

Common Recruitment Mistakes

We're so proud to work with so many brilliant Wealth Planning businesses, each client having a unique story, team, culture and ambition. We ask the same questions of our clients and, over time, have learned that despite their unique-ness, many Wealth Planning businesses have experienced the same in-house recruitment issues, challenges and mistakes.

Here we've summarised the four most common hiring mistakes we've seen and how to avoid them:

- Interviewers commonly assess candidates based on four personality traits (Articulate, Assertive, Attractive, Affable)
- Presentation and Personality often override Competency and Motivation to do the role. This ultimately leads to teams that can (inconsistently) do the job but do not want to and therefore require increased coaching, training and management from the business.
- Interviewers using 'gut feeling', normally recruiting candidates in their own image.
- Interviewers identify a few strong competencies and then globalise the candidate's ability to do the role (ignoring weaknesses that are later highlighted), therefore recruiting in the same image time after time.

Finding the right candidates is a process like any other aspect of running a business – ensure you have the right and relevant team members involved in the process and seek second opinions when needed.

When you understand which bit of the process needs some attention to improve and move forward then recruiting will become a lot easier.

Parts of the process which may need looking at are:-

1. Are you interviewing candidates that should never actually have got through the front door in the first place?

- This is one of the most common mistakes. A candidate's CV should be one of the most important screening tools you have. The risk of hiring on likeability and so ignoring their ability to actually do the job becomes a lot less risky if you are strict on filtering out low quality CVs. If a candidate has consistently moved jobs every 12 months then in all likelihood they will do the same to you or there is a reason why they are moving all the time.

2. Do you have a way of assessing each candidate?

- Any interview needs to be planned and a universal way of testing to see how the candidate's skills compared to the last candidate implemented. If you have no way of monitoring the difference between each candidate then human nature will look/listen out for commonalities between you and the candidate. Suddenly you notice that they are an Arsenal fan and that's your team and you side-track off onto Arsenal's poor performance (sorry ... its normally true!) Great... however can they do the job? It doesn't have to be technical – a simple Excel sheet with each candidate's name and then the list of essential skills written next to each one. Then you can score each candidate against their answers.

3. Are the interviews too quick?

- A solid interview is roughly about an hour. Any less than this and potentially you are just hiring on their fit for the company and not digging enough into their skills, competencies and past behaviours.

4. Are you skipping a second interview?

- For me this is one of the most important aspects of the process. Test, test and test! Prepare a practical test that the candidate has got to complete in a certain timescale. Something that they will actually be doing as part of their job e.g. if they will be speaking to clients then create some sort of phone test, if they need to be amazing on excel create an excel test that shows you their level of excel knowledge. People can tell you anything in interview – this is a way of actually seeing the proof.

If you'd like to continue the conversation, ask a question or discuss your Wealth Planning recruitment needs – we'd love to hear from you. Get in touch at kate@cranleighpersonnel.co.uk or 01483 279837.

