’s reputation permeates candidate decisions. The candidate experience is a continuum that begins prior to the candidate contemplating a role with your organisation (brand awareness) and extends well beyond the time they may leave. Learn from brand and marketing colleagues to better position yourself in the market to have the most significant impact.

STEP 7

OFFER CLARITY, CONVICTION AND CAREER OPPORTUNITY

When you genuinely care for your employees, they’ll care for one another, your customers and the community. Go beyond amazing benefits. Foster a workplace that thrives on trust and respect for all individuals — and protects that culture every day. Word will get out. Your people will talk, and they’ll refer like-minded, talented people who believe in your culture and your mission.

STEP 8

UNDERSTAND AND ARTICULATE YOUR PURPOSE

Companies with purpose attract and retain better talent. Finding out your “why” translates into your unique value proposition to candidates (and employees). This is not a marketing statement, a mission (where you are going) or vision (where you would like to be). Purpose defines why you do what you do, which motivates candidates to join the charge and apply.

STEP 9

UTILIZE YOUR EMPLOYEES AS BRAND AMBASSADORS

With social media, organisations now have an opportunity to be visible to many. Candidates are doing their research prior to accepting interviews. They want to know what your current employees are saying about you. Brand your page with more employee-related events. Take control of your company’s image and become a people-focused employer and you will automatically attract top talent.

STEP 10

INVEST IN EDUCATION

We’ve found high-performing people see learning opportunities as an essential component that adds to their workplace engagement. Switched- on employers must develop engaging new experiences for their top talent. Tailoring learning initiatives to career exploration and growth can make employees feel personally valued, increasing their loyalty if other firms come calling.

STEP 11

RECONFIRM YOUR TALENT ACQUISITION

Before recruiting, organisations should validate that their talent acquisition strategy is designed to attract the right talent. A great way to do that is to get feedback from current high performers about what attracted them to the organisation and their role. Also, ensure that your hiring process is not a barrier to making timely hiring decisions; otherwise, applicants will lose interest.

STEP 12

BE OPEN

Don’t put on a show to snag a candidate. It’s critical the candidate knows exactly what he or she is walking into and can make a smart decision about their future. The only way to know if it is a fit is for both parties to have open eyes and clarity.



WHO ARE WE AND WHY ARE WE WORTH LISTENING TO?

As an agile, consultative senior search and selection firm, Newstone Talent Solutions help organisations attract and retain the very best in market Senior Finance, Strategy & Business Transformation professionals.

OLIVER JESSUP



I have previously worked for both a blue-chip plc and highly entrepreneurial, owner managed firms.

As a founding Director of Newstone Talent Solutions, I continue to assist Senior Finance, Strategy & Business Transformation professionals achieve their career objectives whilst partnering closely with a myriad of different clients across the commercial spectrum.

If you are a hiring manager and you are having problems attracting top candidates who can deliver, please contact Oliver at oliver@newstonetalent.com

PAUL RUDMAN



I am a highly experienced search consultant specializing within the Senior Finance arena. I have a proven track record of delivering high quality candidates to my clients across many different sectors and I pride myself on providing the very best solutions.

My clients include large blue-chip organisations, PE, backed businesses and SME startups across the United Kingdom.

If you are a hiring manager and you are having problems attracting top candidates who can deliver, please contact Paul at paul@newstonetalent.com

