

In-house Recruitment Network presents

How to Build an Effective In-house Executive Search Team

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Introduction

The In-House Recruitment Network were delighted to host 30 management-level In-house Recruitment & HR professionals for yet another of our hugely successful breakfast events. Our topic of interest was 'How to Build an Effective In-house Executive Search Team.'

Three specialist speakers shared their experiences and insight on the biggest challenges and opportunities facing in-house teams. Topics discussed included gaining organisational buy-in, setting up a team and selecting the tools and technologies required to get it right.

In addition to hearing from our expert speakers, attendees benefited from round table discussions and shared best practices and experiences with peers from companies around the country.

A very special thank you to Our Speakers



Aaron Webster,
Director of Senior
Talent, CAPITA



Andy Mountney,
Founding Partner,
aspen



David Grundy,
CEO & Co-founder,
Invenias

In partnership with





About

The In-house Recruitment Network is the industry's fastest growing community of In-house Recruiters and HR professionals.

Members of the community benefit from specialist breakfast events, influential conferences and the hugely popular In-House Recruitment Awards.

With 10,000 members, the In-house Recruitment Network is the largest and most active professional network of In-house Recruiters.

The In-house Recruitment Network hosts over 25 high-calibre events and gatherings each year, making it the ideal environment for specialist peer-to-peer discussions and networking.

Invenias are the world's leading cloud-based platform for executive and strategic hiring.

With offices and hosting centers across Europe, the USA, Australia and Kuala Lumpur, Invenias supports thousands of users across sixty countries. Their customers include executive search firms, strategic recruitment organizations, in-house strategic talent teams, and Private Equity and Venture Capital firms.

Organisations such as Expedia, General Atlantic, Intel Corporation, Royal Bank of Canada, Samsung, Standard & Poor's, Tesco and Tesla Motors rely on Invenias to help identify and recruit the best talent for strategically important positions. Customers love their easy to use desktop and mobile applications, and cloud-based platform which removes complexity and cost.

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The Biggest Issues Faced When Building an Effective In-house Executive Search Team

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Resistance to Change

Organisations may be reluctant to build an in-house executive search team due to long-standing relationships with external search firms.

There is a general concern from legacy executive search teams that change could cause problems, with fears over the management of the end-to-end process, with onboarding a good example of this.

In-house teams are often faced with a lack of resources in comparison to external search firms and may not have the internal infrastructure in place to be able to compete.

In addition, there may be a need to educate the business on executive hiring and the value that is associated with this change.

Improving an Existing Team

For those who have already built their own specialist team, seeing improvements in retention rates is vital.



80k+

Anyone earning £80k or more is less likely to be looking for a role and would fall into the passive market

60k+

Candidates earning close to £60k are more likely to be active jobseekers

Efficient Recruiting

There is a danger that the performance of in-house teams will be measured by time to hire, with some organisations prioritising time over quality. This presents a challenge to in-house teams who must deliver an efficient search process without compromising on candidate quality.

As an in-house team you are best placed to ensure candidates are a great cultural fit for your organisation. In addition, carrying out executive hiring in-house provides the opportunity to increase diversity, should this be an organisational objective.

An efficient hiring process provides a great opportunity to increase brand awareness and will contribute to a better appreciation of your employer brand.

The Short, Medium and Long-Term Goals

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Short-Term Goals

- Take valuable insight on best practice from executive search firms & established in-house teams
- Resource planning
- Establish a robust infrastructure



Medium-Term Goals

- Change the perception of the role and value of In-house Executive Search
- Set out the propositional framework for the team
- Ensure the process is seamless



Long-Term Goals

- Increase leadership buy-in
- Build on the current talent pipeline
- Be seen as the centre of excellence for In-house Executive Search



Top Tips for an In-house Executive Search Team

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Take the Lead

- As an experienced recruiter you have the opportunity to shape the team in a way that suits the business and the skills you have available to you
- When speaking to senior leaders, ensure you are forthright in explaining the value you can add - understand what they want from you and give it to them!

