

The Ultimate Guide: Attraction & Recruitment of Young Talent

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Context:

Yes, we're in a recession. Yes the Covid pandemic has crushed careers and obliterated some jobs (some temporarily and some permanently).

But there is light at the end of the tunnel for employers. There's a sudden, unexpected supply of great workers who have lost their jobs, so now is the time to attract and recruit some new blood. And what comes in a better form than a young Millennial (aged 24 to 30) or the oldest Generation Z (aged 16 to 23)?

In 2020, with the workforce now featuring 35% Millennials and 25% Generation Z, huge numbers of young workers are becoming the largest demographic in today's workplace.

However, too many organisations will miss out on this golden opportunity, because they don't know how to attract or recruit this talent effectively.

This guide will help you to think plan and take the right steps, to ensure you attract and recruit the best possible people for your business.

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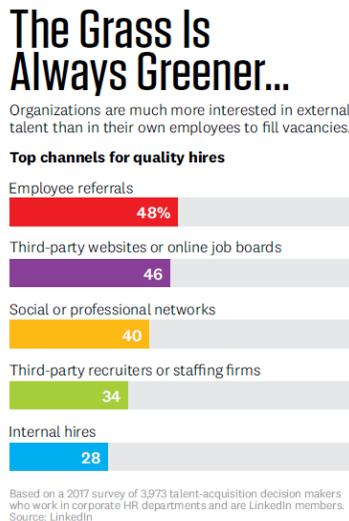
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GETTING ORGANISED: Set A Baseline for Every Job Role

Reposition every job role to see how your company is evolving

Think about whether you need to hire externally or not

Prior to any large hiring activity (i.e. hiring over and above 1 or 2 new people), work with your SLT and HR to review your current job families – especially in light of Brexit, Covid and the recession. They will all have had their impacts, and it may mean you don't need new hires at all, or that you need to reposition teams internally instead to deal with your New Normal.



Revise every job description

Even if you are not hiring for a particular job, over the next 6 months, revise every single job description in the organisation. Make sure it's accurate and truly reflects what is going on in your company right now. You'll find that some of the job descriptions are hopelessly outdated and inaccurate. Clarify and reposition all roles in order to set a baseline for every job role going forward. Yes it's a lot of work now, but once you've done it, you find that all your talent, including Millennials and Gen Z, will have a better picture of their job role.

Start with Why, What and How

Ask a representative of each job role to answer these 3 questions about their role, to explain both the value this role brings to your business and the nuts and bolts of the tasks and responsibilities which deliver that value.

Measure once and check twice

Once the representative has written up the role, get two different, more senior individuals to check the role and in a three-way discussion to finalise that role so that it has an agreed title, job overview, list of tasks and responsibilities, and also a statement about the value that this job role brings to the organisation. If you cannot articulate the value of this role, why would any new hire want to do it?

Update job descriptions and job titles annually

Every year, as part of performance management, promotions or pay updates, ask each person to review their job title and specification to see if anything has changed. If it hasn't, no further action is required. If something has changed, ask each team member to confirm the new specification and go through the measure once and check twice process again.

Don't dump job description work on HR

Poor HR gets too many people jobs to do. And they are not necessarily the best placed to know what a job title should be or a what a revised job role should look like across the entire organisation - in every function or on every team. Instead, ask managers to get each individual to review their job role on an annual basis. Each employee knows what they do, and what's been happening to their job role. They know how things have changed. So encourage them to do the leg-work first, in detailing their job role, which can then be signed off by the manager and passed to HR. At that point, HR can help by curating new/revised job families and job descriptions.

GETTING ORGANISED: Make Sure Job Roles Are Inclusive

Bear in mind inclusion & diversity when writing job descriptions

Promote from within first

As already suggested, before going to external hires, hire and promote from within. Ask yourself this question. *Before I go outside to hire is there anyone internally who could do this role just as effectively?* Identifying potential fast-trackers or those who might be ready for a new role or a promotion from your current employee base one of the simplest forms of inclusion there is.

Watch your language

Avoid words like *ninja, dominate, winner, determined, strong, outspoken* etc. which are all highly masculine. Avoid also words such as *nurturing, honest, understanding, caring* etc. which are all highly feminine. To check out your job description put it through a gender bias checker <http://gender-decoder.katmatfield.com/>

Encourage every gender to apply

We've all heard the hackneyed statement that men apply for a job if they have 60% of the requirements, whereas women will only apply if they have 100%. This is not strictly true. Research reported in HBR and Forbes has pointed out that both men and women worry about having enough of the job requirements. But more women feel they must "follow the rules" and not apply. And more men think they will "try their luck" and apply. So encourage those who have potential by confirming you want to hear from people who have 50% of the requirements - and then sit back and see what happens. <https://hbr.org/2014/08/why-women-dont-apply-for-jobs-unless-theyre-100-qualified>

Use Crystal Clear English

In writing your job description, use simple, clear language. Instead of saying “*we want to ascertain/discover/reveal*” say “*we want to find*”. Make your language conversational so that it feels welcoming and not over-professional. Use *We* for the company and *You* for the candidate. If you want to check whether or not the language of your job role is easy to understand, read and use, email one of the crystal clear English companies such as info@plainenglish.co.uk They can advise, edit, or proof-read your work. If your teenage children don't understand the language, revise your wording.

