

Small Business Management ^{19e}

LAUNCHING AND GROWING ENTREPRENEURIAL VENTURES

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CHAPTER 20

Managing
Human Resources

Recruiting Personnel

The Need for Quality Employees

- Affects the **capability to service customer needs**.
- **Affects profitability**.
- **Payroll costs** affect firm's bottom line.
- Determines **long-term competitive potential**



Sources of Employees

Internet
recruiting

Walk-ins

Schools

Public employment
offices

Private employment
agencies

Executive
search firms

Employee
referrals

Help-wanted
advertising

Temporary help
agencies

What are pros and cons for each? Which have you tried? Which were most effective?

Video on [Maslow's in Action](#) (5 min)

Top Sources for Employers

- Job Boards
 - ZipRecruiter.com
 - Indeed.com
 - Monster.com
- LinkedIn
- Social Media
- College/University Alumni and Career Services
- Professional Associations

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Career Success - Its all about 5 things:

- What you know
- Who you know
- Who knows you
- How well they know you, and
- How well you nurture the relationship

Top Strategy for Employees

Career Success - Its all about 5 things:

- What you know
- Who you know
- Who knows you, and
- How well they know you
- How well you nurture the relationship

LinkedIn is the business networking platform

Free to join: <https://www.linkedin.com/>

Find a “Group” that interests you – Join it

- Visit the group daily to see posts
- Notice who is posting and on what topics
- Find a way to help/reply to someone’s post
 - Research to find a great resource
 - Share an experience/story
 - Ask questions – engage with the topic
- Reach out to the poster for an “informational interview”

LinkedIn

“Connect” with me, friends, associates, colleagues ...

Another way to use LinkedIn to make a connection to find a job ...

Hi [Name] I've been exploring opportunities in [industry/organization] and came across your profile as a leader in the space. Would you be open to a short 15-min phone call in the coming weeks?

Simple LinkedIn Strategy

1. Find and connect with 20 connections that align with your focus
2. Review who connected. Show-up and engage on the individuals' page x 2 in a week
3. Follow-up with a personalized message for a short intro call (get curious)
4. No response, show-up and engage again

Google (to find a job)

Type in: “Management Jobs”

The screenshot shows a Google search for "management jobs" in Walnut, CA. The search results are filtered by "Category" and "Type". The left sidebar lists several job results:

- Customer Service Management** by Key Point, West Covina, CA, via ZipRecruiter. Posted 1 day ago, Full-time.
- Entry Level Marketing - Entry Level Management** by Southern California Promotions Management, Chino Hills, CA, via ZipRecruiter. Posted 2 days ago, Full-time.
- HR Manager** by Randstad USA, Monrovia, CA, via CareerBuilder. Posted 23 hours ago, \$100K-110K a year.
- \$155K-\$165K/yr - Director of Facilities Management** by HBL EXECUTIVE SEARCH, Los Angeles, CA, via ZipRecruiter. Posted 7 hours ago, Full-time.
- \$35K-\$60K/yr - SPORTS FANS! MARKETING / SALES / ACCOUNT MANAGEMENT** by TMT Communications, Upland, CA, via ZipRecruiter.

The main content area displays the details for the "Customer Service Management" job from ZipRecruiter:

- ZipRecruiter**
- Posted 1 day ago, Full-time
- Role Description:** The role of the Customer Service Manager is to execute tactical objectives fulfilling The London Group commitment to superior customer care and a positive customer experience. The role will directly lead local personnel for improving Net Promoter Scores, managing service requests, cycle time and ensuring effective communication within the market on results and performance. Please note that this is an entry level position- you must learn all ends of our business operations before overseeing a team.
- Responsibilities:**
 - Build client relationships by providing exceptional customer service
 - Have a thorough understanding of all clients products and services and be able to educate clients on how our products and services would be beneficial to them
 - Acts as a Point of Contact for new and existing clients
 - Trouble shoot and problem solve client or member accounts and issues
 - Perform customer account maintenance requests from clients
 - Provide sound business advice and suggestions to...
- [READ MORE](#)
- Typical pay for this type of work** (with a help icon):
 - Glassdoor:** \$22.8k-45.7k per year, Customer Service Management, Based on local employers
 - Careerbuilder:** \$35k-104k per year, Director Of Customer Service (Management), Based on local employers
 - Payscale:** \$41.3k-55.5k per year, Customer Relationship Management (CRM) Application Administrator, Based on local employers

At the bottom, there is a toggle for "Turn on email alerts for this search".

Use Google (to post jobs)

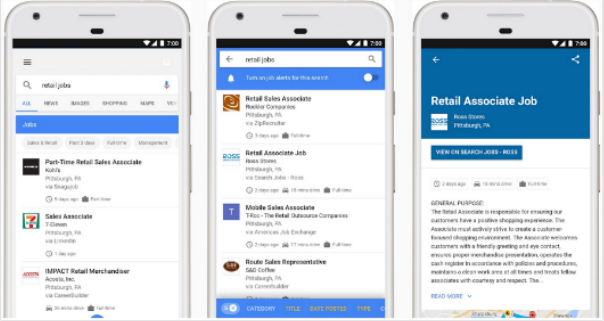
Source: <https://support.google.com/webmasters/answer/7388807>

Make your job postings findable with Google Search

Google Search helps users find jobs more effectively by organizing job postings from across the web into one place. This article describes how any organization can ensure their job postings are findable via Google Search.

