

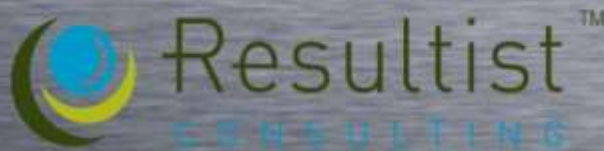
A Step-by-Step Guide



BUILD YOUR SALES TEAM TALENT POOL

White Paper

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A Step-by-Step Guide to Build a Sales Team Talent Pool

Overview:

To grow profitable revenue, you need an excellent team. When a company is shorthanded, hiring may happen based on “check for a pulse.” When short staffed, marginal performers are alert and aware of any fear the management has. “Fear of firing syndrome” begins to creep into an organization which leaves marginal performers in place.

By utilizing a “Talent Pool Approach” to fill key project positions, the culture changes, a team grows, and [profitable revenues](#) follow.

This pro-active approach will enable a company to draw from a large pool of pre-identified, vetted and pre-sold candidates to fill job openings. It is designed to identify and eventually build relationships with all of the desired talents in a specific geographic area so that when an opening arises they are primed to accept an offer, or when they are ready to make a change, they reach out to your company before they hit the open job market.

A Talent Pool Approach is candidate-centric, it focuses on identifying and meeting candidate needs. It allows for time for engagement, answering questions, and having two-way communication. The result is a better candidate experience before and during the hiring process.

This, in turn, results in higher quality candidates with longer retention rates.

This whitepaper will guide you through developing your own Talent Pool Program, divided into seven sections:

- I. Talent Pool Program Goals
- II. Development Implementation Process
- III. Who to include in the database & Where to find candidates
- IV. Candidate information to track
- V. Process to build relationships with talent pool candidates
- VI. Ongoing relationship building content suggestions
- VII. When an opening occurs

I. Program Goals

- Identify a large number of qualified and interested talent which can be called upon when key job openings occur.
- Focus primarily on “Top Talent” (who are usually employed and not seeking a job right now).
- Track developing individuals who are “under the radar” and will have the experience required to be hired relatively soon.
- Build candidate commitment to your company by developing a relationship of trust over time.

II. Development & Implementation Process

- Determine key positions to be filled using this approach, including:
 - Title
 - Job description
 - Skill and experience level requirements
 - Necessary qualifications
 - Salary ranges
- Create your company’s “Brand Package,” including:
 - Mission/Vision/Values Statements
 - USP
 - Website
 - LinkedIn Company Page
 - Facebook
 - Demonstrated thought leadership through blog posts, guest articles, white papers, video, etc.
- Determine general geographic employment location(s)
- Select key geographic locations to draw talent from
- Build and maintain a Talent Pool Database
 - For ease of tracking and general communications, this can be done in [HubSpot CRM](https://www.hubspot.com) using the Lifecycle Stage: “Other.”

III.

Who to include in the database / Where to find candidates

- Past job applicants
- Second place finishers (those who came in second for a position)
- Finalists who didn't accept an offer
- Qualified individuals who dropped out of the hiring process
- Qualified applicants who applied when there were no job openings
- Applicants who were almost qualified but needed more experience
- Top performing former employees who voluntarily left
- Referrals from employees, friends & family
- Employees at Strategic Partners (you want to maintain a relationship in case they leave the strategic partner)
- Names of individuals identified through benchmarking other firms
- Individuals who have won awards or patents in their functional area
- Industry speakers and bloggers
- Social media followers
- Ask the references of new-hires for names of anyone else they know of "who is as good or better."
- Target attendees of technical seminars
- LinkedIn

IV.

Candidate information to track

- Name
- Company
- Position
- Work email
- Personal email
- LinkedIn profile name
- Resumes
- Correspondence

V. Process to build relationships with talent pool candidates

- Identify potential candidates long before a position opens
- Collect names from above list, “Who to include in the database / Where to find candidates.”
- Research and screen candidates on-line for an initial assessment of their skills and fit, utilizing:
 - Google
 - LinkedIn
 - Social media: Facebook, Twitter, etc.
- Begin to build relationships with those who pass the screening and remain in the database by:
 - Commenting on their blogs or other posts
 - Attending industry events
 - Industry association participation
 - Use LinkedIn InMail to reach out directly and tell them that you are impressed by their work; you’d like to stay in touch with them and hope to meet them sometime soon
- Progress to a two-way communication: Once they have accepted a relationship, you should periodically send them information about your company (via a newsletter, etc.). Invite them to company sponsored events; encourage them to ask questions and talk with your company employees.
- After a relationship is established and a candidate has been sent enough information about your company to demonstrate it is a good place to work, their interest in “someday working at your company” should be assessed, ideally through live communication. Those with the highest skill levels should be prioritized and contacted first when opening occur.
- To be included & maintained in your company’s Talent Pool, all candidates should submit a current resume and references. References should be checked in absolute confidence.
- Candidates should also complete a communications assessment and [Core Value Index \(CVI\)](#) to assure their fit within your company and with clients. Contrast should be made between the candidate’s assessment and the “ideal” assessment characteristics.
- If appropriate, an in-person or Skype meeting should be held for a preliminary [interview](#).
- Through ongoing communication over time, learn what the expectations of each prioritized candidate are regarding “job attractiveness factors” (what are the key things they are looking for

in a position). This will enable you to position any opening appropriately for them to consider.

- Proactively share appropriate job openings to prioritize candidates with a personalized invitation to apply, or even an offer of an interview.
- In the process of building a relationship with them, gain the candidate's commitment to let you know if they ever become available and decide to look for a new position.

VI.

Ongoing relationship building content suggestions

- You Company Newsletter*
- Thought leadership articles, blog posts, white papers, eBooks, etc.*
- Information about your company's sponsored events*
- Posts to your company's LinkedIn Company page*
- Industry and Industry Association information – article reprints, upcoming events, seminars, classes, etc.
- Comments on candidate's blogs, articles, etc.
- Comments on candidates "in the news."
- Information, comments, articles, etc. relevant to any personal information known about the candidate

*Primary content to demonstrate your company's quality of services and caliber of the company.

VII.

When an opening occurs

- Select the appropriate candidates from the Talent Pool
- Notify them of the opening
- Assess their interest
- Hold face-to-face [interviews](#) with company leaders, a team member or account manager. Ask standard interview questions and questions that reveal how they embody your company's values and questions to discover their reactions in a variety of situations.

The Talent Pool Approach is not new and it has been proven to be successful over many years. While mechanisms change due to advances in technology and culture, the core principles remain the same. Building a talent pool from scratch can make an understaffed organization anxious. It will be important to include manpower planning reports on a regular basis.

Using the guide above, you should be ready to begin planning more specifically with your team.

If you are unfamiliar with these ideas or feel uncomfortable, please reach out to me. I would be happy to talk to you about how to build your own pool of talent – and grow profitable revenue.

Elizabeth

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