Illuminate your blind spots

Once you have written your job spec, put it through the “flip it” test. If you're a man, think how the language might sound to a woman. If you're white, think how the advert might resonate with BAME applicants. If you're driven and competitive or like to be office-based, think about those who might have children, or who WFH - or even those who will aim to work partly remotely, and partly in a bricks and mortar workplace due to circumstances.

Think about how any job roles has a meaning and delivers value

People want to contribute; and even the lowest-paid job can be something a person loves – especially if they feel they are making a positive difference. So, when you write your job specification, think about how this job role provides meaningful work, enables personal growth, and delivers positive impact to a team, a function, your organisation, or even the world at large.

GETTING ORGANISED: Get Your Technology Right

Reboot your technology presence and capability

Upgrade your internal computers

Know that young talent is turned off by clunky, outdated computers and software. If you lack cash flow, buy refurbished computers, with the latest software, so that Millennials and Gen Z are proud (not ashamed) to use the equipment in your workplace. Dell Technologies' research in 2018 confirmed that 91% of Gen Z would be influenced for/against a job depending on technology - when faced with similar employment offers. <https://www.dell EMC.com/en-us/collaterals/unauth/sales-documents/solutions/gen-z-the-future-has-arrived-executive-summary.pdf>

Upgrade your internal intranet communications

Most companies have internal comms online, even if that's only email. Consider WhatsApp groups for key projects or key cohorts (i.e. apprentices and graduates) with a more senior/experienced individual acting as a moderator. Also consider Slack Channels, both for professional discussions (projects, deals, business objectives), and also at least one personal channel (birthdays, holiday discussions, recipes, pets and other hobbies and interests). The personal channels help to keep personal stuff away from business email. It's better to be aware of what is going on, rather than ignore this constant stream of feedback and chatter that's happening right under your very nose. Explaining at interviews that such internal comms exists will be very attractive to Millennials and Gen Z.

Upgrade your online presence overall

Everyone knows Millennials and Gen Z like smartphones. But now they use them to access job adverts, job applications, TV, film – everything! Make sure your website is mobile enabled with a smooth and easy-to-access user interface.

Upgrade your external social media strategy

We're all using the internet more, post Covid, whether that's for online purchases or comms. Facebook is still used by most generations, so keep that in place if you use it now. But young Millennials and Gen Z use YouTube the most. Also highly popular are WhatsApp (for nearly everyone except Gen Z), and also Instagram and Snapchat. So do some research on the type of social media that might suit your organisation and get these in place too. And keep your eye on TikTok; it's been around since 2016 and it's starting to gain ground over YouTube.

Check out company review websites

Sites like Indeed, Monster, and Glassdoor hold online reviews and feedback about companies, and what it's like to work there. Amazon shopping has taught us all to read reviews before buying and that's what young talent will do when looking for jobs. They'll find reviews about your company when they do a job search, so make sure those reviews are positive and impactful – showing your company as responsive, responsible, up-to-date and into community and career development.

THE RECRUITING PROCESS: Attracting Recruits

Attract young talent with a mixed recruitment strategy

Use your staff to help you recruit Part 1

Current employees are best placed to provide positive feedback about your unique company culture. Put an easy-to-find section of their stories on your website and include brief videos such as “A day in the life of x job role”. Millennials and Gen Z like to see what’s happening and hear from like-minded individuals who are doing the job on a daily basis. Videos bring the job to life for them.

Use your staff to help you recruit Part 2

Millennials and Gen Z are motivated by money, so offer them a referral fee if they can find someone like them (especially if they are good and you want their friends and colleagues to join your company), and you decide to employ them.

Use Instagram to attract candidates

Establish your employer brand on Instagram as a great “shop window”. It has the highest user engagement of young people of any of the top social media - with about ten times more engagement than Facebook and 100 times more than Twitter. It’s a great place for building your brand, especially with regard to your youngest talent, since 67% of its users are under 29 years old.

Share a mix of posts across your social media feed, and website

As well as stories and a day-in-the-life videos, mix things up with stories about your culture, together with shared job openings in the form of “We are hiring” images, plus humorous posts, local news, industry trends, and other relevant topics that your audience may be interested in.

Utilise Job Posts and Job Boards

Facebook or Reddit job postings allow you to post jobs directly to their page. Employers can then run the postings as ads and target potential employees. Job applications can be automatically filled out with the applicant's profile information, which applicants can edit. There are also many job boards which reach potential employees (such as Indeed, Monster, Glassdoor etc.) Job boards act as a search engine to aggregate/ display jobs posted and some target one specific industry (healthcare, transport, tech etc.) whilst others are more general or regional or industry-specific.

