



## Caution Ahead: The Danger of Making A Desperate Hire

Making a bad hire can cost you up to **100%** of the first year's compensation.

There's a phenomenon we're seeing in the current hiring market of leaders and managers hiring the wrong candidate without realizing it. The reason why is simple: they were feeling desperate.

They had a seat that needed to be filled—it was an important leadership role that had been vacant for weeks or months. They had lost out on candidate after candidate because the market was highly competitive. It's only human to feel desperate, right? So, you take a risk.

For most of the last year, there were about 2 jobs for every 1 unemployed person in America. The more competitive the market became, the more leverage each new hire had when looking for another job. Companies had to give in to candidate demands for

more money, better benefits, flexible work schedules and hybrid work environments. And even then, businesses still ran the risk of being outbid by another company. They also had to compete with companies that would hire faster.

The hiring process was forced to continue another day, week or month, and the field for top talent became so competitive that leaders and hiring managers started jumping at their second or third-best option and made an offer to a candidate without thoroughly vetting them or just settling for a "pretty good" hire. They didn't realize they were making the wrong hire until it was too late.





## ⚠ Dangers of making a desperate hire

When you make a desperate hire, especially if it is for a leadership role, you automatically lose productivity because you don't have the best-qualified leader for your team. You can also ruin client relationships, and it can start to affect the retention of other employees.

But, it doesn't just hurt your bottom line, though. It costs you time.

Make a desperate or high-risk hire now, and in 6-9 months you'll be back at it again looking for another person to fill that seat.

If right now you find yourself in a position where desperation and stress are starting to weigh you down, you're not in the right frame of mind to hire a leader worth following. It's not time. Go back to the drawing board and come back when you are energized.

If we could all do some pre-work first before making any hiring decisions, we might start to see a change in the market.

## Ⓜ Pause the hiring: Do this first

As a hiring manager, you want to be able to find the best leaders worth following for your business. It takes a lot of work, but once you develop that process, the benefit is that you can eliminate any chance of making the wrong hire.

**Here are steps you can take to ensure you aren't making a desperate hire:**

### Step 1.

#### Prioritize your hiring process

When you make a hire, how long does it take? Days, weeks, months? Everyone's busy—we get that—but nothing is more important than finding the right leader worth following for your business. So, you have to make hiring that leader your top priority. This means understanding what the role you need to fill is, and taking the time to invest in speaking with candidates.

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#### Do the pre-work

This is what you need to be most comfortable with before making any hire. This is the step where you take the time to truly understand the marketplace you're hiring for.

**Ask yourself these tough questions:**

- "What's the right salary range?"
- "How competitive is this role in the marketplace?"
- "What are the qualifications and background that we need?"
- "Am I asking too much of this role? Should this be divided into more than one role?"

Once you have that understanding of what you're looking for, the vetting process comes easy. You don't have to waste time reviewing the wrong candidates, and you don't have to worry about hiring the wrong one either.

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### Step 2.

#### Hire quickly

There's a distinct difference between acting fast and acting out of desperation.

Acting fast comes after you've done all of the other pre-work. You compile your list of qualifications, go out and attract the candidates that meet those 3-4 qualifications and begin the interview process. Have the candidate meet your team over 3-5 days. If it is everyone's top priority, you won't wait too long to extend the offer.

Make the offer quickly, and put a timeline on that offer. If they don't accept the offer, move on to the next candidate. Don't let this be a deterrent anymore. You've done all of the work and put yourself in front of uniquely qualified candidates. Now, you just have to execute.

### Step 3.



## ✓ Now that you are ready to hire

After you create this process and get the buy-in from your team, you are ready to look for a candidate to fill your position. Once you've done your pre-work and understand the candidates you need and how to avoid hiring out of desperation, there are a few things to look out for.

The job field is filled with different types of candidates. Handler's solution to hiring great leaders focuses on the "passive" candidate.

### Passive:

This is someone who is currently employed and not actively searching for a new job opportunity.

#### Pros:

- They are generally happy in their current roles.
- They are valuable assets to their current employers.
- They are proven leaders who can deliver any business an immediate ROI.

#### Cons:

- Corporate recruiters are not comfortable pursuing these candidates.
- Finding passive candidates can be a challenge. Since they aren't the ones reaching out to you, the responsibility falls on you to seek them out.
- Everyone wants a passive candidate. You are not the only person recruiting them.

There are three types of active job seekers:



Unemployed and actively looking



Employed but disconnected



Employed and actively looking

## 01. Unemployed and actively looking:

This could be someone who doesn't have a job currently. They are not employed and that could be because of many reasons.

### Pros:

- They could have been laid off and the reason they are looking has nothing to do with job performance. You can find someone who is qualified and excited to work for you.
- They may have quit a job to pursue another career opportunity, and you could be hitting the jackpot, but that's a big risk to take. That needs to be clearly explained in the initial candidate qualification interview.

### Cons:

- Hiring managers don't know the circumstances surrounding their departure.
- They may not have been "fired," but they may have been given the option to quit and take a severance package.
- They could fit your basic qualifications, but they were let go from a previous position because of poor performance.

## 02. Employed but disconnected:

These job candidates fall into the "**quiet quitter**," category which is used to describe an employee who is just doing what's necessary to get by and keep that job. They're unmotivated and not putting a priority on the job at hand.

### Pros:

- They might just be looking for another job because of a lack of engagement from their current employer and you could provide that for them.
- They don't have time to be an active job seeker.

### Cons:

- A quiet quitter won't come out and tell you that's what they were doing.
- This candidate may have a history of doing this and might just repeat the cycle.



### 03. Employed and actively looking:

According to a March 2022 report, **44% of employees are “job seekers” looking for a new job** or planning to move soon. These people could be high performers, but they are looking for another position.

**Pros:**

- Similar to passive candidates, they can be proven and valuable talent that is an asset to their current employer.

**Cons:**

- They could be someone who hops around from job to job, and you can't be certain that they won't use this position to leverage a better offer and start looking for another opportunity. Career stability is an important consideration.

It doesn't matter whether you hire an active job seeker or find a passive job candidate, if you understand what you are hiring for and have a clear process in place, you will significantly improve your recruiting success.

The only real way to stop making desperate hires is to not be desperate, and that's going to require strong leaders who are willing to step up to the challenge. At Handler, we let perseverance finish its work.