Important: This feature is available only in the United States.

The following example shows how your job postings might appear in search results:



Note: We are constantly testing and improving Google Search. The current appearance in search results may look different from these static images.

How do I get my job postings found by Google?

Google Search can substantially increase the discoverability of your job postings - but only if the Google webcrawler can access them. There are two ways you can ensure that Google can find your job postings:

- **Direct integration with Google.** If your organization has a website, your job postings are published on that website, and you are able to edit the HTML of the job postings, you can use job posting structured data markup to directly integrate with Google.
- **Using a third party job site.** Any organization can ensure its job postings are indexed by Google by posting those jobs via a third party job site that has integrated with Google.

Direct integration with Google

Integrating directly with Google is the most reliable method for ensuring Google indexes your job postings. However, to directly integrate with Google, your organization must:

- Have a website
- Publish job postings on that website
- Be able to edit the HTML of the job postings

Help

- Are you on Google?
- Do you need an SEO?
- Steps to a Google-friendly site
- Follow our guidelines
- Remove information from Google
- Best practices for website testing with Google Search
- Make your job postings findable with Google Search**
- Enriched Search Results
- Flexible Sampling general guidance

Job Descriptions

Job Description (Duties)

- A **summary of the essential duties**
 - Aids in personnel **recruitment**
 - Helps employees **focus on their work**
 - Provides direction in **training**
 - Serves as the basis for **performance review**

Job Specification (Qualifications)

- A list of the **knowledge, skills and abilities needed**
 - Aids in selecting the most qualified job applicant.
- SO, how do we move beyond these? ...

Qualifications Brief

1. Specialty

- ❑ It is important that you identify the specialized knowledge, skills and abilities you have developed. Sources can be professional (occupational), educational (perhaps specialized research), or personal (volunteer work, hobbies, etc).
- ❑ Start a “Profile Folder” that contains paragraphs about what specific skills you possess.

2. Identify Potential Employers

- ❑ Once you have identified your specialization, and drafted numerous blurbs about your accomplishments, you will need to identify potential employers. You need to research which employers can benefit most by finding someone with your unique skill set. This means that you need to understand the type of contribution that is needed.

3. Cover Letter and Qualifications Brief

- ❑ This step involves targeting one company at a time, and developing a specifically-crafted cover letter and qualifications brief. Using information from Steps 1 and 2 above, you will be able to select the appropriate blurbs, and modify them to meet the needs of a particular company. The blurbs should be chosen based on your research – they should match with the dynamics and anticipated needs of that company. In this way, your contact with them is attempting to provide them with a specific solution to their particular needs.

Cover letter with 3 paragraphs:

- ❑ **Paragraph One - Contributions you can make:** Paragraph one should start by introducing yourself and highlighting a very brief summary of the key blurbs that you feel are most relevant to that company and job. Focus should be on the types of contributions that you can make, if you were given the chance. Be sure to highlight the experience and skills you bring that are relevant to that specific company, and explain why briefly.
- ❑ **Paragraph Two - Why you want to work for them, and only them:** Paragraph two should discuss briefly your rationale for wanting to work for this particular company. In other words, here you want to let them know why you want to work for them (and not their competitors). Your research will provide these points of differentiation. In combination with the first paragraph, this paragraph will provide evidence regarding the extent of research that you completed, and how well you understand how this company is unique and different than the others (and why this is preferable to you).
- ❑ **Paragraph Three - Next steps to take:** Paragraph three should move toward action. If this is an unsolicited approach (not in response to a stated company classified), then it will be helpful to end with a gentle offer for a follow-up meeting. It is appropriate to give your contact information. About three days after they receive the letter (cover letter and qualifications brief) you should follow-up with a phone call.

Company Talent Pool

For NEW Hires

It is used during the interview process. This form can move us well beyond the traditional resume. This form should be given to applicants during the later stage of the 1st interview process, with 30 minutes for completion:

- **Identify their insights** (or not) regarding what the company must do to be competitive,
- Do they **know how their job function contributes toward competitiveness.**
- **Identify key skills they possess** for the job,
- **Identify key skills that are NOT related to the job**, but that can contribute to the company.