Use LinkedIn LinkedIn uses the text you write when you create your account to help people find you, and Google uses text from LinkedIn pages to decide where they'll show in search results. Make sure you have set up a company page so that there is a brief main message. Note that, when your company page shows up in search, Google only shows the first 154 characters, so focus on what you want your message to be within that number of characters. Then fill out your description. All of this is searchable text for Google, so you'll want to include keywords people would use to find your company in a search, and you may need to balance it out with social media marketing needs - not just recruiting. And make sure you complete the "Company Specialties" section. See the Starbucks example below.



Optimise your LinkedIn company page for search.

Millennials are used to LinkedIn and Gen Z will soon follow. LinkedIn uses the text you write when you create your account to help people find you, and Google uses text from LinkedIn pages to decide where they'll show in search results. Write a brief main message – When your company page shows up in search, Google only shows the first 154 characters, so focus on what you want your message to be. Fill out your description – All of this is searchable text for Google, so you'll want to include keywords people would use to find your company in search, and you may need to balance it out with social media marketing needs - not just recruiting. Finally, complete the "Company Specialties" section.

Establish Relationships With Universities

It's common for universities to partner with companies as part of their career services programme. Universities host events like career fairs where partner companies set up booths and have talks and exhibits. Contact universities and colleges in your region and partner with them to ensure that you have access to the best prospects entering the workplace.

Use recruitment agencies

These could be bricks and mortar or online. Choose who you want to use after getting recommendations from companies that have successfully used them in the recent past.

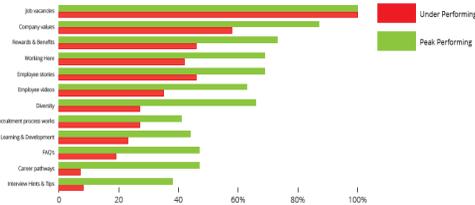
Have the right content on your website/social media feed

Eploy analysed career site content in 2018 and makes interesting reading:

KEY INSIGHTS

WHICH TYPES OF CONTENT COULD MAKE THE DIFFERENCE TO YOUR CAREERS SITE?

By analyzing the Quantity & Quality ratings for careers sites we were able to identify those organisations with a 'Peak Performing Site' - these are characterised by sites where candidate quality and quantity are consistently rated as 'high'. We then analysed the types of content available to candidates on the sites of these peak performers and compared it to those organisations who ranked their careers site low for both quantity and quality of candidates.



Peak Performing Careers Sites are...

- 7x**
 more likely to have
Career Pathways
- 5x**
 more likely to have
Interview Hints & Tips
- 2x**
 more likely to have
How our Recruitment Process Works
- 2x**
 more likely to have
FAQs
- 2x**
 more likely to have
Diversity & Inclusion

...than Poor-Performing Careers Sites



©Eploy, 2018 UK Candidate Attraction Report

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THE RECRUITING PROCESS: The Job Description

Have job descriptions & specifications that attract young talent

Have a job title which conveys status

You can't fight it. Sales Reps are now called Sales Managers. Even if they start at the bottom of the ladder, they are called Managers. Managers who manage the product, service or client relationship. Accept that this is now the way of the world. Titles with status are everywhere; from Train Presentation Crew (train cleaners) to Executive Assistant (secretary). Research at London Business School & Stamford has proved that a high-status, positive job title is not only a form of rank/grading and self-expression in the workplace. It's also a symbolic representation of what you do and the value you bring to the organisation. Simply put, a good job title is attractive to candidates.

Avoid clever language or buzz words

Young talent are already bombarded with hyperbole in their social media feed. Instead, use simple, crystal clear English. Don't over-describe and don't over-promise. And avoid wording that could masquerade as positive but feels like a negative. "*Fast-paced*", could mean "*there's no time to train people*" for example. No matter what age group or generation you are hiring, it's best to provide enough information to make the job description clear and convey how the organisation is unique. But don't clog up the specification with excessive terminology — unless the job and skill level really warrant it.

Follow the Shackleton model

Whether he really wrote this advert below, or not, the famous Irish explorer, Shackleton, really did place adverts in The Times newspaper, (the last one in 1913). Many early 20th Century advertisers suggest his adverts represent the best form of advertising. 1000s of men and 500 women applied! See the advert on the next page.



Here's why advertisers think that Shackleton's adverts were so effective:

1. He clarified who he wanted (men not women: it was 1913).
2. He clarified what was expected of the successful candidates.
3. He explained what the job really entailed.
4. He outlined the benefits of the job.
5. He told the truth; even if it was a tough truth to tell!

Check out this resource

For free sample job descriptions to give you some ideas of how you could develop your job descriptions - go to:

<https://www.betterteam.com/job-descriptions> and for job description/advert copywriting, go to: <https://www.tribepad.com/the-blog/copywriting-for-recruiters-a-practical-toolkit/>

THE RECRUITING PROCESS: The Job Application

Make Job Applications quick and easy to complete

Divide your job application into sections

Millennials & Gen Z are used to social media and instant, speedy responses. They don't want 20 pages of narrative about your company or the job. Instead, write a brief overview of the job, rather like newspaper/TV headlines, and then have links that candidates can click on if they want further information.

