



GLOBAL EXECUTIVE SEARCH & SELECTION



Guide to Addressing Diversity Imbalance



The business case for a positive **Diversity, Equity & Inclusion (DE&I)** agenda is stronger than ever, with recent research showing that businesses who are taking bold action are more likely to experience above average profitability than their competitors sometimes, by as much as 30 percent. As a result, **DE&I** is on almost every business agenda, however few are getting the desired results.

The dynamics around **DE&I** go much deeper with, for example, stakeholders interrogating a company's purpose and values far more closely and a visible commitment to **DE&I** is likely to strengthen a company's global image. In addition, it is a critical differentiator for businesses as employees need to feel and perceive equity and fairness of opportunity in their workplace.

However, despite these major benefits and greater focus upon **DE&I**, progress on representation has been slow. Moreover, research suggests that the social and economic challenges of the last few years could have created a situation where businesses have either stalled in their efforts or even gone backwards.

Success requires bold action

ADDRESSING THE DIVERSITY CHALLENGE

The case for Talent Pipelining

The successful application of a DE&I strategy requires a systematic, business-led approach and bold, concerted action on inclusion to make progress.

Put simply, a business must be more proactive.

If you're looking to move to a more proactive recruiting model, talent pipelines should be a critical part of your strategy.

Ongoing talent pipelining initiatives provide a solution to, almost immediately, address the diversity imbalance in your organisation.

It allows you to, not only, focus on your immediate hiring needs, but also longer-term business transformation, bridging knowledge gaps, succession planning and employee attrition, whilst underpinning your DE&I strategy.

However, whilst many businesses recognise the importance of Talent Pipelining for business success data shows that despite understanding how essential it is, 60% of companies say they do not have a program in place and, of those that do, only 14% say that their program operates successfully.

What is a talent Pipeline?

A talent pipeline is a collection of candidates that are engaged and can be contacted when relevant roles become available.

This is "relationship-centric" recruiting at its best. Instead of searching for candidates that fit an immediate need, talent pipelining requires you to build relationships with passive talent for future opportunities.

Developing a talent pipeline requires a company to shift from reactive to proactive recruiting.

Which means that you're no longer focused on filling open roles, you're considering who your company will want in the future, and who they should eventually hire.

Both proactive recruiting and talent pipelines always rank high on the recruiting agenda. In fact, 62% of recruiters in a recent report, said that talent pipelining ranked as the number one priority for talent teams:

As a strategy, it takes time to develop and nurture, but the benefits are well worth the investment.

Why apply talent pipelining?

Talent Pipelining is a strategic approach which should be thought of as a development process, rather than a replacement process.

When done well, it should not only focus on replacing people but also on:

- Developing internal talent
- Building a culture where diversity, equity and fairness of opportunity is evident, removing unconscious bias from every process
- Recognising the importance of identifying critical roles across the business, not just at senior levels ensuring the plan is connected to the overall business strategy and a solid understanding of the market
- Minimising the uncertainty that often occurs when leaders leave without an identified replacement
- Avoiding this uncertainty cascading to the rest of the business, resulting in further attrition.

The key to a successful program is to plan well in advance, understand your organisation's direction and growth plans and what is needed to support that.

BENEFITS OF A TALENT PIPELINE

1. Leverage to increased diversity

Talent pipelining is the strategic approach that companies are leveraging to increase diversity.

In fact, 62% of businesses in a recent report, said that talent pipelining ranked as the number one priority for talent teams in order to address diversity.

56% of organisations are currently struggling to find candidates that fit their diversity requirements - pipelines give them the capacity to identify diverse prospects and build a relationship with them.

2. Highly Specialised Networks

The key benefit for any business is the ability to build effective networks of highly engaged candidates that offer the skills and specialist expertise to immediately fulfil a role within the business.

Talent pipelining allows you to identify your recruitment needs well in advance, so you have a clear idea of the volume and type of candidates needed.

This allows you the time to focus on identifying the best possible candidates and then nurturing and building long term relationships.

3. Engage passive candidates

It's rare that the perfect candidate is available at the precise moment that you have a requirement. Recent research suggests that although 75% of eligible candidates are not looking for a job, 90% of those are 'passive candidates' open to new opportunities.

The bulk of the market is made up of passive talent (not active job seekers) so, if you want to compete for the best talent, it's vital that you're able to engage them effectively.

