

# THE RECRUITING EDGE:

## *Design with the End in Mind*

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**R**obert Hayes, Professor Emeritus at Harvard Business School, predicted in the 1990's that in the future design would be the competitive differentiator in the market place. In short, design is the essence of your company. It's how your company is presented to and perceived by the world. It's more than your marketing brand. It's the subjective connection consumers have to your products and services. It makes them want you . . . to the exclusion of others.

This connection can only come about when the image you present is understood and embraced by all members of your company. It permeates throughout all levels of the organization. Integrating the concept of design into all aspects of your company -- brand, product development, operations, recruiting and culture -- is crucial to maintaining this connection with your customers, and your workforce, especially in today's economic climate.

To maintain your market position, it is necessary to change with market forces. Have you considered how many of your "seasoned" workforce will be retiring over the next 3 to 5 years? Do you have a plan for how you will replace these roles and retain their knowledge? Are you thinking about new technology and how your organization will find and acquire the knowledge required to leverage its value? These are the kinds of workforce changes companies face today.

Your workforce -- the right workforce, that is -- plays an integral role in both short and long-term strategic plans. Given the current economic environment, it may seem counter-intuitive to consider outsourcing as a way to enhance and strengthen your design as a way to build and maintain the right workforce. However, a recent survey conducted by Deloitte Consulting LLP confirmed the effect of talent on growth by asking the participants to look back at which factors have contributed most to prior growth. High-quality employees (67%) outpaced strong leadership (46%), sound business strategy (44%), exceptional products (37%), right timing in the marketplace (33%), and proprietary technology (19%), along with a host of other business drivers. Adopting a design approach for your recruiting efforts will provide you with a broad-based plan for action and the desired payoff.

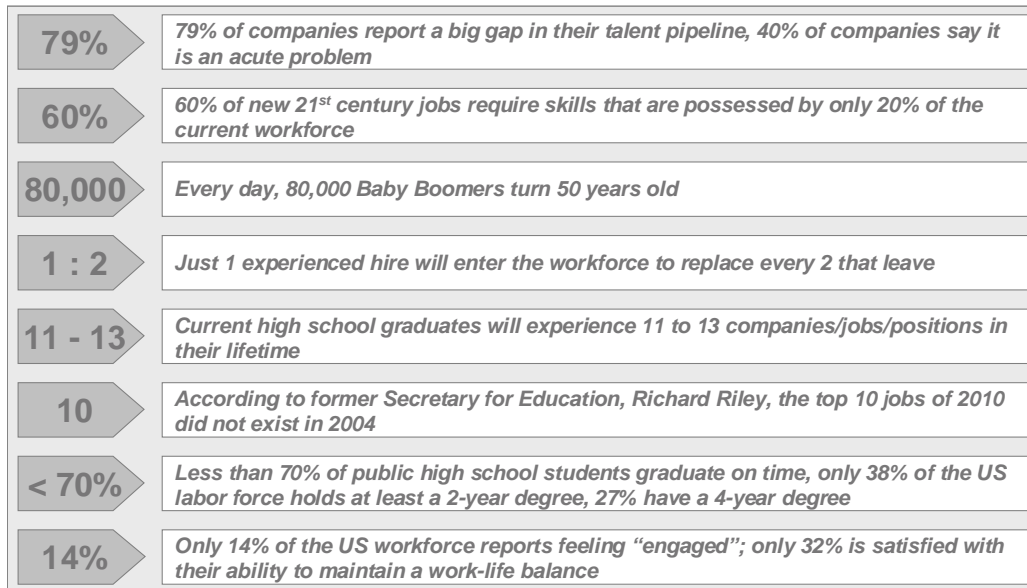
### ***Acquisition of the Right Workforce -- A Challenge that will Continue***

Companies face staggering odds in the quest for acquiring top talent. We know from the last recession that many of the jobs created with the explosion of the dot.com boom did not previously exist. Yet these jobs attracted both experienced corporate professionals looking to experience and capitalize on this new wave, and young technically savvy individuals at the start of their careers willing to work within undefined and changing work environments. But now the talent pool is dwindling. Boomers are leaving, and will continue to leave the workforce, in unprecedented numbers. Younger top-tier employees will

