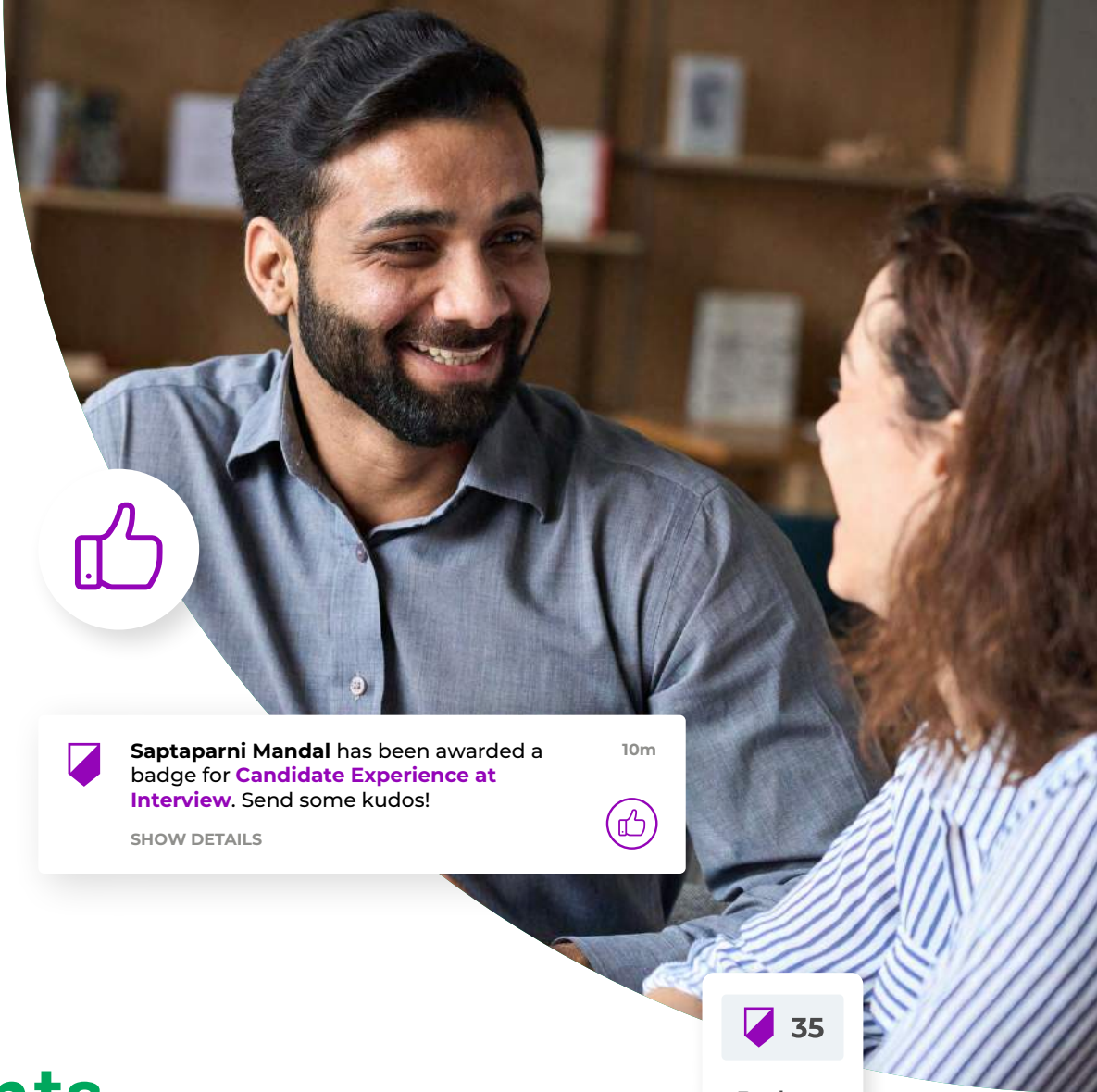


The SocialTalent Guide to...


