

*There is considerable flexibility in the way you do job development This flexibility gives you **choices**. The **choices** offer different approaches - they may be seen as polar opposites, although in some cases they are not really opposites but simply alternative actions.*



Choices - Part 2

Here are a number of choices for you to consider:

5. Micro versus Macro Marketing

When we look at the job market, we can see it from the macro perspective of "what do employers want in their candidates", or from the micro level, which is "what does this one employer want for this one job at this moment in time"?

A macro approach would hear that most employers want entry-level employees to have grade 12. A micro approach would hear that for this one job, now, the employer just needs somebody who is reliable. If they have grade twelve, that is great.

The marketing approach using a macro analysis would be to ensure all candidates are qualified when they leave the agency. They are sold to the employer as qualified candidates as described by the employer.

The marketing approach using a micro approach would be to realize that not all of your candidates would achieve the qualifications demanded by employers. You will see if there is any flexibility in the qualifications for this one job, at this time, given your ability to outline value to the employer.

6. Looking for Specific Job Possibilities versus Multiple Jobs

When Job Developers contact an employer, they have a choice between looking for a specific job for a specific candidate, or looking for a multiple of jobs without a specific candidate in mind.

Often vendors or internal Job Developers are paid, or at least instructed, to find a particular job for a single candidate. Their job development will entail hunting for this specific job within the time frame allotted. If this job is found, but it soon does not suit

the candidate, the hunt begins again. Specific job searching is often a recipe for a waste of resources and time. It is a low productivity strategy.

It is better to look for any job possibilities within the agency's frame of reference, at any contact point with any employer. The multiple search strategy will generate more jobs and generate a better rate of return for both the time and the resources invested.

If need be, specific jobs for specific candidates can be targeted inside the selection of the prospective employers. This approach is more effective than using the strategy of being job specific, candidate specific in every employer interaction

7. Ideal Needs versus Real Needs

The "Ideal" Needs are the employer's wish list when hiring a new employee. Most times the employers will outline the best that they want, not the least they will take.

Real needs are the baseline needs in a job that the employer knows must be met to consider an applicant.

Real needs speak to functionality and ideal needs speak to hope.

Often we can meet real needs, but have a difficult time attaining ideal needs. If you work with candidates who have limitations, the real needs are more important than the ideal needs.

Most employers tell you their ideal needs first, and only their real needs if you ask. All employers know they very seldom get their ideal needs met and are prepared to settle for less. How much less is what you have to find out.

Ideal and real needs will vary by job, by employer and the circumstances that the employer is facing at that moment.

8. Respond to the Employer versus Influencing the Employer

The Job Developer has basically two choices when engaging an employer and taking a job order from that employer.

The Job Developer can respond to the employer by taking the order as described by the employer, ensuring they understand exactly what the employer means and needs. We call this Order Taking. The job order is taken and responded to as the employer has given it.

The alternative choice is that the Job Developer can try to influence the job order by asking about real needs and proposing alternative solutions the employer may not have thought about. We call this Job Development because the job is developed beyond how it is originally presented.

9. Best Candidate versus The Viable Candidate

This choice is really "the bird in the hand versus two in the bush" scenario. It also has a similarity to the competitive/non-competitive choice.

The agency has to design its marketing strategies. There are two approaches:

- Presenting the best possible candidate and winning the job through a best candidate approach
- Recognizing they do not have the best possible candidate, but, at a moment in time with this one employer, the agency's marketing solution will work (although not the best solution) and give value to the employer with a viable candidate

This is an important distinction because if the marketing and sales presentations are based on the best candidate, and you are not presenting the best candidate, it invites frustration and employer alienation.

The viable candidate approach requires more of an understanding of the employer and more job development work, but it offers more jobs and a lasting relationship with employers. This approach works at presenting a solution that works, and adds value, even though it is probably not the best solution.

It should be noted that most businesses have given up on the idea of the best in the field. Instead they set their sights on asking, "Will hiring this person work, or will it cause me unnecessary problems?" Most businesses are too overwhelmed to be figuring out what is the best and what is not, and are prepared to accept what candidate is at hand.

For More Information visit:

www.EMPOakville.com

Or Write to me at:

Bill@EMPOakville.com