Data & Statistics

- Capture the appropriate data and statistics available for your executive roles. By processing this data you can;
 - Better explain to senior leaders and business partners for buy-in and updates
 - Assess what works & what doesn't
 - Identify key areas for improvement
 - Set KPIs
 - Benchmark against your competitors

Financial Benefits

- Educating the senior leaders of the financial benefits, whilst not affecting standards, is likely to get you buy-in, quicker
- Ensure your business partners fully comprehend how recruiting without quality in mind can end up costing millions in the long-run

Team Importance

- You are only as strong as the team around you, so ensure the best people for the job are identified and recruited in
- Should there be any skills lacking, identify the issues and resolve through training and upskilling etc.
- With a strong executive search team comes a robust infrastructure ensuring you identify the right talent for the business

Don't Clash

- There will be roles that need external expertise, particularly in the early days so ensure you select the right external teams, or individuals, to work with
- When managing relationships, be clear with internal and external parties about their roles and responsibilities
- Despite your long term intentions to build an In-house team, ensure that those working externally do not feel undervalued

Key Factors for Success

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Career Progression

What ensures any new member of an In-house Executive Search team is in it for the long haul? It's not just down to salary...

As well as a strong infrastructure that will make your organisation attractive in the first instance, as with other roles, providing evidence of career progression is a must.

Candidates will be eager to see how their role will develop in the short, medium and longer term.

Whilst not all candidates will be looking for career progression, those who are hungry and determined for success will want to see how they can grow and develop in your organisation.

An In-house Executive Search team can also prove to be a platform for transferable skills across the company.

An In-house Executive Search team requires someone to lead, which can be encouraging for someone hoping to take on this kind of role in the future. There also needs to be a direct line to the leadership team.

In addition, you will likely have a mix of skills coming in which provides great options to select a team leader.

There is currently a high demand in the market for people seeking roles within executive search.

However, even though this is the case, more potential candidates are prepared to wait for the right opportunity or turn down those that don't meet their needs.

There is certainly plenty of interest in wanting a challenge from a new role, so this must be part of the process.



3-6
months

is the average time taken to get your first team member on-board

Andy Mountney, aspen

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Candidate Journey

Providing an outstanding candidate journey is fundamental to the success of your hiring strategy.

It is crucial to have a clear understanding of the importance of candidate experience throughout the hiring process and across your organisation.

Providing a positive candidate journey works wonders for your employer brand, with successful candidates able to share their experiences with others.

One of the best ways of encouraging a positive candidate journey is to build positive relationships with potential candidates from the beginning.

There are many ways you can do this, such as promoting your roles on social media and engaging with candidates through Twitter, LinkedIn and Facebook.

Alternatively, you can organise networking events where candidates are introduced to the company and the role you have available.



Ideas for building a positive candidate journey

- Interact with engaged candidates as soon as they show interest - promote the benefits of working at your company
- Utilise social media to promote your employer brand - this can dictate the amount of awareness you get prior to interest from potential candidates

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Infrastructure

You will need a solid infrastructure in place when building your In-house Executive Search team.

If you are already part of an In-house team then you are likely to be aware of the leads already. You can make a judgement on the numbers you require to ensure your team can handle the task.

In order to build the infrastructure you need, you should always start from the ground up. This is essential as you cannot expect various teams to understand every aspect of the business.

You also need to be aware of the fact that this is likely to be a long-term project. It's highly unlikely that you'll be able to put a team together straight away.

You will need to take your time to identify the right individual, so you cannot expect things to happen overnight.

You may find that CEOs question the time taken to recruit for an executive search team, so it's important to stress that, with the right infrastructure in place, you could save the company millions in the long term.



Top tips for solid infrastructure

- You should always look to get people on board who understand your business - this makes the integration process far easier
- Avoid establishing too many rigid processes as you want to ensure you are able to adapt the hiring process to best meet the specific needs of candidates

The Presentations



Aaron Webster, Director of Senior Talent, CAPITA



Andy Mountney, Founding Partner, Aspen



David Grundy, CEO & Co-founder, Invenias



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Conclusion

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‘There’s a genuine race to get an efficient In-house Executive Search team sorted’

There is a real appetite for In-house Executive search teams, but the biggest question for most is how can we add the most amount of value?

Organisations are less likely to invest in an In-house Executive Search team if it fails to match the success rates of external search teams that are already tried and tested.

It’s important to make sure you are aware of the value that can be brought about through investing in your new team, as this can help sway the opinions of the senior leadership team and business partners alike.

There are a number of challenges for each organisation and they can vary widely, dependent on the business, sector and roles recruiting, so unfortunately there is no one single solution, but a multitude of areas can be improved to assist in the delivery of a world-class executive search team.

There are clear links between value, a positive employer brand, data collection and candidate experience - three key players in any successful In-house Executive Search team.

Thanks for reading!

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inhouserecruitment.co.uk

hello@inhouserecruitment.co.uk

0203 196 8100

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