10 CEO Rules for Recruiting the Best

Joel Trammell, CEO of Khorus
JOEL TRAMMELL

FOUNDER/CEO, NETQOS

FOUNDER/CEO, CACHE IQ

CHAIRMAN EMERITUS, AUSTIN TECH COUNCIL

FOUNDER/CEO, KHORUS

The CEO Tightrope
HOW TO MASTER the BALANCING ACT of a SUCCESSFUL CEO

J O E L T R A M M E L L
A Players: What to Look For

A, B, OR C
EXCEED EXPECTATIONS

A players are individuals whose performance in their current role provides significant competitive advantage over those employees in similar roles.

These individuals are among the top 15 percent of their peers.

• It is a primary responsibility of management to ensure that these employees are retained and fully engaged.
• Must continually be able to identify and recruit these exceptional individuals.
• Management decisions should be made based on how this group will react.
#1. Recruiting Is a Continuous Process

“At most companies, people spend 2% of their time recruiting and 75% managing their recruiting mistakes.”

RICHARD FAIRBANK, CEO, Capital One

The CEO has to own the process of constantly scouting for talent.
At NetQoS, I hired every A player who would take a job with us.

Would you pass up LeBron James if he wanted to play for your team?
#3. Recruiting Is a Dual Sales Process

- You expect potential hires to sell themselves to the company.
  - But the company *also* has to sell itself to the employee.
- The best will need to be convinced.
#4. Time Is of the Essence

- When you see a top prospect seeking employment, act fast to engage them.
- Make the offer quickly.
- Follow the two-week rule.
#5. One Person Has to Set the Bar

CEOs should spend time interviewing to bring in the most talented individuals.

**Marissa Mayer** understands the importance of personally vetting prospects. Even at a company as large as Yahoo, she reviews every single hire.
CEO Responsibility: Provide Resources

One of the responsibilities of the CEO is to provide the proper resources, which includes providing human capital.
#6. Look for Disruptive Events

- Top performers often become available because of disruptive events.

- If a company closes its doors, I am usually the first one recruiting its A players.
#7. Your Recruiters Must Be Top People

Make sure anyone involved with the recruiting function for your company is:

- Knowledgeable
- Professional
- Trained on how to spot top performers
#8. Cultivate Unique Sources

Little-known sources of talent can be a CEO’s secret weapon in great recruiting.

At NetQoS those secrets were: regional universities in smaller cities and the military.
#9. Training Is Always Required

The Three-Month Rule

Assume every employee will take three months of guidance to get to full productivity.

Formalized Training Programs

Should cover everything from location of the bathroom to the vision of the CEO.
#10. Track Your Performance

- **TIME TO FILL AN OPEN JOB**
- **WHO DID WE LOSE TO?**
- **PERCENT OF CANDIDATES ACCEPTING JOB OFFERS**
- **TIME FROM INITIAL ENGAGEMENT TO JOB OFFER**
- **PERCENT OF NEW HIRES RATED “A” TWO QUARTERS AFTER HIRE**
“Less than 30% of US employees are engaged.”

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