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POWER OF
OPPORTUNITY

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Catching Ghosts: Smart Strategies for Successful Recruitment



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Disclaimer:

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There Will Not Be Any References To Ghosts During This Presentation

**Catchy Titles Are Helpful in Getting Presentations Accepted at RSA **

Recruiting Is

Recruiting Is:

- Frustrating
- Time Consuming
- Inefficient
- Painful
- The Hardest Part of My Job

Recruiting Is Essential To My Success As An Information Security Leader

Why Information Security Recruitment Initiatives Fail

It Is A Futures Market

(Yesterday's Data Has Little Relevance)

Why Information Security Recruitment Initiatives Fail

- Competition
- Ineffective Leadership
- Internal Inefficiencies
- Poor Expectation Management
- Recruitment Knowledge / Capabilities
- Timing - Fake “Urgency”
- Compensation
- Talent Shortage

Economics 101: The Law of Supply and Demand

****It's A Sellers Market****

(And They Know It)

A Successful Recruitment Blueprint

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Fundamentals of Successful Recruitment

- Build Mindshare Through Collaboration and Data
- Understand Your Audience (The People You Want to Hire)
- Be Honest Regarding The Appeal of Your Role / Company
- Write “Winning” Job Descriptions
- Become the Recruitment Champion
- Follow Through

Laying The Foundation – Building Mindshare

- Understand the Players
- Educate Them With Real Data
- Deliver – Do What They Ask of You
- Sell – Get What You Need
- Hold Them Accountable

You Have The Rules.....
Now You Are Ready To Play The Game

Understanding Your Audience

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What Are Reasons Why You Would Change Jobs?

Motivations – Reasons For Job Change

- Professional Growth – Interesting Problems
- Increased Level of Responsibility (Job Title)
- Compensation
- Quality of Life – Flexibility
- Culture
- Mission
- Leadership
- More Talented Co-Workers
- Future Marketability

Understanding Your Audience

Why Would The People
You Want to Hire Think
Any Differently

(Aren't We All Wired Similarly)

Look Around The Room

Can You Win?

If So, How?

You Have To Know The Answer

Losing Recruitment Philosophies

“People Should Want To Work Here”

“We Have Tremendous Commitment”

“I Took A Pay Cut To Work Here”

“The Value of Our Stock Will Change Your Life”

“ We Are Like Google, Netflix, Amazon and Facebook”

****You Can Say This If You Are Google, Netflix, Amazon and Facebook.****

Herein Lies The Winning Formula

- Compensation – Salary, Benefits, Stock
- Quality of Life – Location, Commute, Work Hours, WFH
- Brand, Business, and Mission
- Technology
- Professional Development
- Title – Increased Responsibility
- Trust and Stability
- Interview Process

Thoughts.....

Let's Agree:

Employers Write Lousy Job Descriptions

Candidates Write Lousy Resumes

Bad Job Descriptions Contain The Following

- Titles
- Years of Experience Requirements
- Certifications and Education Requirements
- Skill Combinations That Do Not Exist
- Skill Combinations That You Cannot Afford
- Anything That Makes Qualified Candidates Lose Interest

Losing Job Descriptions:

Are Written With One Candidate in Mind

Winning Job Descriptions:

Are Written To Engage and Appeal To Many Possible
Qualified Candidates

Successful Job Descriptions

- Written As A Narrative – Not A Laundry List
- Understand the Intended Audience
- Are Written For The Purpose of Recruitment
- Are Naturally Thought Provoking
- Speak to both the “Present” and the “Future”
- Reflect the Compensation for the Role
- Simultaneously “Include” and “Eliminate”

Job Descriptions: Who Writes These Things (You Do!)

Evaluate Your Job Description

- Does It Generate Interest
- Does It Represent A Better Option For My **Likely** Candidate
- Can I Afford to “Recruit” This Person
- Is The Career Opportunity Clear

Evaluate Your Job Description

Based Solely On The Job Description:

Would I Have Been Interested

How Much \$\$\$ Would I Have Wanted

Becoming The Recruitment Champion

Building and Retaining a Talented and Loyal Team
Is The Primary Determining Factor of
Your Sustained Success
As An Information Security Leader

Becoming The Recruitment Champion

All Successful Information Security Programs
Include A Leader Who Is **Personally**
Involved and **Invested** In The Recruitment Process

Being The Recruitment Champion Includes

- Accepting Accountability
- Chief Architect of The Recruitment Process
- Accessibility and Involvement Through All Phases of Recruitment
- Embracing the Role of Top Salesperson
- Playing To Win

Ultimate Accountability and Decision Making

Everyone Should Have a “Voice”
But You Have The Final “Say”

(Remember Who Is Ultimately Accountable)

Chief Recruitment Architect (CRA)

- Define Principles for Hiring and Interviewing
- Create Clear Assessment Criteria
- Define Interviewer's Roles
- Eliminate Single Point of Failure
- Interviewing and Recruiting Part of Evaluation (Compensation)
- Candidate Feedback Needs to Be Defendable

Design A Successful Recruitment Process

- Consistent Interview Line-Up
- Create Scenarios
- Explore Thinking – Not Tools
- Simulate a “Day In The Life” (Interviews Are Not Natural)
- Allow and Encourage Questions
- Create a Comfortable Environment

Interview Design – Candidate Experience

Interviews Are Unnatural:
Provide The Candidate With Transparency

The Interview Is Not The End of The Recruitment Process

The Balance of Power Really Shifts

This is Where You Earn Your Money

What Personal Involvement Represents

- Authority
- Commitment
- Clarity and “Truth”
- Access
- Foundation for Future Relationship
- “Dress Rehearsal”

Candidate Experience Is Key

- Provide Timely Feedback – Good or Bad
- Take The Lead in Compensation Discussions
- Make Acceptable Offers
- Give Fair Time For Decision Making
- Engage Candidate During Decision Making Process
- Make It Difficult to Say “No!”

Apply Slide

- Determine If Your Current Recruitment Machine Is Working
- Meet with Necessary Partners to Brainstorm New Approaches
- Rethink Value Proposition – “How You Win”
- Review and Rewrite Job Descriptions
- Redesign The Recruitment Process

Become The Recruitment Champion!

Recruitment Equations - Conclusion

Better Recruitment = Better Talent

Better Talent = Better Program

Better Program = Better Security (Company Safer)

Company Safer = Greater Appreciation

Greater Appreciation = Greater Authority and Budget

Greater Authority and Greater Budget = Easier Recruitment

Continue The Discussion

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2:30 PM – Focus On – Moscone West – Room 2009

Case Studies and Question & Answer

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