Job Summary

The job summary should start with a brief reason why the company exists and what it does that makes it unique and wonderful. What are the challenges you solve? What benefits do you bring to the world? Don't get into company history or various product lines; job seekers can learn about that from your website. Instead, focus on the meaningful ways customers benefit. Include hyperlinks to recent awards or accolades that would excite a potential employee. Then confirm what the job is in as few sentences as possible.

Add in job sections

After the job summary, add hyperlinked sections – such as:

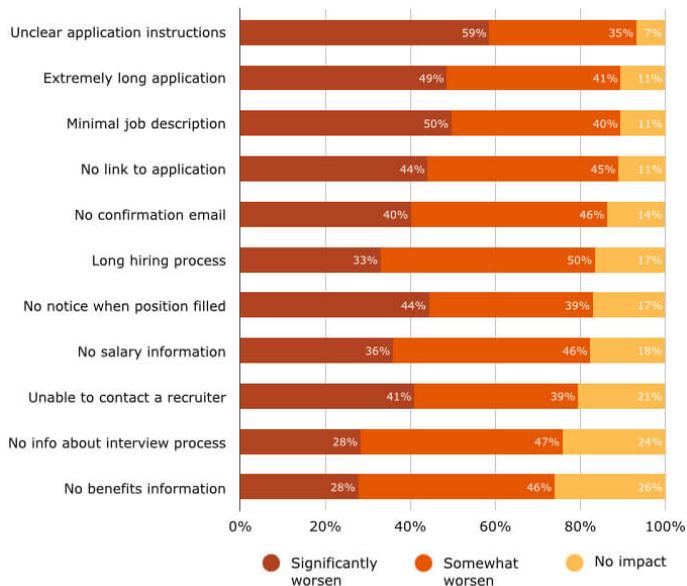
- *Job Responsibilities and Tasks:* Explain how significant this job role is and how it delivers values to the organisation.
- *Remuneration, Reward & Recognition:* This isn't just about salary, bonus or other financial payments. That's vital, of course. What's also important is for Millennials and Gen Z to see how they are going to be recognised and rewarded for their discretionary effort, and for any achievement. Start creating a framework for this new intake. It will pay off!
- *Company culture:* According to the 2018 LinkedIn [Workplace Culture report](#), 86% of millennials would consider taking a pay cut to work at a company whose mission and values align with their own. Gen Z would also consider this.

- *Career development plan:* Data gathered by [Robert Walters](#) found that 91% of millennial professionals name career progression is a top priority.
- *Continuous feedback:* Studies from just about every major management and professional services consultancy confirms that most Millennials and Gen Z who consistently receive accurate feedback from their managers report being more fulfilled and satisfied in the workplace.
- *Learning & Development:* Studies from Deloitte, Gallup et al, confirm the majority of Millennials/Gen Z rate professional and personal development opportunities as important when deciding on a new role. L&D is a currency to them.
- *Flexible working opportunities:* This isn't just about WFH. The 2019 Deloitte [Global Millennial Survey](#) found nearly 75% of the millennial workforce thinks that a "work from home" or "work remotely" policy is important. It's also about flexible working hours, good holidays and even sabbaticals. Giving unlimited time off only works well in smaller firms. But, giving a few more paid days off a year than your competitors gives you an advantage when hiring Millennials and Gen Z.
- *Job Requirements:* Of course you may require qualifications, certifications or experience for a job. But do make sure you that you add language that turns these requirements into "how you can make a positive impact." Say things like "About this role" and "What you'll be doing". It's more welcoming.
- *Include a 30/60/90 day plan:* Confirm a plan of support and induction from day 1, so that this young talent can see you are taking them on a journey of personal and professional development and also that they are going to be looked after.
- *Add multi-media:* As outlined above, add videos (a day in the life of key roles etc. our culture, how we help our community/charity/global activities etc.), articles, infographics and downloads to encourage young talent to learn more about your organisation.

- *How to complete this job application:* Just because you and your peers are great at completing forms and templates, don't assume your young talent is. Have a section on "How to complete this job application" and then give very clear instructions for what you require. It reduces overwhelm in Millennials and Gen Z and then gives them no excuse for partial or lazy completion.

Keep it simple, straightforward and quick

Make your online job applications as short and straightforward as possible, so that the initial completion by a Millennial or a Gen Z takes less than 15 minutes. These generations hate to waste time on long applications when they know, only too well, that there may be dozens, if not hundreds of other people who are completing the application too. Make it quick and simple for them or you'll turn them off. See the research below on what turns them off!



A poor recruitment experience which takes too much time/effort will put off Millennials & Gen Z.

Source: *Software Advice Research 2018*

What attracts/repels Millennials & Gen Z when they apply for jobs?

Attracts	Repels
Good salary & chance to earn more	Poor salary
Great culture (social, collaborative etc.)	Poor culture
Flexible working	Lack of flexibility
Referrals from friends and family	Poor reputation
Being found by technologies they use – such as Instagram, Twitter, Online job boards etc.	Lack of technology – so the experience feels slow and out of touch
A “human” face-to-face element which is mobile- enabled – i.e. website with TikTok style videos	Lack of humanity
Smooth application process which is quick and easy to complete	Clunky application process
	Lack of information about the job application process or what stage they are in

Sources: Robert Walters Recruitment and also Deloitte Millennials & Gen Z at work survey 2018

Have a Checklist for online recruitment

If you're going into online recruitment for the first time, make sure you follow this e-recruitment strategy. Using the checklist below, read through each statement and grade your current capability; are you currently using this, is it required, or is it not required?