Building a Culture of Hiring





 **Saptarni Mandal** has been awarded a badge for **Candidate Experience at Interview**. Send some kudos! 10m

[SHOW DETAILS](#) 

 **35**

Badges

Contents

Introduction	2	How to build a culture of hiring	6
The traditional approach to hiring	3	1. Candidate experience	7
What is a culture of hiring	4	2. Internal mobility	10
		3. Employer branding	13
		Conclusion	16

Introduction

According to [SocialTalent research](#), 74% of organizations are experiencing higher attrition rates in 2022 compared to the year previous. Gallup's latest [State of the Global Workplace Report](#) has shown employee engagement levels to be at a dismal 21%. And [Fortune 500 leaders](#) have identified talent shortages as the #1 threat to business success. As a snapshot of proceedings, it doesn't look great.

Workplaces are in a period of flux. Demands are constantly changing and as power has shifted into the hands of the employee, it makes the task of finding, hiring, engaging, and retaining talent that bit more difficult. If a company's success is defined by its people, then they have to try even harder to become a destination employer. They have to rise above the noise, understand what candidates want, market themselves authentically, and focus on ensuring they hire and retain the best. In essence, they have to build a [culture of hiring](#).

And that's exactly what this e-book will guide you to do. Over the course of the next few chapters, we'll look at what a culture of hiring actually means, how to improve candidate experience, the untapped potential of internal mobility, and the importance of employer branding. Each section is designed to give organizations insight into how they can elevate their approach to hiring in a holistic manner. You'll come away with actions and resources to help you build a culture of hiring and ensure everyone in your organization understands the importance of talent to business success.



74%

of organizations are experiencing higher attrition rates in 2022 compared to the year previous

according to SocialTalent research



The traditional approach to hiring

Great hiring is integral to business success. No matter the circumstances, people will always be the biggest asset and differentiator for any organization. Talent is the lifeblood that sustains innovation, performance and growth.

So, finding (and retaining) the right teams will see companies thrive. But, make bad hiring decisions and the foundations of success inevitably weaken and crumble.

Read our [blog post](#) to discover what the cost of a bad hire really is

According to [McKinsey](#), 82% of Fortune 500 executives don't believe that their companies recruit highly talented people. And of the minority that do, only 7% think they can actually keep them. It's interesting that a function like hiring, which is so keenly linked to the strength of a business, is often siloed away to a small core. Traditionally seen as the job of Talent Acquisition or HR, it represents the concerns of a few, rather than being a priority for the organization as a whole.

So what's the alternative?

The future of recruitment should be considerably more holistic. [SocialTalent's](#) CEO and Co-Founder, [Johnny Campbell](#), has always said that "hiring is a team sport." And he's right. It's up to everyone – from leadership and Talent Acquisition to Hiring Managers and HR – to be engaged, informed, and aligned on this front. The function of hiring should permeate the DNA of an organization. It needs to become a shared goal for every stakeholder, rather than just being "someone else's" responsibility.

Essentially, companies need to be advocating for the creation of a **culture of hiring**.



82%

of Fortune 500 executives don't believe that their companies recruit highly talented people.

McKinsey & Company

What is a culture of hiring?

In the same way that company culture embodies the values, expectations, and practices of the workforce, a hiring culture refers to an established and collective approach to how your organization recruits. Essentially, everyone in the company is vested in the process of hiring great talent, and it becomes a strategic priority. There's an understanding that whether you play a direct role in hiring or not, you are still actively aware that having the best talent is linked to long-term business success.

48%

of business leaders feel that talent-related challenges are their most important concern

greenhouse

From encouraging everyone to build strong referral networks to hiring managers reaching out to prospects – hiring cultures elevate a traditional process to a shared ambition. Even the late Steve Jobs recognized how vital it was, [stating in 1996](#) that he considers

“the most important job of someone like [himself] is recruiting.”

According to [Greenhouse's Workplace Intelligence Report](#), 48% of business leaders feel that talent-related challenges are their most important concern. And it makes sense – it's well documented that hiring the best is directly linked to strategic success. [LSA Global](#) even reported that talent accounts for almost 30% of the difference between high and low performing teams. And when everyone has skin in the game, you reduce your risk of making a bad hire. When all stakeholders in the hiring journey are aligned and share a common purpose, this can facilitate many other benefits, such as:

- Improving the drive for diversity and inclusion
- Reducing bias
- Creating a better candidate experience
- Boosting employer brand
- And ultimately, helping you hire and retain the best candidates.

