

## **Top 10 characteristics corporate recruiters look for:**

Regardless of field of study or industry.

- Communication skills
- Honesty/Integrity
- Teamwork skills
- Interpersonal skills
- Motivation/initiative
- Strong work ethic
- Analytical skills
- Flexibility/adaptability
- Computer skills
- Self-confidence

Ironically, every applicant believes they are expert in all these areas. The evidence offered is rarely clear since every situation is different and we have only a portion of the information about past performance. Only after some time on the job will the evidence become clear. If our hiring "best guess" succeeded, great! If we misjudged, well, we are in good company. Such is the life of recruiting new people. No company is immune regardless of position in the Fortune 500 or lack thereof.

What to do? We want some hot runners in the ranks that will raise the bar and inject positive energy in the places that are currently a little tired. Trimming underperforming staff and looking for fresh superstars is costly in so many ways, maybe the least of which is financial. Engaging in new recruiting activity also puts us right back to the same risk we took before and that didn't turn out so well.

Identify the most likely candidates that can be grown into leadership positions. Many people are capable given the information and taught how to use it. Many people are so used to being led that they don't see themselves as able to lead. They are resigned to simply going along to get along.

Many people will rise to the opportunity. Some will not. Choosing is not always straightforward and simple as well as adding in the fallibility of the chooser. Develop a system, a method, a program that is fair and non-discriminating that allows individuals to choose themselves in or out. Develop all candidates as much as they choose. The hot runners will go farther than average; some will go all the way. All will benefit to some degree and the company as well. The very act of having a clear advancement training and development system will set a higher standard for the entire company.