



LIONSTEP

HOW TO: TAKE CARE OF SOURCED CANDIDATES

- LIONSTEP'S BEST PRACTICES
- GUIDE TO JOB INTERVIEWS

THE ULTIMATE GUIDE



PART 1



HOW TO TAKE CARE OF SOURCED CANDIDATES

A huge mistake we see in the recruiting landscape is that companies treat candidates from different acquisition channels the same.

You might think, “Isn’t it good to treat people equally?” Of course the general rule is yes. But when it comes to active vs. sourced (passive) candidates, it is really not the same.

All companies want to hire the best people, with the right skills and experience. They want talent that can provide real value to impact their success & growth. Hiring these superstars requires more work than just posting an opening online (through Indeed, CareerBuilder) or offline (newspaper, job boards).

The problem with these superstars is: they are not actively searching for a new job, which is why:

-  You must capture their attention: apply microtargeting through clear job profiling beforehand
-  The position must provide a real opportunity to them: communicate benefits more clearly

Candidate sourcing is different to the traditional recruiting approach, where you post an open position and wait for candidates to apply. You can’t assume that top candidates will knock on your door. Of course they might have some interest but it does not mean that their interest will increase or lead to an action. The shift towards a candidate driven market and the upcoming skill gaps are both driving the need for candidate sourcing.

ACTIVE CANDIDATES VS. SOURCED CANDIDATES

90% OF CANDIDATES ARE OPEN TO LEARN MORE ABOUT NEW OPPORTUNITIES, WHILE ONLY 36% OF CANDIDATES ARE ACTIVELY SEARCHING FOR A NEW JOB.

➔ This is good for recruiters, as it shows that everyone is happy to hear from them. The only question is how do you approach and treat this opportunity?

First, let's define the difference between active and sourced (passive) candidates, including their main characteristics.

ACTIVE CANDIDATES

These candidates are looking for a new job and actively apply to you.

- they are devoting time to find a new job
- once they decide to apply, they are already “sold” on the idea of the new job
- if obstacles come their way, they are more likely to persist

SOURCED (PASSIVE) CANDIDATES

These candidates are not looking for a new job, might be currently employed, but are generally open to new opportunities.

- they are moderately happy with their current position
- they might already be appreciated / compensated by a current employer
- they might not think about other opportunities to begin with (namely because they're too busy with their current position)



PERSONALIZED APPROACH

Our experience has shown that treating sourced candidates the same way you treat active candidates will decrease the chances of engaging them during the recruiting process and in turn not lead to a successful hire.

You can't just send a cold email and talk about a "great new opportunity". Instead, be specific in who you target and ensure that their profile fits to the qualifications required before contacting them.

You need to pay more attention to details and ideally micro-target potential candidates. Then, engage with them on a personal level by mentioning common experiences or interests to break the ice.

YOU MUST ATTRACT SOURCED CANDIDATES BY BEING ACTIVE & ATTENTIVE.
IT INVOLVES MARKETING & SALES THROUGHOUT.



COMMUNICATE BENEFITS CLEARLY

You can apply “storytelling” techniques to communicate with sourced candidates more personally and capture their interest. Think about what your target profile struggles with, what their intrinsic motivations might be and how your employer brand can help them fulfill their aspirations.

What is it exactly that your target profile is looking for in a job? Are these factors fulfilled in your job benefits? Are you devoting your employer brand to these factors?

Your communication needs to demonstrate empathy and understanding in order to emphasize the positive impact and success a candidate would have with the employer. Sourced candidates often want to know more about what it’s like to work for the employer. This uncertainty is a risk for them. That is why it is very important to talk about these insights.



REACT AND REPORT FASTER

A top candidate is off the market within 10 days. Providing feedback & showing active engagement is related with the employer brand. While some sourced candidates don’t feel an urgency if they are currently employed - they still value feedback. Even if you choose to hire another candidate, you should still provide this information in a polite manner and leave your door open for the future.

Research has shown that a lack of communication & feedback is a common complaint of candidates.

- 81% of job candidates say that communicating status updates to them would greatly improve the overall experience.
- 52% of job candidates cite lack of employer response as their biggest frustration.
- 75% of applicants never hear back from employers.