Talent pipelines let you your team identify and build a relationship with these candidates without pushing specific job openings. Over time, you can introduce the idea of roles that could be a good fit and see if they resonate - a far more effective method of passive engagement.

4. Improved candidate experience

Talent pipelining is an entirely candidate centric process. It's about building strong relationships and engaging candidates on their terms, giving them the information, they need to make an informed decision.

It allows the organisation to fully communicate the culture, the values and the purpose of the business throughout the process.

5. Less brand dependent

Many companies have underdeveloped employer brands or work in unfavourable locations. When hiring "reactively", this can represent a significant problem. There's no time for businesses to sell candidates on the role or company, there's an immediate need and recruiters need to move fast.

By operating a pipeline model though, recruiters give themselves more time to "sell" candidates on their organisation and overcome limitations.

6. Reduced financial impact

The cost of hiring a candidate can be expensive, in fact recent research suggests that the overall cost can be as much as 2 times the salary to get a candidate in situ. And the cost of getting it wrong is frightening!

Talent Pipelining allows you to better manage those costs and reduce the risk of getting wrong.

HOW TO BUILD TALENT PIPELINES



As with any business problem, execution is the key issue. We can help you sell the benefits of talent pipelines internally, but how do you create them consistently and effectively?

For anyone building talent pipelines for the first time, or even just looking to improve their methodology, I list below a basic 4-step process which should be pretty helpful.

1. Planning is key

It is critically important that you can identify the roles that are essential to future success and to do that you need to understand two key areas:

The business and it's future plans

- What is the strategic direction for the business? What talent is needed to get there? Is that talent available in house with internal advancement or are there gaps?

The marketplace

- Taking the time to understand competitors and the wider marketplace ensures that your Pipelining strategy is robust.

2. Identify your targets

Any effective recruiting strategy starts with a clear articulation of who you're targeting - the whole point of building talent pipelines is to help organisations engage with the right talent, not just the people that are applying.

3. Fill your pipeline

Once you have clearly articulated relevant candidate personas, you can focus on identifying your pipeline with prospects that match your requirements. This isn't a one-time task, this would be a 'live' pipeline for the duration of the assignment.

There are 3 core prime sources that you can use to build your talent pipeline:

- **Re-engage candidates**
- **Campaigns & talent attraction**
- **Direct Sourcing**

4. Engage your pipeline

Identifying the right candidates is only the beginning, for your talent pipelines to be effective, you have to nurture relationships in the short, medium and long term.

With a 'lens' on DE&I

Manners Maclean can help
drive these initiatives.



At **Manners Maclean**, we understand that, for many businesses, finding the time and accessing the expertise to undertake a talent pipelining program can be daunting.

We work with our clients to guide their strategy and to reach out to the best talent available in the market.

Our core services include:

Intelligence & strategy

We specialise in providing global talent solutions for organisations in Consumer Packaged Goods, Luxury Goods and Consumer Healthcare sectors. It's this specialism that sets us apart.

With 150+ years of combined experience, our specialist team can uncover the right insights about the market, your competitors and your employer brand to help guide your strategy.

Program implementation

With your strategy in place, we help you to build relationships with future talent that you may want to bring into your business.

We nurture these contacts, helping to build strong relationships, answer questions and identify a good fit, ready for onboarding when the time is right.

Talent mapping & search

The focused nature of our business combined with both the sector and functional specialism of our consultants, means that our clients can leverage deep and long term relationships.

Ultimately this means that we can provide our clients with immediate access to a highly concentrated network of specialist candidate who would not normally respond to an approach from an unknown source.

Diversity of thought? We STANDOUT

STANDOUT is a dedicated program, designed by Manners Maclean in 2012, that provides specialist leadership search and selection services focused on addressing diversity balance.

This program provides proven solutions to very typical problems faced in the effective reach, engagement and hiring of diverse candidates.

Partnering with businesses to implement diversity initiatives in functions and geographies, to ensure that it's fully representative.



GLOBAL EXECUTIVE SEARCH & SELECTION



GLOBAL HEADQUARTERS

Golden Cross House
8 Duncannon Street
London
WC2N 4JF
United Kingdom.

T: +44 (0) 207 484 8710
E: mail@mannersmaclean.com

