Catching Ghosts: Smart Strategies for Successful Recruitment

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Disclaimer:

There Will Not Be Any References To Ghosts During This Presentation

**Catchy Titles Are Helpful in Getting Presentations Accepted at RSA **
Recruiting Is ........
Recruiting Is:

- Frustrating
- Time Consuming
- Inefficient
- Painful
- The Hardest Part of My Job
Recruiting Is Essential To My Success As An Information Security Leader
It Is A Futures Market
(Yesterday’s Data Has Little Relevance)
Why Information Security Recruitment Initiatives Fail

- Competition
- Ineffective Leadership
- Internal Inefficiencies
- Poor Expectation Management
- Recruitment Knowledge / Capabilities
- Timing - Fake “Urgency”
- Compensation
- Talent Shortage
Economics 101: The Law of Supply and Demand

**It’s A Sellers Market**
(And They Know It)
A Successful Recruitment Blueprint

Fundamentals of Successful Recruitment

- Build Mindshare Through Collaboration and Data
- Understand Your Audience (The People You Want to Hire)
- Be Honest Regarding The Appeal of Your Role / Company
- Write “Winning” Job Descriptions
- Become the Recruitment Champion
- Follow Through
Laying The Foundation – Building Mindshare

- Understand the Players
- Educate Them With Real Data
- Deliver – Do What They Ask of You
- Sell – Get What You Need
- Hold Them Accountable
You Have The Rules......
Now You Are Ready To Play The Game
What Are Reasons Why You Would Change Jobs?
Motivations – Reasons For Job Change

- Professional Growth – Interesting Problems
- Increased Level of Responsibility (Job Title)
- Compensation
- Quality of Life – Flexibility
- Culture
- Mission
- Leadership
- More Talented Co-Workers
- Future Marketability
Understanding Your Audience

Why Would The People You Want to Hire Think Any Differently .......

(Aren’t We All Wired Similarly)
Know Your Competition

Look Around The Room
Can You Win?
If So, How?
You Have To Know The Answer
Losing Recruitment Philosophies

“People Should Want To Work Here”

“We Have Tremendous Commitment”

“I Took A Pay Cut To Work Here”

“The Value of Our Stock Will Change Your Life”

“We Are Like Google, Netflix, Amazon and Facebook”

**You Can Say This If You Are Google, Netflix, Amazon and Facebook.**
Herein Lies The Winning Formula

- Compensation – Salary, Benefits, Stock
- Quality of Life – Location, Commute, Work Hours, WFH
- Brand, Business, and Mission
- Technology
- Professional Development
- Title – Increased Responsibility
- Trust and Stability
- Interview Process
Thoughts.....
Let’s Agree:
Employers Write Lousy Job Descriptions
Candidates Write Lousy Resumes
Bad Job Descriptions Contain The Following

- Titles
- Years of Experience Requirements
- Certifications and Education Requirements
- Skill Combinations That Do Not Exist
- Skill Combinations That You Cannot Afford
- Anything That Makes Qualified Candidates Lose Interest
Losing Job Descriptions:

Are Written With One Candidate in Mind

Winning Job Descriptions:

Are Written To Engage and Appeal To Many Possible Qualified Candidates
Successful Job Descriptions

- Written As A Narrative – Not A Laundry List
- Understand the Intended Audience
- Are Written For The Purpose of Recruitment
- Are Naturally Thought Provoking
- Speak to both the “Present” and the “Future”
- Reflect the Compensation for the Role
- Simultaneously “Include” and “Eliminate”
Job Descriptions:

Who Writes These Things

(You Do!)
Evaluate Your Job Description

- Does It Generate Interest
- Does It Represent A Better Option For My *Likely* Candidate
- Can I Afford to “Recruit” This Person
- Is The Career Opportunity Clear
Based Solely On The Job Description:

Would I Have Been Interested
How Much $$$ Would I Have Wanted
Becoming The Recruitment Champion
Becoming The Recruitment Champion

Building and Retaining a Talented and Loyal Team Is The Primary Determining Factor of Your Sustained Success As An Information Security Leader
Becoming The Recruitment Champion

All Successful Information Security Programs Include A Leader Who Is **Personally Involved** and **Invested** In The Recruitment Process
Being The Recruitment Champion Includes

- Accepting Accountability
- Chief Architect of The Recruitment Process
- Accessibility and Involvement Through All Phases of Recruitment
- Embracing the Role of Top Salesperson
- Playing To Win
Everyone Should Have a “Voice”
But You Have The Final “Say”

(Remember Who Is Ultimately Accountable)
Chief Recruitment Architect (CRA)

- Define Principles for Hiring and Interviewing
- Create Clear Assessment Criteria
- Define Interviewer’s Roles
- Eliminate Single Point of Failure
- Interviewing and Recruiting Part of Evaluation (Compensation)
- Candidate Feedback Needs to Be Defendable
Design A Successful Recruitment Process

- Consistent Interview Line-Up
- Create Scenarios
- Explore Thinking – Not Tools
- Simulate a “Day In The Life” (Interviews Are Not Natural)
- Allow and Encourage Questions
- Create a Comfortable Environment
Interviews Are Unnatural: Provide The Candidate With Transparency
The Interview Is Not The End of The Recruitment Process

*The Balance of Power Really Shifts*

**This is Where You Earn Your Money**
What Personal Involvement Represents

- Authority
- Commitment
- Clarity and “Truth”
- Access
- Foundation for Future Relationship
- “Dress Rehearsal”
Candidate Experience Is Key

- Provide Timely Feedback – Good or Bad
- Take The Lead in Compensation Discussions
- Make Acceptable Offers
- Give Fair Time For Decision Making
- Engage Candidate During Decision Making Process
- Make It Difficult to Say “No!”
Apply Slide

- Determine If Your Current Recruitment Machine Is Working
- Meet with Necessary Partners to Brainstorm New Approaches
- Rethink Value Proposition – “How You Win”
- Review and Rewrite Job Descriptions
- Redesign The Recruitment Process

Become The Recruitment Champion!
Recruitment Equations - Conclusion

Better Recruitment = Better Talent
Better Talent = Better Program
Better Program = Better Security (Company Safer)
Company Safer = Greater Appreciation
Greater Appreciation = Greater Authority and Budget
Greater Authority and Greater Budget = Easier Recruitment
Continue The Discussion

2:30 PM – Focus On – Moscone West – Room 2009
Case Studies and Question & Answer

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