CANDIDATE CHECKLIST– to e-recruitment preparations

		Currently Use	Not Required	Required
Candidate Engagement 	Candidates can upload their CV and have their profile automatically created from CV contents	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Candidates can create a single profile in order to apply for jobs and register for your talent pool	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Candidates can save their application to complete later	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Candidates can apply and access their profile on any device	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Candidates can be contacted directly via the portal using predefined templates or ad-hoc emails	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Candidates can subscribe to personalised job alerts based on their preferences, location and skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Candidate Assessment 	Candidates can be notified at each step of the process including invitation to interview	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Interview slot picker allows candidates to select an interview slot that suits them	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Onboarding 	Candidates can complete the entire onboarding process online	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Candidates can digitally sign documents such as employment contracts on any device	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

THE INTERVIEW PROCESS: The Power of Video Conferencing

Video conferencing makes life easier during the interview process

Consider video conferencing for the 1st interview at least

There are huge benefits in using VC calls for interviews including zero travel costs, less wasted time, optimised attendance, defined start/finish times etc. Also you see interviewees in their own environment, which can be very telling, yet also allows them to control better their surroundings. Follow-up interviews can be via VC or face-to-face, as appropriate and possible.

Get organised and the VC will be effective – some hints and tips

- Millennials and Gen Z often use Skype or Zoom so you can use these too, unless you have proprietary VC tools.
- Whichever tool you decide to use, before you go live, check that your Video Conferencing license tool is in date and that you know how to use the system fully and properly.
- Provide each candidate with an agenda or list of things to prepare to give everyone their best shot at a good interview. If seeing a number of candidates, have a consistent list of questions and topics to discuss so that each interviewee has your objectivity.
- Have a back-up plan. If the system goes down, have their telephone to hand and conduct the interview over the telephone.
- If seeing a number of candidates, give yourself a 15 minute break in between every video conference.

Interview professionally as if you were there in person as follows

- Make sure the background is not distracting in any way, otherwise it may trip up your interviewee. Find a neutral background and a quiet, private location to avoid background noise or other distractions.

- Make eye contact: Look directly into the system camera or the webcam.
- Be conscious of your body language: Sit up straight, and nod when others are speaking to show you are interested, you are listening and you have understood what's been said. Listen carefully and wait a couple of seconds when someone has stopped speaking, before you reply.
- Share company culture: During a video conferencing call, you can't show the culture, so tell the interviewee where to find key articles, podcasts or videos – or other collateral - that they can check out. In addition, tell the story of your company - and paint a picture with your words – explaining about what's great or unique about your organisation and your people.

Keep the crowd small:

Only invite those people who need to be involved in the interview – otherwise that puts added pressure on the interviewee. If the candidate gives permission, you can record the VC and then others can see it at their leisure.

THE INTERVIEW PROCESS: Personalising the Interview Process

Make the process personal & meaningful, or you'll be punished!

Put yourself in the interviewee's shoes

The hiring process can be nerve-wracking for candidates. They can wait weeks to hear back about jobs, or may not hear anything at all. Good employers make the hiring process as easy on candidates as possible, and this means more than creating automatic forms. It means developing a more personal experience from start to finish. Make yourself a better employer, find better candidates, and hire better employees by keeping these key points in mind.

- *Keep the application process short:* Research has indicated that 3 out of 5 Millennials and Gen Z candidates won't spend more than 15 minutes on a job application.
- *Say No quickly and kindly:* We all hate waiting, but your youngest talent has the least patience. Make sure you say No quickly (even before you say Yes to the 1st or 2nd stage of interviews). And be polite and friendly. *"We're sorry you've not been successful this time around. You definitely have potential and we wish you all the best in building a successful career..."*
- *Be decisive and responsive with good candidates:* When you have people on your "Yes" pile, make rapid screening decisions to let people know that they are through to the next round. The longer you leave it (and some employers leave it for weeks), the more likely the candidates will respond to counter-offers.
- *Stay in touch:* Never let a full week pass without updating your candidates. If a high volume of candidates or an irregular interview schedule would keep you from communicating from a candidate, don't. Instead, tell them that there is a slight delay in your response and let them know when they can expect to hear news on their status.

