

## **HIRING MISTAKES: Is a recruitment consultant the solution?**

*How can Business owners insulate themselves from recruiting the wrong talent?*

Human Resources are assets for every organisation, be it a proprietorship firm, a partnership firm, an SME, MSME or even large corporates.

Even under the most uncertain and unpredictable business circumstances, certain organisations succeed. This is due to a valuable asset class called human resources they have as a team of talented professionals. They are the cornerstone of an organisation's success.

It is the aspiration of every entrepreneur, business owner or the organisation at large to own a winning team. Well, it is easier said than done.

Hiring the wrong talent is a mistake that costs time, effort and money. It not only decelerates the pace of your business, but also takes away your peace of mind.

***How do you ensure, assure and insure recruitment decisions and get a good deal in terms of cost, quality and delivery in order to accelerate your business and achieve the desired goals***

You must have come across many mistakes that you or organisations around you have made as a recruitment decisions as listed below:

### **Investment before Return (IBR) or Return on Investment (ROI):**

Entrepreneurs and business owners are always concerned about profits. The dilemma of investment before return or return on investment is always a tough decision to make. Many a times they hire friends, relatives, extended family members and acquaintances at a low cost and expect them to deliver outstanding results. There is very little or no control check on their skillsets for the work they are supposed to do and by the time they realise, it's too late. Businesses lose a lot of time and the cost and effort of hiring and retraining a new resource to deliver and outperform is not an easy task.

The question entrepreneurs need to ask themselves is that, when they hire a resource, is he/she the right fit for the position with regards to the skill sets required. It is always wise to invest in a resource which has the ability and capability to deliver timely results rather than playing blind and hoping for a resource with lower skillsets and experience to perform. The pace at which your business has to grow and develop is a derivative of the choices you as an entrepreneur make for hiring decisions. You need an expert who understands you, your vision and one who can relieve you of this dilemma and let you focus on business acceleration.

### **Spoilt for choices:**

Like all other businesses which have an online presence, traditional recruitment business too has its online avatars. There are a host of options to choose from viz.

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- Listing open positions on your own website
- Your own social media platforms
- Using free or paid services from multiple job portals
- Online networks
- Sending emailers to a bought database of aspiring potential recruits

The assumption with all the above mentioned options is that magic will happen and you will get a super-resource in a jiffy, who will be ready to deliver the moment he/she is hired.

Well, your expectations meet reality soon, when you find out that your mailbox (both offline and online) is filled with CVs and profiles which are nowhere near to what you had asked for in your recruitment advertisement.

The time and effort that you have to spend in sorting, filtering and organising this unsolicited spam of profiles is a huge time waster. A good idea is to leave this job to an expert, who can do the legwork and you as an entrepreneur only need to step in for a final decision.

## **Expectations from HR Department:**

While many large corporates have multiple teams and set systems and procedures to hire the right talent, the smaller organisations have to depend on a single person or a smaller team, who would handle everything in HR for them.

You will agree to the fact that your HR team is occupied with so called 'mundane' tasks pertaining to the employee life cycle, which are mandatory and equally important. So if you were to apportion each HR activity vis-à-vis the time spent in delivering each functionality to its best, you will appreciate that recruitment as an HR activity, has very little time left. To get desired results from spending very little time is a false expectation.

Recruitment is a different ball game. Right from planning, to writing down a detailed job description, finding out the right fit both in terms of culture and deliverables is a skill that not every HR person possesses. Moreover, where to find this talent and matching expectations of all stakeholders is not everyone's cup of tea.

So, how do you *ensure*, *assure* and *insure* recruitment decisions and get a good deal in terms of *cost*, *quality* and *delivery* in order to accelerate your business and achieve the desired goals.

## **The Need for a Recruitment Consultant:**

Today's businesses are in a constant state of flux. There is a lot of **Vulnerability**, **Uncertainty**, **Chaos** and **Ambiguity** in and around the business, its products, services, processes, people and technology. In this *VUCA* world, a good

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recruitment consultant brings in the required stability, assurance, harmony and clarity for the business owner and its business functions in terms of talent acquisition and organisation development.

Recruitment consultants are a special breed and are experts in managing expectations of all the stakeholders. They exist because of the challenges mentioned above. They have been there, done that and in sync with what the entrepreneur or business owner desires and specialise in delivering the right candidate.

A good consultant spends a lot of time in understanding the vision of the business owner and the organisations mission and core values. He will probe with the right set of questions to find out the exact brief for the positions that are being sought? Many a times, organisations and business owners do not know what they want and who will be the right fit?

Right from understanding the budget, deliverables expected from the potential recruit, detailing the job description, penning down roles and responsibilities, managing expectations of the line managers, other stake holders involved and business processes to charting out the career progression in the next 3-5 years, a consultant is a brand catalyst and gets you the perfect match.

He is well respected in the industries that he operates due to his past performances in terms of delivering the right fit. He has a strong presence and is well-networked on both demand and supply side. He has a solid repository of qualified profiles who believe in him and trust him for a big break. His personalised approach makes it easy to find the right fit in terms of culture, money, aspirations, experience and skills.

A key point to note here is that a consultant will offer 100% of his time to this key business process of recruitment, unlike your HR person or team as their time is shared with shouldering other operational and compliance based activities.

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*The author of this article, **Dolphy Mascarenhas** is the founder of **Global Recruitz**, a talent acquisition & Organisation Development Catalyst. He has been in the recruitment industry for over 15 years now and works very closely with entrepreneurs and business owners in the Middle East and the African region in addition to Indian companies. He specialises in hiring talent at the mid-senior level positions in the NBFCs, manufacturing and mining sectors. He can be contacted on [hr@globalrecruitz.com](mailto:hr@globalrecruitz.com)*