



Amrop India

The End Game

“Will you, won't you, will you, won't you, will you join the dance?”

- Lewis Carroll

Keep it moving

Keep it personal

Contracts can confuse

Money can matter

Pre-empt a counter offer

Hiring bonuses can be a very good value

Always remember the spouse

You're selling not buying

Help your new recruit resign well

Post decision reinforcement

Having successfully completed hundreds of appointments in nearly every field, we have seen how often attempts to bring an important new person into the organization can go wrong at exactly the point when the “hirer” relaxes. Because it looks as if the difficult part has been done. In our experience, it is precisely when the decision to make an offer is reached that problems may loom. Amrop has therefore published this folder in the hope that our experiences may help you quickly progress from “candidate selection” to “candidate appointment”

Keep it moving

The best tip is the simplest. When you want someone to join your organization, maintain the momentum. The new recruit will be in a positive frame of mind about your organization. Keep it that way. Push the necessary steps of hiring through at a good fast pace. Delay can be perceived as an apparent lack of enthusiasm and will often dim the attraction of a new job.

Keep it personal

Too often the actual offer to join is expressed in a form that is in itself a turn-off. After a senior candidate has spent a lot of time establishing positive personal relationships with key figures in the new organization - often a big part of the attraction - it is extremely demotivating to receive a highly bureaucratic document which is clearly a standard letter. If a standard appointment letter is necessary, always try to accompany it with a personal (preferably hand-written) note from the most senior person involved, expressing pleasure at the prospect of working with the new colleague. Work on the wording of this letter to make it as inviting as possible - preferably using warm language like “We are delighted to invite you to join us...” rather than “This letter is to offer you the position of...”.

Contracts can confuse

A short appointment letter which covers the necessary ground will be more than adequate - even with very senior appointments. Complex draft contracts invite the candidate's lawyer or accountant to "earn their fee" by coming up with all sorts of abstruse points. Getting them sorted out takes time and can dull enthusiasm of both parties. If however, a contract is required, remember to "keep it personal".

Money can matter

It is not true, in our experience, that people move jobs mainly for money. Autonomy, resources, a faster promotion track, the opportunity to contribute to society; all these are far more compelling than money as reasons to change jobs. But the fact remains that (with a few obvious exceptions) people expect to earn more, not less, when they change jobs - and they feel insulted if they are offered less or an increase which is only marginal. It may be that your employment package involves a higher total, but with a smaller base. If this is the case, do spell out the total first. Someone who has been accustomed to one method of payment will take a little while to become accustomed to a new package, so explain that attractions. And always remember the value of first year guarantees of bonus; this approach can make the changeover towards a higher proportion of variable compensation much simpler to grasp.

Pre-empt a counter offer

It is almost axiomatic that the people you want to hire are sufficiently successful that it is not going to be an easy decision for them to decide to accept your offer. Analogies with contested takeover bids are highly relevant in this context. While your preferred candidate is considering whether or not to move, the present employer has the chance to make a counter offer which could trump yours. So

make your offer as difficult to refuse as possible - and remember that money is only part of the story. Even modest people like some status or other expression of their standing, so do look at making all the aspects of your offer irresistible.

Hiring bonuses can be very good value

Hiring bonuses can be good value. In commercial fields, the “golden hello”, “signing bonus” or “acquisition premium” can make very good sense and all the difference. A lump sum on the table shows the successful candidate how keen you are to have him or her to join you, but it does not add an ongoing burden to your annual payroll.

Always remember the spouse

At times the main earner in a family may be comparatively unconcerned about where the new job is located, but to the spouse this can be the difference between a happy life and misery. Friends, schools, universities, entertainments and so on are important to the lives of the families. You can help by providing information about the area where the job is located and the facilities available. And it helps to show that yours is a friendly and welcoming organization by being generous with invitations for spouses to come and look around and meet their new colleagues in a social environment. And remember that the spouse’s career may be a key factor.

You’re selling, not buying

When there is a key person you really want to employ, always remember that you are selling, not buying. There is little unemployment among truly successful people, and the person you want will be just as attractive to your competitors as to you. Remember to spell things out, in particular, the career development

possibilities. Amrop International can help you cover the due diligence tasks of reference checking quite discretely, so that your stance towards the candidate remains open and welcoming.

Help your new recruit resign well

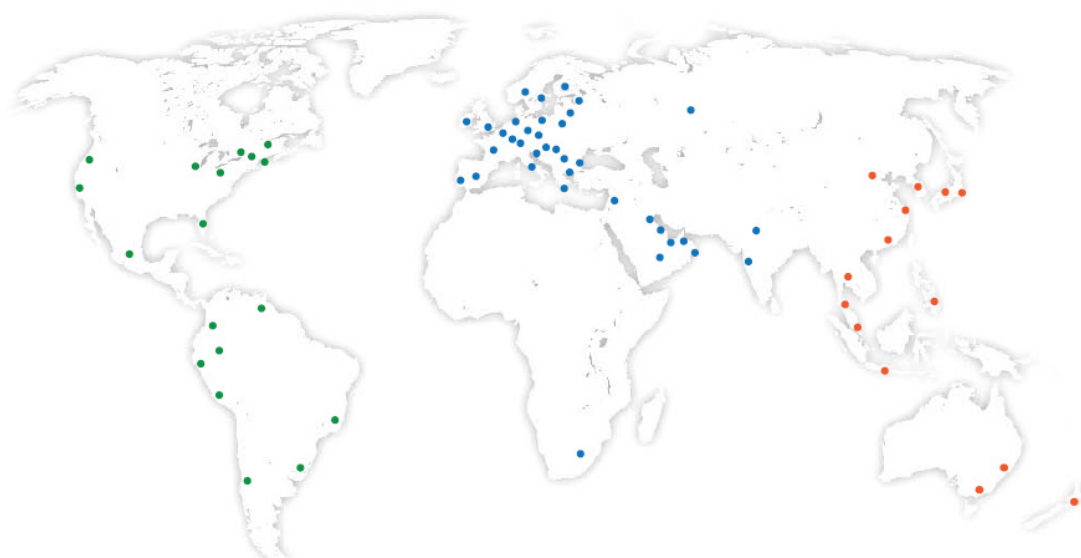
Resigning well is an art - and one in which few successful people are very well versed, because most people simply have not had cause to do it very often. But it must be done well if the candidate is to be able to make a clean break without giving existing employer the opening to slow things down - or worse yet reverse your recruit's recent decision. This is an area where we are experienced and happy to advise.

Post decision reinforcement

Often a huge amount of momentum and enthusiasm is built up during the recruitment process. Don't forget that personal contact immediately after getting a candidate's agreement to join is a very important factor in helping a smooth transition into your organization. The preferred candidate may have the required skills and track record, but you need a transition programme in place to help the comfortable integration into your company and the establishment of a new internal network. Help the appointed candidate start on the right track - their success will reflect on you.

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