Know that unhappy Millennials & Gen Z will punish you for perceived poor behaviour

In the same way that Millennials and Gen Z prefer to purchase a brand if it supports a cause or purpose and they continue to buy a brand if it benefits a cause or people in need, it's the same response when going after a job. A slow, unresponsive organisation comes across as inauthentic, uncaring and inhuman. For Millennials and Gen Z this is something to be avoided. If they feel badly treated by you, they will bad-mouth you to their peers. Make no mistake; an unhappy Millennial and an unhappy Gen Z can tell their entire network how bad you and your company is. They just go into their social media feed, write a comment and press send to all! See the 2019 research report:

https://businessperspectives.org/images/pdf/applications/publishing/templates/article/assets/12735/PPM_2019_04_Shetty.pdf

THE INTERVIEW PROCESS: Having a great interview

How to interview Millennials and Gen Z effectively

Ask Great Questions

Of course you will prepare questions. It makes sense to create a written list of questions - so that you can ask the same bank of questions to each candidate. The list also helps you remain objective and consistent in your interviewing – even for management or leadership candidates. And, of course, during each interview, you can follow an additional line of questioning or talk about different things if the candidate talks about something you'd like to pursue further. See some ideas of questions over the next few pages. The list is not exhaustive. It's here to help you think and plan for your own particular questioning process.

USEFUL QUESTIONS TO ASK MOST CANDIDATES

1. **What are the secrets of your success?** This is about finding out what drives the candidate – i.e. relevant work experience and strengths.
2. **Why do you want to work here?** This is about testing whether or not the candidate has checked out the company and thought about their potential contribution or value.
3. **What are the most important parts of your job?** This can be a make-or-break question which reveals work ethic, discipline and productivity.
4. **What did you like about your last job?** What did you dislike? This is about finding out whether the candidate would make a good fit with the current team.
5. **How do you feel about your progress?** This question is aiming to evoke optimism, confidence and some kind of plan of live to denote potential for growth and self-development.

6. **What would you like to be doing 1 or 2 years from now?**
This is about gauging how long the candidate might want to stay and whether or not they have a career game-plan.
7. **Tell me how you moved up through the organization? (OR how you gained promotion in your last job)** This question can reveal candidate goals, dreams, and potential for career development.
8. **How well do you handle pressure?** This is about how much personal resilience the candidate has, and how well they can deal with challenges and solve problems.
9. **Were you ever let go from a position in a way you thought was unfair?** This could be seen as a sneaky way of asking: "Were you ever fired?" But it does give the candidate the opportunity to vent about past challenges or things they felt were unfair and can be very revealing!

BEHAVIOURAL QUESTIONS TO ASK MANAGERS

1. Tell me about a time you had to change your approach or style in order to get things done in an organisation or project.
2. Can give you an example of a situation where you had to motivate (or influence) your colleague(s) to get something done?
3. Tell me about a time you had to be creative to solve an issue.
4. Describe a situation where you preferred to delegate something back up to your manager.
5. Give an example of a project where the goals were not clear and describe how you handled the situation.
6. Tell me what you did to become a better professional last year.

7. Tell me about a time when you had to rely on written communication to get your ideas across to your team.
8. Give an example of how you contributed to a process, system, project or people improvement.
9. Tell me about a situation where you used visuals to explain something complex.
10. Share an example where you came across an idea and tweaked it to become useful for you or your team.
11. Describe how you deliver feedback to your peers, your team, or to your line manager.
12. Tell me a situation where you were not motivated and how you handled the situation.
13. Describe a situation where – working as a team – you had to come up with a shared project, or come to an agreement together.
14. Can you give an example where you had to make a decision and take action which others felt was not in line with the company or with team values?
15. Describe a situation where you helped someone else to become a better performer.
16. Tell me about a situation where you helped someone in your team or organisation even though it was not part of your personal set of strengths..
17. Describe an experiment you did at work.
18. Tell me about a situation where the purpose of the organisation was not in line with you as a person.

BEHAVIOURAL QUESTIONS TO ASK MANAGERS - CONTINUED

1. Give an example of how you made a difference in an important meeting.
2. Describe a situation where you contributed to strengthening the relationships and/or working potential of a team.
3. Describe a situation where you contributed to strengthening the relationships between different teams.
4. Tell me about when you gave praise or acknowledgement to a team member.
5. What have you done recently that helped someone be happier in his or her job?
6. Tell me about the last time you provided difficult feedback to team members.
7. Give an example of a situation where you felt that you truly showed up as a leader or manager

PLAY GAMES

If it fits with your company culture, you might try getting candidates to play games together such as these:

CODENAMES

[https://en.wikipedia.org/wiki/Codenames \(board game\)](https://en.wikipedia.org/wiki/Codenames)

MYSTERIUM [https://en.wikipedia.org/wiki/Mysterium \(board game\)](https://en.wikipedia.org/wiki/Mysterium)

THESE THREE QUESTIONS WILL HELP YOU PREPARE FOR INTERVIEWS

1. To test how well a candidate has prepared for an interview, ask questions that are easy to research. For example, *“Can you tell us what you know about our company?”* (That is something that a quick Google search could answer easily).
2. To test for critical-thinking and tech savviness, ask open-ended questions designed to start a conversation and spark creativity in the candidate. For example, if you have a programming candidate, ask how they would design an app to accomplish a certain task (view pictures of animals, for instance). Or, ask customer service or salesperson candidates to choose a sales model or a service model that they are familiar with, or a sales software they know and demonstrate these to you – by talking you through the process. If you want just to test critical thinking, develop a brief case study where things have gone wrong, and ask the candidate to describe their thinking and the steps they would take to limit the damage, solve the problem and get things back on track. All of this can be done virtually if required.
3. To test for listening and communication skills, talk about a day in the life of the job role. This gives candidates a clear idea of what the job will require. Then you can ask them take one section of the job they’ve just heard about and to explain it back to you, as if you were a client and didn’t know anything about the organisation.

