



Kay Cooper
www.kornferry.com

Strategic, Flexible and Effective: How Korn Ferry Helps Clients Map Short and Long-Term Talent Acquisition Journeys

By Kay Cooper, Managing Director, Korn Ferry EMEA RPO

Most talent acquisition professionals feel the tension between addressing short-term hiring needs with long-term goals. Despite best efforts to look into the future, the speed of technological advances and changing business priorities makes knowing what's going to happen next year – or sometimes even next month – extremely difficult.

At Korn Ferry, we understand our clients' needs to be agile and adaptable as their business evolves. Fortunately, our RPO and Professional Search teams are in a unique position to quickly and effectively meet these changing needs. We have the tools, the teams and the geographic reach to meet our clients where they are and where they need to be.

Take for example a life-sciences manufacturing client of ours. Our original charge was to plan for a total of 750 hires annually in several regions including North America, EMEA and APAC. As the company's business model changed and they began opening manufacturing plants in remote locations, those 750 hires turned into a need for 3,000 hires. Because of Korn Ferry's size, the experience of our teams and the fact that we have on-the-ground locations across the globe, we were able to be flexible in scaling and fulfilling the company's current hiring needs while still planning for the future. Today, we have 85 Korn Ferry team members across the

globe serving this client, up from the original count of 21.

We were able to do this in large part due to our total approach to talent acquisition. We can increase speed to hire by understanding the right mix of short-term contractors, gig workers and full-time employees who bring the right skills and experiences to meet current and future needs.

Our approach starts with a deep-dive into our clients' business imperatives. We remain in lockstep with both internal talent acquisition professionals and business leaders to create a total strategic workforce plan that has clearly defined goals, but one that can be amended as needs change.

To be effective serving both long and short-term needs, it's important to look at several aspects: the organization's strategic objectives and goals, in addition to the evolution of the industry as a whole and macro-economic trends that could impact both the business and hiring.

To address both current and future talent needs, we offer our clients an operational team that fulfills current and near-term hiring initiatives, and we also have a client services team that has a longer vision, analyzing future technology and business trends to plan for several years out.

Key to finding the right talent to fulfill our clients' needs is helping

them to create the right employer brand – what are the key cultural and operational attributes that will attract employees? We help clients solidify and live out a genuine employer brand with messaging and approaches to attract and retain the right people to achieve goals. This becomes increasingly important for companies that are working to attract millennial talent, as study after study shows that culture and sense of purpose are exceptionally important to this generation.

In addition to helping our clients define their own employer brand, we go to great lengths to ensure our own employer brand helps us attract and retain the best talent acquisition professionals in the business. A large part of our effort is to offer our own employees the tools and training they need to succeed. In our Talent Academy, our new hires go through a rigorous nine-week training and onboarding program. In many parts of the globe, it is a requirement for new joiners to speak at least one language besides their native language. This helps us quickly staff up for multi-country assignments.

We are fortunate in the fact that most of our clients rely on us for multi-year engagements, and we see tremendous efficiencies with this as we can quickly operationalize current hiring initiatives, and increasingly take time for long-term visioning on how to plan for both the expected and unexpected.