#### **CDI-Talent Management RPO Discussion Series**

This is the first in a series by CDI-Talent Management, exploring the potential of Recruitment Placement Outsourcing (RPO) in relation to workforce planning, essential elements of effective recruiting programs and effective staff retention, as well as other bold initiatives that best-in-class organizations should be considering.

continue to be motivated by opportunities and challenges other than attractive salaries alone. **Certain factors will continue to fuel the challenges ahead:**



Source: Deloitte, Hewitt, Lominger/Ulrich, Towers/Perrin, HR Institute, US Census, Today Show and Glumbert.com

The trend will only continue as new technologies are created and existing capabilities evolve. Whether it's the aging boomer deciding to remain in the workforce, the returning veteran looking for a new career opportunity, or the next generation of college and technical school graduates, the ability to find, acquire and develop these diverse pools of talent is paramount.

### ***An Outsourced Blueprint for Recruiting***

Recruitment Placement Outsourcing (RPO) can help your company bridge the gap between existing workforce planning goals and the changing market and regulatory dynamics of an evolving recruiting environment. When designing an end in mind recruiting approach, the ability to more effectively anticipate and leverage change is critical. A design that supports your company's objectives can benefit from outside industry expertise. Most companies today use contract workers as some part of their workforce. But do you know how best to leverage these workers and in what areas of your company? To what extent will a mixed workforce be effective? The workforce is changing and generational differences are growing more distinct.

What is the potential impact if your organization does not recognize this trend, and how can recruiting be used to help manage this issue? These are just some of the challenges a knowledgeable partner can help you address.

Whether it's recruiting for short-term project deliverables or longer-term strategic goals, partnering with the right RPO provider ensures the architectural integrity of the end in mind design is met. An outsourced solution provides your organization the opportunity to leverage your design and integrate it into your recruiting efforts. Your HR staff can focus on business objectives while your partner deploys its unique skills and discipline to deliver more targeted recruiting results. Why? Because a professional recruiting partner focuses 100% of its time on recruiting. It has a network of resources available and state-of-the-art tools that most organizations could not build in-house. The viability of this approach will be evident as your company is able to reach, assess, acquire and ultimately retain a greater share of top talent, today and in the years to come.

## ***The CDI Enterprise Recruiting Solution***

CDI is a global leader providing a variety of outsourced recruiting solutions. We have in-depth experience across a variety of industry sectors. We've seen first-hand how economic shifts, such as our current economic crisis, or regulatory changes, such as evolving immigration reform with its verification of citizenship status requirements, can present unanticipated challenges. And, we've also seen how these same developments can create unprecedented opportunities for many of our partners.

Our seasoned staff understands the consultative nature of the planning process. We partner with our clients to devise and execute plans that are embraced across all levels of the organization. Working closely with executive decision makers, management stakeholders and knowledge workers we create a process management approach that is at once manageable, scalable and sustainable.

CDI's proven methodology extends across enterprise-wide initiatives: performance and process improvement, budget, and management of permanent and contingent staff. We design and deliver solutions that best meet the specific requirements for short-term "mission critical" initiatives as well as longer term "strategic growth" objectives . . . we design with the end in mind.

Anticipating future challenges and opportunities are the trademarks of a market leader. To retain and maintain a leadership role as the economy begins its recovery your company needs to adopt a philosophy similar to the great hockey player, Wayne Gretzky. When asked the secret to his success, he replied "I skate to where the puck is going to be, not to where it's been."



CDI-Talent Management focuses on the project management of complex permanent placement, contingent workforce and enterprise-wide staffing cycle programs. With expertise encompassing virtually every industry, we improve a client's talent acquisition process -- from permanent placement projects to managed staffing engagements -- through three services lines: Professional Recruitment Outsourcing, Managed Services and Staffing.

*CDI-Talent Management is a division of CDI Corp. (NYSE:CDI) - a leading provider of global engineering and information technology outsourcing solutions and professional staffing.*

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