By ensuring that you have buy-in and alignment on what good hiring looks like across the board, you increase your chance of finding and recruiting the right people for your team and business. This is gold in today's world. With talent shortages and skills crises abounding, organizations need to optimize their approach to hiring in order to snag the people they require. And once this talent is in place, you enable your company to become more agile, innovative, and competitive – extremely important traits in a post-pandemic world.

SocialTalent's e-learning platform provides world-class [interviewing training](#) and [recruiting training](#) to help you build a hiring culture. [Get in-touch with our team today.](#)



Customer spotlight: Cisco

Speaking to Kelly Jones, the former SVP, Global Head of Talent Solutions at Cisco, during our SocialTalent Live event on how to build a hiring culture, she told us that:

“If you don't have time to focus on hiring exceptional talent, when are you going to find the time to performance manage that talent? Or rehire that talent a second time?”

Creating and sustaining a hiring culture is mission-critical for Cisco. By listening to the people-needs of their employees, they are able to get an understanding of what's going on on the ground. They also monitor the data, tracking variables like candidate experience, referral numbers, and response time to get a temperature check on how their culture of hiring is flourishing.

And to support their focus on developing this culture, they've invested in SocialTalent's Interviewing and Recruitment training to help up-skill hiring managers to not only hire better, but also to understand the importance of this function within the context of Cisco as a whole.

[> Listen to Kelly's thoughts on hiring cultures here](#)



Kelly Jones
Chief People Officer



How to build a culture of hiring

There is no singular checklist that will facilitate the creation of a hiring culture. Just like company culture, it is something that is developed over time and fed through many different approaches and avenues. But organizations need to be intentional and transparent.

[John Vlastelica](#), Founder of Recruiting Toolbox, contextualizes hiring cultures as a partnership between all the different functions. You have to show Hiring Managers, interview panelists, and even leaders, where they can be the differentiator. Show them how hiring leads to success, and becomes part of the everyday, rather than a simple addition to duties. It goes back to John's iconic mantra – misalignment is the root of all evil! You have to get people singing from the same sheet.

So what areas can companies look to optimize?