TIPS FOR INTERVIEWING FOR REMOTE JOB ROLES

Here is what to look for when you interview a remote worker, including sample questions.

- To find an excellent communicator, look for positive, engaging and intelligent responses and evidence about all application-relevant communication: verbal (phone and video) and written (cover letter, emails, texts, IM) as well as to any assignments, as appropriate.
- To find someone with a good work ethic and habits, ask questions about how they run a typical working week, and a typical working day, and how they would get back on track if something urgent delayed completion of a task or project. Ask questions such as "Describe your workspace." and "How do you normally start your workday?" and "What determines your first task or activity?"
- To find out how well candidates manage workload, ask "What task or project management tools have you used? Which do you prefer and why?" and "Talk me through how you use x tool to deliver your goals and tasks"
- To find out how well a candidate manages their time and planning, present them with a jumbled list of daily or weekly tasks and ask in what order the candidate would tackle each one and why.
- To find out about problem-solving and troubleshooting skills give the candidate a scenario and ask how they'd go about solving it—then ask them to solve it. Then get them to talk you through their thinking and how they found the solution.

- To find out how creative or innovative a candidate is ask this question: "If you woke up tomorrow morning, and you still possessed all the experience and knowledge you currently have—but your business/job had completely disappeared, forcing you to start again from scratch—what would you do?" This question provides a sense of how each candidate thinks. In addition, a similar question targeted to your industry could produce some illuminating answers.
- To find out how well a candidate deals with project management, give them a very small project to talk about, or if relevant, to complete. For example, a programmer could write a short programme; a marketer could create a virtual newsletter; a virtual assistant could schedule a meeting with travel, socially distanced accommodation and meeting place
- To find out how well a candidate deals with project management, give them a very small project to talk about, or if relevant, to complete. For example, a programmer could write a short programme; a marketer could create a virtual newsletter; a virtual assistant could schedule a meeting with travel, socially distanced accommodation and meeting place.
- To find out what previous experience the candidate has of working remotely ask these questions: "What are your favourite and least favourite things about working remotely?" "What do you do to manage working alone, feeling isolated, not coming into a workplace?" Also ask: "What's meaningful to you about working remotely?" (For some this question can flush out situational motivation, like "spending my commute time with my family," that would drive a candidate's willingness to make it work. For others, this or a similar question could identify if the candidate has worked remotely long enough to reveal coping strategies, work ethic and performance planning.

- To find out how proactive and self-motivated candidates are, ask them about their work history and how much they have been promoted or given task or job roles that show an upward career movement within or across companies. Find out if they have been rehired by a former boss or been asked to go back to a former company. Ask about outside interests and long-term pursuits, as well as how much interest they have in personal development, since these indicate the ability to self-motivate, to work towards a goal and to grow and develop. Ask also about how they motivate themselves when the going gets tough; what did they do and how did they do it. This indicates resilience and drive.
- To find out how team-focused the individual is, ask them to describe a key job role. Then ask to describe a time when another leader or team member had a new approach – how did they deal with that? Ask them to tell you what phone calls are for, and what email is best for and how they use other communication and collaboration tools to get work done.
- To find out whether a candidate will be a good fit inside your community think about how pleasant and easy to talk to and interact with you have found them. Do they come across as having a collaborative and supportive nature? Or are they a loner? This may be no bad thing, but it will impact how they work. Ask them to describe a misunderstanding or conflict with a key worker in the past and how they handled the situation. Ask them what they like about working alone. Ask them what they like about working with other people via online collaboration and video conferencing tools. Ask them what annoys them about working with other people.

ONBOARDING: Induction

Making the first few days, weeks and months great for new Millennial and Gen Z hires.

All new hires, from every generation, will benefit from a good induction programme. Millennials and Gen Z are particularly happy to have a great onboarding process. In order to identify what to include in the programme, ask yourself five questions:

1. What is your company culture? What is it about your brand, your “story” that you want new hires to learn about and to believe in? When people believe in the culture, they live it and they tell other people about it.
2. What skills are required for excelling in the job roles? During induction, what is it that are the basic skills for doing a great job? It is learning about technology, products, services, other specifics? What training will you provide? (Remember, to Millennials and Gen Z, learning and development is “currency”) and can often be the reason they join an organisation.
3. What value do you want to be delivered? What do your key stakeholders and your customers want from you? And how could help your new hires to deliver that value? What expectations does this create for newbies?
4. How do you want people to behave? Every organisation has a set of “rules of engagement” and often these are not even written down, and certainly not clarified well in any organisation, except for small start-up tech companies, or professional services firms. What are the norms of behaviour that you want your new hires to learn about and live by? How do you want people to show up, and what do you need to tell them or teach them to help them do that really well?
5. What support will you provide? Induction isn’t just about your people learning how to hit the ground running quickly and deliver value for money.