ARE YOU ATTRACTIVE AS AN EMPLOYER? ASK YOURSELF THESE QUESTIONS.

At [Lionstep](#), we share our candidate feedback with clients, showing them statistics on reasons why talent declines an offer. This transparency helps our clients, as they can adjust their job positions and benefits according to real market feedback.

A win-win for both candidate and company.



- Are you applying hiring analytics to evaluate your recruiting funnel and find out where your top performing employees come from?
- Are you analyzing your job requirements to create a detailed job description and job profiling? Do your candidates clearly understand what is expected from them?
- Can you find and recognize top sourced candidates?
- Is your recruiting process for engaging sourced candidates different from engaging active candidates?
- What could you change in your recruiting process to identify, assess, & recruit top talent effectively?
- What can you offer candidates that sets you apart from competitors? Differentiate yourself where possible and get creative.
- What would top candidates think about your recruiting process? Are they easily “sold” on your opportunity, or not? Do you provide feedback or do you “ghost” candidates?

PART 2

STRUCTURE JOB INTERVIEWS FOR SOURCED CANDIDATES

When structuring your interview process, you should keep a common structure while being flexible enough to choose specific questions on the spot, depending on the situation.

Here, we provide a step by step guide to transform your sourced candidate interviews into reliable, efficient and structured processes.



ONCE YOU ACTIVELY SOURCE CANDIDATES, YOU WILL NOTICE
A DIFFERENCE IN THE JOB INTERVIEW PROCESSES.



YOUR QUESTIONS ARE MORE SPECIFIC

You most probably know more about the candidate beforehand, since you contacted them after careful consideration & screening. Now is the time to really focus on details, and ask questions you can't find in a CV or questions that are too personal for an email exchange



THERE IS A LOT OF SALES INVOLVED

You most probably established that the candidate fits into the job profile. Now it's about finding out their motivations/goals to find out how this fits into the employer brand/job position. You might need to explain the work environment, the team involved and the company culture. Position this a unique opportunity that the candidate should not want to miss out on.

4 STEPS BEFORE YOU BEGIN THE INTERVIEW

1

DO A JOB ANALYSIS

IDENTIFY DUTIES AND QUALIFICATIONS —
MATCH SKILLS TO JOB TASKS.

Analyse the job profile and be specific. You're questions need to correlate to the job competencies and requirements, which are derived from the [job description](#). Create a list of must have and nice to have factors – then see how you can include these insights in your questions, while placing different weighting on each one.

- What are the profile requirements you couldn't find in the CV and should ask?
- What are the regular responsibilities?
- Is there opportunity for growth?
- How does this position fit within the organization?
- What does the team look like?



2

DETERMINE A GRADING SCALE

THE PRESENCE OF A GRADING SYSTEM IS VERY IMPORTANT TO ENSURE OBJECTIVE DECISIONS.

Create a specific scoring system with a range of acceptable-to unacceptable answers. This is necessary in order to compare different profiles for the same job position. To reach a consensus you must record the interpretations of the answers in the interview.

- How will you evaluate the candidates?
- What weighting do certain questions have?



3

IDENTIFY JOB SELLING POINTS

YOUR EMPLOYER MARKETING.

You will realize that sourced candidates need to feel convinced that your open position is a real opportunity. Analyze what selling points you can mention in the interview.

- Why should the candidate choose to work for you over other competitors?
- What are the growth possibilities this job offers: in terms of training/development, monetary benefits & team-related communities?
- If the interview is taking place online, then include videos & pictures of the work environment, team & building. Don't use stock images.
- If the interview is taking place in your office then include a tour and introduce them to your team.

4

PLAN YOUR FEEDBACK LOOP

EXPLAIN WHAT HAPPENS AFTER THE INTERVIEW AND PROVIDE A TIMELINE IF POSSIBLE.

Candidates expect professionalism and feedback if they take the effort to listen to your job opportunity. Know the exact details of when you can follow up with the candidate and how the news will be shared.

- Be fast in providing feedback because top talent is not available for a long time.
- If you're collaborating with other recruiters, include set processes on communication & hold someone accountable.