- Candidate Experience
- Internal Mobility
- Employer Branding

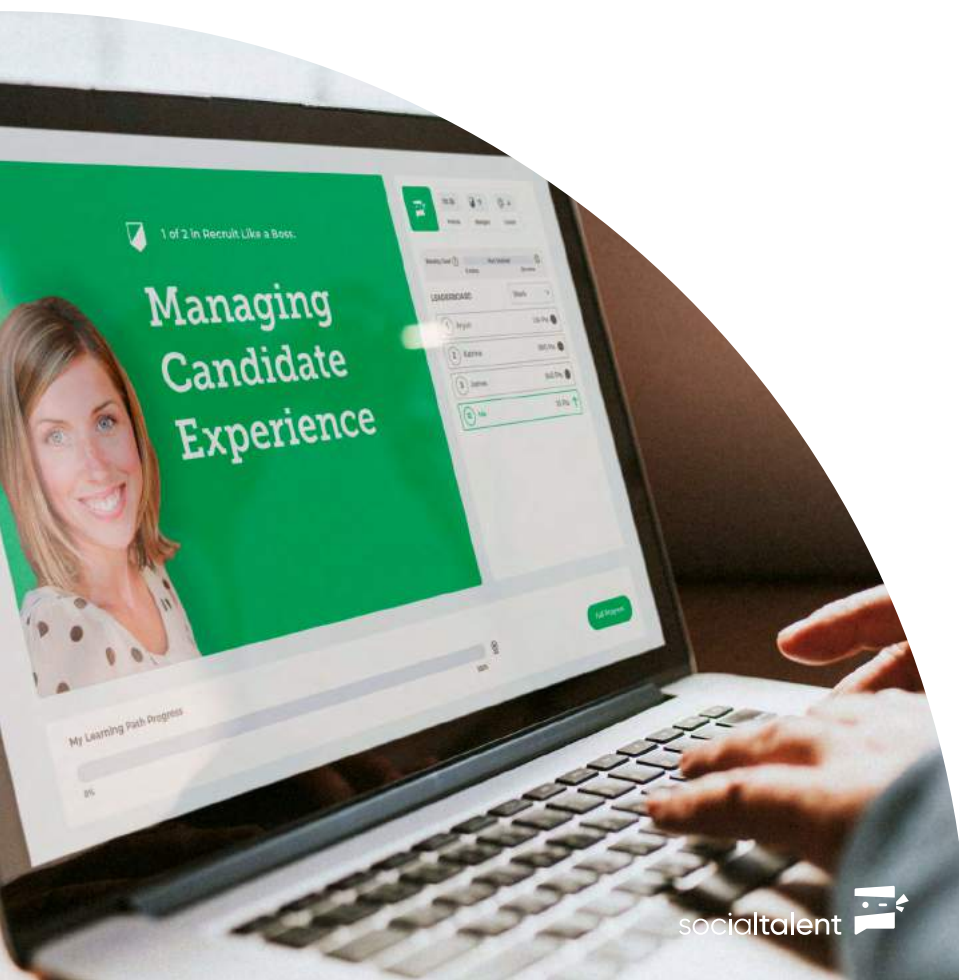


1. Candidate experience

According to [IBM](#), candidates are 38% more likely to accept a job offer after having a positive experience. Another [report](#) found that 77% of those who have had a positive candidate experience will share it with their network. Nearly 4 in 5 (78%) believe the overall candidate experience they receive is an indicator of how a company values its people ([CareerBuilder](#)).

The statistics for the benefits of positive candidate experience are omnipresent. It's one of those no-brainer functions, but so many organizations fall short. Glassdoor is a cornucopia of negative reviews from employees who have been treated poorly by hiring managers or HR staff. Complaints range from lateness and attitudes, to glacially slow response rates, and even discrimination.

Hiring is the first touch point for a candidate. It is the opportunity to sell your company, provide clarity, and inspire success. Every interaction in this process matters. And with the job seeker market being so tight right now, it's never been more important to ensure your candidate experience is ship-shape. The best talent has plenty of choice, and positive candidate experience can be a huge differentiator. In an organization with a flourishing culture of hiring, candidate experience is emphasized at every step. Treat prospective candidates like your valued customers, rather than cogs in a machine.



Candidates
are **38%** more
likely to accept
a job offer
after having
a positive
experience.

IBM



Tips for improving candidate experience,

with Andrew MacAskill

According to SocialTalent's candidate experience expert, Andrew MacAskill, organizations need to hit three specific areas when thinking about this process – the head, the heart and the wallet!

Current job seekers want all of this. They are not willing to sacrifice elements of their careers, especially when they know they have options elsewhere. It's like a checklist, and if organizations want to create a successful candidate experience, they must first address these three hygiene factors of competitive salary, flexibility within the working model, and an authentic mission.

Once these elements are in place, Andrew says it's time to get back-to-basics with the process. Candidates are very clear about what they want from their application and hiring experience:

- Transparency
- Pace
- Clear assessments
- Authenticity

And these are all elements that organizations can, and should, continually work on and adjust if they want to build a thriving culture of hiring. Don't make candidates jump through hoops – cut through the noise, streamline the process, and be upfront about expectations and information.



Andrew MacAskill
candidate
experience expert



Learn more about what positive candidate experience should look like in our blog post '[How to improve candidate experience](#)' with Andrew MacAskill, or watch his Shortlist episode [here](#).

2. Internal mobility

In the same way an organization looks to optimize its approach to external hiring, the same consideration should also be given to internal prospects.

A thriving culture of hiring is intrinsically linked to internal mobility – it's all about talent movement, upskilling, and fulfilling potential – and if these opportunities don't exist within the walls of your own company, you'll never be able to embed the importance of hiring on a larger scale.

How to improve your internal mobility ecosystem

Recent Josh Bersin research has found that companies who encourage a culture of talent movement are 3.7x more likely to see innovation rise, and almost 5x as likely to be recognized as a great place to work.

Encouraging and advocating for internal mobility builds a more agile workforce. Yet it is a vastly underutilized resource within many organizations – so how can you look to improve this?