It's also about you providing guidance and support. For example, on day 1, you can give this support:

- Have a clear induction plan, with timelines and milestones. It shows new hires you want to support them and develop them from day 1.
- Assign a personal buddy to cover every new hire (or a group of new hires) for at least one week. This person can help them complete forms, make sure they have the right equipment and get used to cultural norms.
- Buy lunch (even if it's remote and you pay for pizza and coffee) on day 1
- Celebrate the arrival of the new hire with their photo and name in reception & a hand-written card from the senior leader/line manager etc.
- Further celebrate with a bag of goodies (this could be a branded rucksack, notebook, pen, everlasting cup, water bottle etc.). Remember, it's the symbolism that counts.
- Ask for feedback after day 1, week 1, week 3 and then every month up to 6 months. Millennials and Gen Z like to give and receive two-way feedback.

ONBOARDING: Coaching

Using coaching to support new Millennial & Gen Z hires

HOW COACHING HELPS TO KEEP MILLENNIALS & GEN Z ENGAGED

Research from Microsoft has found that it's critical for a new hire to have a one-to-one meeting with their manager during week 1 of their start-date. It was also found that little things matter, such as having a working computer & smartphone as well as email & intranet access from Day 1. All this means that the manager has a job to do to connect with every new hire and make sure that they feel they have what they need from the start. In addition, every manager wants a new hire to get up to speed whilst balancing the newbie's need to learn the ropes and yet hit the ground running – to become valuable to the business as quickly as possible. One way to achieve this is via feedback and particularly coaching.

Managers/leaders who coach new hires will gain a range of key benefits:

- The new hire makes the transition into the organisation's way of working more quickly.
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- The new hire feels more connected and supported – and this engages them and builds their loyalty – something that really reduces attrition.
- The coaching process enables both the leader to pick and deal with any issues quickly, and gets the new hire more used to discussing their issues, assessing options, making a plan and taking action.

Don't worry if you're new to coaching. Be curious and interested.

Ask good questions and listen carefully to the answers you get.

Here are 8 questions to get started:

1. **“What’s on your mind?”** – This provides the initial curiosity to jump-start any conversation.
2. **“And what else?”** – This is a really useful question in your coaching toolkit. It stops you giving answers at once and helps you to uncover what’s might really be going on with a new hire.
3. **“What’s the real challenge here for you?”** – The first challenge someone mentions is often not the true challenge.
4. **“What do you want?”** – This helps the new hire to think about what they want and to take that forward into actions to take in order to get what they want.
5. **“What options have you considered?”** – This question gets the new hire to take responsibility and think about what they need to do to make things happen.
6. **“If you’re saying yes to this, what must you say no to?”**
– Strategy rests on selecting among your options and weighing the opportunity costs.
7. **“How can I help?” OR “What do you want from me?”**
- This shows you are ready to help but also gets the new hire to think about what they need.
8. **“What have you learned here and how will you use this?”**
- Encourage the person to take what they are learning forward at every opportunity.

ONBOARDING: Career Pathing

Giving new hire Millennials & Gen Z more reasons to stay with your company

In today's workplaces, which might be bricks and mortar, 100% virtual, or include remote working or WFH, or even a hybrid of all of these working practices, one thing remains constant for a Millennial or a Gen Z; they are more likely to stay with your company if they believe they have a level of job security and continued career progress.

Here are some career pathways that might suit your new hires, and your organisation.

1. Ladder career:

This is the conventional, hierarchical career choice. A new hire joins the company and steadily climbs the career ladder. This can happen with graduates and apprentices for example. They get on a scheme, do their time at the bottom, and then become a junior, middle and then senior manager. It's the old, tried-and-tested model; but in today's flatter organisational structures, young talent may no longer have the opportunities for advancement they had in the past, and anyway, many don't want to be a Director or VP or partner anymore.

2. Lattice career:

The internet is full of surveys showing that young Millennials and Gen Z are the most entrepreneurial individuals of any generation. They often see a salaried job as a half-way house to their own start-up or as a stepping stone to learn what they think they need to know. Take advantage of that by providing a lattice-style career path.

Here, the individual is encouraged to swap roles, try new tasks and projects, and even to have secondments and placements (inside or outside a company). For example, young talent could be hired in sales but spend some time in marketing. An ops person could spend time in finance or in customer experience. Adding skills and experiences is popular for young employees and can build the very sense of progress they want, without becoming a manager. They are, in effect, significant individual contributors and gain advancement by grading or ranking.

3. **Project career:**

With this form of career, the project is the progress. Each project gives the individual more skills, experiences and knowledge. Again, this is a more common route for an individual contributor. Types of project include:

- a. Work project – to complete a certain type of work.
- b. Theme project – such as customer excellence, quality control, sustainability, Covid 19 protection, crisis management etc.
- c. Broken Window – based on the Broken Windows theory that a building with a broken window gets treated with a lack of respect, and can even lead to bad behaviour, the equivalent “broken window” inside an organisation (such as a poor team, or under-performing system, process or procedure) can lead to work-arounds, complacency and poor performance. Such projects look at what is “broken” and aim to fix it.

CONTACT DETAILS

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