5 STEPS IN THE JOB INTERVIEW PROCESS

1

INTRODUCTION

DEMONSTRATE THAT YOU SPENT SOME TIME LOOKING THROUGH THEIR PROFILE AND ARE PREPARED.

To break the ice and create a positive atmosphere, you should start with introducing yourself to the candidate (shortly) and provide reasoning as to why you think they could be a good fit. It's important to make the conversation feel personal.



- Ask a straight-forward question whilst the candidate settles in, to help put them at ease, e.g. "how was your day/weekend" ?
- Introduction to yourself - keep this brief.
- Outline the structure of the interview & explain the approximate length.
- Address that there will be an opportunity for the candidate to ask any questions they have.
- Since you go through the requirements soon, the job details will be uncovered anyways.

2

PROFESSIONAL EXPERIENCE

TO ESTABLISH IF THE WORK BACKGROUND RELATES TO THE CURRENT JOB OPENING.

These questions are focused on the specific industry and specific job role. Ideally, the candidate is screened in advance and further questions are established beforehand. Don't ask questions that can be answered within the CV.

- (If any) Why are there gaps in the career path?
- What daily tasks are you (currently)/(have been) confronted with in your role?
- Accomplishment specific: what have you built/sold/developed that you are proud of?
- Motivation specific: which tasks do you enjoy most?
- Leadership position experience: how many people are in your team, are you reporting to?

3

PERSONALITY QUESTIONS

COMPANY / PERSONALITY FIT?

- Solution-oriented / self-confident, stress-resistant?
- How do you prefer to be managed? What do you find important to maintain healthy work relationships?
- What is the ideal working environment for you?
- What are your goals for the next few years?

MOTIVATION BASED QUESTIONS

WHAT ARE THE MOTIVATIONS?

- Why would you consider working for the company?
- What do you know about the company?
- Why is a job change being considered?

4

ADMINISTRATIVE QUESTIONS

FINAL INTEREST: NOW THAT ALL THE DETAILS ARE COVERED, IS THE CANDIDATE INTERESTED?

- Period of notice: When can you start working for the company?
- Monetary check: What are your salary expectations?
- If location change is required: Would you be open to move to XYZ?



5

FEEDBACK QUESTIONS

ALLOW ROOM FOR OPEN QUESTIONS FROM THE CANDIDATE TO IMPROVE PROCESSES.

If things are unclear you can think about correcting the job description for the future. Finally include some questions regarding the recruiting/sourcing process, such as:

- Has your perception of this job opportunity changed after our interview? If yes, how/why?
- What channel of communication do you prefer?
- How did you feel once we contacted you for the position? Is there any suggestion you can give on how we could improve the process?

THERE IS ALWAYS ROOM
FOR IMPROVEMENT.
ARE YOU ANALYZING YOUR
RECRUITING PROCESSES?



FEEDBACK QUESTIONS

LAST TIPS TO IDENTIFY WHETHER SOMETHING CAN BE
IMPROVED:

- The application process is very long and opaque.
- The selection process is disproportionately selective for the actual position (selecting a CEO would involve more detailed analysis than a junior position for example).
- The answers to the interview questions are just accepted and checked off, without any feedback.
- The interview is more a monologue than a dialogue.
- Questions are asked that have little or nothing to do with the job position.

ACTIVE SOURCING AS A SERVICE

USE LIONSTEP TO FIND YOUR NEXT CANDIDATE

If you have difficulties finding qualified talent or just simply want to expand your talentpool, we invite you to connect with our team today. Find out how Lionstep can support your recruiting process.

We have talked to over
15'000
candidates

We support over
500
customers







CONNECT NOW



LIONSTEP HELPS YOU SOURCE QUALIFIED AND INTERESTED CANDIDATES.

-  Targeted addressing of suitable talents
-  Personally vetted talents
-  Transparent processes thanks to advanced technology
-  Valuable statistics on candidate feedback
-  Innovative employer branding
-  Personal success manager
-  Global presence and cross-border sourcing

WE SUPPORT YOU IN THE FOLLOWING AREAS:

-  Marketing
-  Sales & Account Management
-  Technology Development & Data Science
-  Finance & Accounting
-  Management positions
-  and many more...