1. Stop managers from hoarding talent

Hiring cultures are all about the bigger picture, thinking holistically about who would work best where. Oftentimes if managers are made privy to knowledge about a team member's desire to up-skill or apply for a new role, they squash the move to "save" their own team. Tasked with reaching performance goals themselves, they are loath to lose star employees. However, when a manager blocks internal mobility, it simply encourages stagnation, fear, and attrition. HBR has said that "managers need to be rewarded, not for retaining people on their teams, but retaining people (and their potential) across the entire organization."

2. Improve visibility

In a survey conducted by Deloitte, about 50% of employees believe it is actually easier to find a job outside an organization than inside. It's an obvious roadblock that seems to come up when trying to promote internal mobility. If open job vacancies are not clearly visible to your own staff, then how can you expect them to feel encouraged to apply?

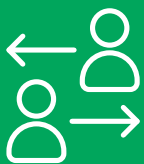
Be proactive and ensure your teams know about any opportunities available to them. At a bare minimum, job boards or talent marketplaces should be built and connected with the digital channels where employees spend time. Emails can also be sent out, signalling open opportunities. And use stories to show how others have choreographed diverse and successful careers within your company. Give employees a clear map they can model their own journeys on.

3. Encourage broader networking

Often overlooked when thinking about internal mobility or hiring cultures, having the skills needed to network well are fundamental for success. A study that appeared in the [Frontiers of Psychology](#) journal found that intra-organizational networking greatly impacts employability and can enhance career potential. But so few companies shine a spotlight on this process. If employees aren't exposed to different groups or teams across the workplace, it becomes incredibly difficult to establish relationships and be seen as a viable candidate for new positions or stretch projects. According to [HBR](#), it's the manager who needs to facilitate this as they are in the best position "to make connections and direct introductions to new people."

"Managers need to be rewarded, not for retaining people on their teams, but retaining people (and their potential) across the entire organization."

**Harvard
Business
Review**



Looking to improve your organization's approach to internal mobility?

SocialTalent has a dedicated [internal mobility training solution](#) that could be the answer.



50% of employees believe it is actually easier to find a job outside an organization than inside.

Deloitte.

3. Employer branding

Proactively attracting the best talent is becoming increasingly mission-critical for organizations. Employees and candidates know exactly what they want from work. And in a sea of high attrition rates and low engagement, it's the companies who are leveraging a strong brand that are coming out on top in this war for talent.

The link between a hiring culture and employer brand is so important. If your company isn't mission-focused on creating an authentic employee experience, and continually pushing the message of "why" a person should want to work for them, they are going to struggle to hire the best talent. Organizations need to become strategic when it comes to leveraging their employer brand as a tool and an asset for recruiting. As [Lori Sylvia](#), the Founder of Rally Recruitment Marketing states:

“Even the biggest billboard on the busiest highway isn't going to make someone want to work for your company – you have to invest in a long term strategy.”



What are the key components of a strong employer brand?

We spoke to Ed Nathanson, the creator of SocialTalent's comprehensive course on employer branding, to get his insights on what organizations should be doing right now to leverage their brand.

Taking the virtual experience into account

There has been a huge move to digital over the last few years. Conversations, research, interactions, and even interviews have transitioned almost entirely online. And while there is a tendency to think that this could weaken the human and emotional side of employer branding, it really just requires reframing. According to Ed:

"Just because it's a different medium, it doesn't mean that the same emotions aren't percolating in the audience you're trying to engage and attract."

Thinking beyond values

So many of the perks and siren songs of old don't have the same resonance now and it's vitally important to understand what is motivating and engaging talent. Ed told us that in over six years of talking with staff, never once has anyone said: "I joined this company solely because of their values". You have to dig in and discover what matters most to your people, the 'what's in it for me' angle. Because, while a company mission is crucial to rally and provide identity, no-one joins a company to ascribe to something they had no hand in creating. Instead, Ed advocates for the two As – **appreciation** and **autonomy**. These things drive employees in today's workplace.



Ensuring authenticity

A mistake many organizations make is only speaking with senior leaders. As Ed says:

“If you are only talking to executives, you’re going to be portraying a company that has chocolate rivers and marshmallow streams – it’s not reality!”