On the web:

Go to my home page,

Click on "Entrepreneurship Resources",

Click on "Talent Pool" (under "Tools & Databases")

Qualifications Analysis Form	
Name: _____	Date: _____
Position/Title: _____	
Please describe what 5 things you think this company must do, and do well, to compete:	1: _____
	2: _____
	3: _____
	4: _____
	5: _____
Please describe how the job (you are applying for) contributes to the competitiveness of the company:	
What are the 5 most important skills you bring to your particular job (please describe each and explain how it is important to the job):	
1	
2	
3	
4	
5	
What are the 5 most important skills you bring to this company, that are NOT related to the job for which you are applying (please describe each skill [in terms of accomplishments] and explain how each might make contributions to the company):	
1	
2	
3	
4	
5	
Dr. Ralph F. Jagodka © 2009	

Direct link: http://instruction2.mtsac.edu/rjagodka/BUSM66_Course/Talent_Pool.htm

Company Talent Pool

Annually for all employees

This process can be tied to planning functions. This form can help us to probe our employees regarding company competitiveness, the relevant skills they possess that are not being utilized, and their opinion regarding needed change. Company planning efforts can focus on how the company competes, and align employee commitment toward achievement in those areas:

- **Identify their insights** (or not) regarding what the company must do to be competitive,
- **Identify their most important skills that are not being utilized** by the company (but that could, perhaps, make a significant contribution). This helps us to uncover “*hidden skills*”.
- **Identify things that need to change**, either because the rationale for doing them has become obsolete, or customers’ needs require the change.

Opportunity Review Form

Name: _____ Date: _____
Position/Title: _____

This form will help us to identify key skills within the company that can lead to opportunities for improved efficiency. It will also help to identify areas of potential change that need to be addressed.

Please describe what 5 things you think this company must do, and do well, to compete:	1:
	2:
	3:
	4:
	5:

What are the 5 most important skills you possess that are not currently being utilized by this company, whether or not they are related to your job duties (please describe each skill [in terms of accomplishments] and explain how each might make contributions to help this company compete):

1
2
3
4
5

Are there any procedures/functions that you think ought to be changed to reflect current conditions or customer demand?

1
2
3
4
5

Personality Types

1. Please answer the 46 items
2. Calculate your “**four letters**”

E S T J

Realists who are quick to make practical decisions.

1. Insurance sales agent
2. Pharmacist
3. Lawyer
4. Project manager
5. Judge

I S T J

Hard workers who value their responsibilities and commitments.

1. Auditor
2. Accountant
3. Chief financial officer
4. Web development engineer
5. Government employee

E S F J

Gregarious traditionalists motivated to help others.

1. Sales representative
2. Nurse/Healthcare worker
3. Social worker
4. PR account executive
5. Loan officer

I S F J

Modest and determined workers who enjoy helping others.

1. Dentist
2. Elementary school teacher
3. Librarian
4. Franchise owner
5. Customer service representative

E S T P

Pragmatists who love excitement and excel in a crisis.

1. Detective
2. Banker
3. Investor
4. Entertainment agent
5. Sports coach

I S T P

Straightforward and honest people who prefer action to conversation.

1. Civil engineer
2. Economist
3. Pilot
4. Data communications analyst
5. Emergency room physician

E S F P

Lively and playful people who value common sense.

1. Child welfare counselor
2. Primary care physician
3. Actor
4. Interior designer
5. Environmental scientist

I S F P

Warm and sensitive types who like to help people in tangible ways.

1. Fashion designer
2. Physical therapist
3. Massage therapist
4. Landscape architect
5. Storekeeper

E N T J

Natural leaders who are logical, analytical, and good strategic planners.

1. Executive
2. Lawyer
3. Market research analyst
4. Management/Business consultant
5. Venture capitalist

I N T J

Creative perfectionists who prefer to do things their own way.

1. Investment banker
2. Personal financial adviser
3. Software developer
4. Economist
5. Executive

E N F J

People-lovers who are energetic, articulate, and diplomatic.

1. Advertising executive
2. Public relations specialist
3. Corporate coach/Trainer
4. Sales manager
5. Employment specialist/HR professional

I N F J

Thoughtful, creative people driven by firm principles and personal integrity.

1. Therapist/Mental health counselor
2. Social worker
3. HR diversity manager
4. Organizational development consultant
5. Customer relations manager

E N T P

Enterprising creative people who enjoy new challenges.

1. Entrepreneur
2. Real estate developer
3. Advertising creative director
4. Marketing director
5. Politician/Political consultant

I N T P

Independent and creative problem-solvers.

1. Computer programmer/Software designer
2. Financial analyst
3. Architect
4. College professor
5. Economist

E N F P

Curious and confident creative types who see possibilities everywhere.

1. Journalist
2. Advertising creative director
3. Consultant
4. Restaurateur
5. Event planner

I N F P

Sensitive idealists motivated by their deeper personal values.

1. Graphic designer
2. Psychologist/Therapist
3. Writer/Editor
4. Physical therapist
5. HR development trainer

Personality Types

1. Please answer the 46 items
 2. Calculate your “**four letters**”
 3. Groups – “What did you think of the personality assessment?”
 - A. No cell phones or electronics
 4. Groups – one paper per group – List all names
 - A. Your group is managing a group of 16 workers – each represents a different personality type.
 - B. Develop activities for your meeting to ensure “perfect Participation by everyone” (Use verbal, written, & activities)
- Remember situational leadership? Coaching does work! [FILM](#)

Examples to consider:		
Activities (action)	Task Analysis	Icebreakers
Brainstorm	NLP - Mirroring	Polls
Non-Verbal	Verbal	Process Observer
Consensus	Delphi	Written Input Prior to mtg