What your employer brand says has to be relevant and it has to be real. Talk with a large cross-section of engaged employees and ask questions about their current experience. Armed with this first-hand information, you can create an authentic and aspirational employer brand that legitimately reflects what the organization is all about.

Walking the talk

In tandem with developing a strong employer brand, you must consider what happens next in terms of employee experience. If you fail to deliver on promises or conditions that are championed in the employer brand, you’ll only shoot yourself in the foot. Ed advocates for specific alignment between the employee experience and employer brand. Not only does it help keep new staff engaged and content in their decision, it also creates brand ambassadors. And organizations should encourage their staff to share their positive experiences to generate organic buzz and promotion. This all feeds into the process of creating a culture of hiring.



Conclusion

A culture of hiring won't appear overnight. It's an exercise in change management and will need strong executive sponsorship if it's to be truly embedded.

But it's becoming an imperative state of mind that the most successful companies are adopting. Patty McCord, former Chief Talent Officer at Netflix, said it best with her "always be recruiting" mantra. Hiring needs to become holistic and ingrained so that every department, every team, every individual feeds into the process and elevates it. Hiring is a strategic function, and by optimizing how your organization caters to candidates, champions internal development, and builds the story of your brand, you can foster a culture of hiring where everyone is aligned to the same goal.

SocialTalent's e-learning platform is tailor-made to help organizations champion hiring and enable their employees to reach their full potential. Check out our training solutions that cover:



Recruiting



Interviewing



Diversity, equity and inclusion



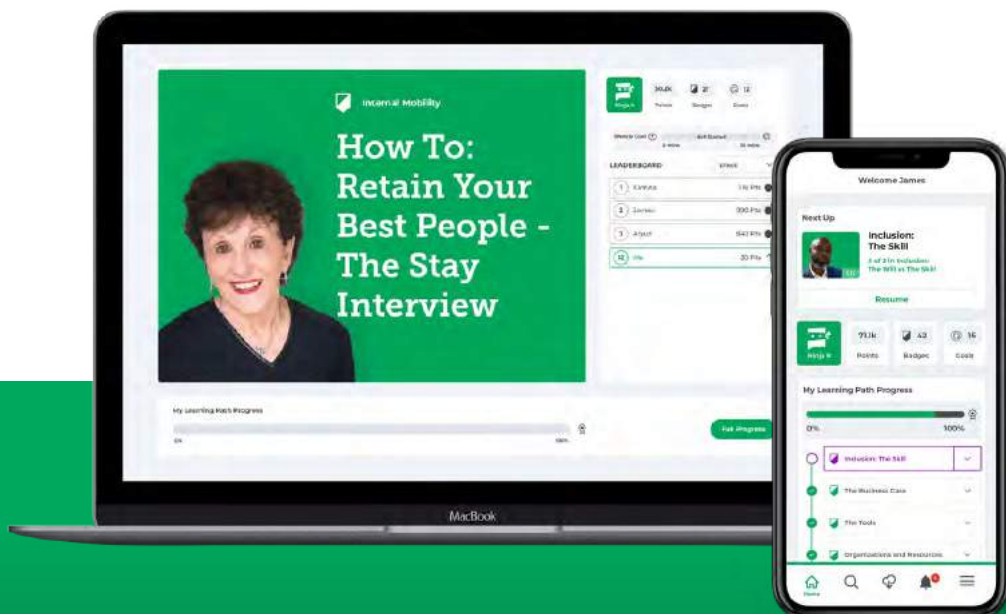
Internal mobility



Onboarding



Leadership



About SocialTalent

SocialTalent is the world's leading e-learning platform dedicated to hiring and talent management. Our goal is simple – we give teams the skills and knowledge needed to attract, find, hire, engage, and retain great talent.

We have an extensive library of video content housed on an intuitive platform that can be easily tailored to your specific needs. SocialTalent is the solution for excellence in hiring and talent management

[Get in-touch with our team](#) to discuss how SocialTalent can help you hire, onboard, engage, develop and retain the best talent.. Or email us at LearnMore@socialtalent.com

[SocialTalent.com](https://socialtalent.com)

All text and design is copyright © 2022 SocialTalent, Ltd.

socialtalent 
The hiring skills platform