Course Syllabus

Recruiting & Retaining Talent in Growth Companies
KIEI-927-5
Growth & Scaling track
Winter 2018

Professor

Jeff Hyman  jeff@strongsuit.com
(312) 919-2345  www.strongsuit.com

Course dates

January 8 – February 8, 2018
Monday & Thursday
10:30am to 12:00pm

Learning objectives

Ninety percent of business problems are actually recruiting problems in disguise. If you fill your company’s vacant positions with B-players, you’re playing with fire. Instead, hire Rockstars to build an organization with limitless potential. This course shows you how to find, hire, and keep the best of the best.

Students will learn the reliable ten-step method for landing the very best talent, based on data instead of gut feel. From sourcing and interviewing to closing and onboarding, we’ll examine how to attract winners like a magnet and avoid the mistakes that result in bad hires.

Assembling a team of driven and innovative Rockstars is the most powerful competitive advantage you can have in today’s ever-changing business world. This course will help you nail your numbers, impress your investors, and crush your competitors.

Why take this course?

1. One out of every two hires fails to meet the hiring manager’s expectations. Hiring outcomes at most companies approximate that of a coin toss.

2. 66% of growth-stage companies fail due to people problems. This course examines the root causes & identifies actionable solutions.
3. *The issue is universal, regardless of a company's sector, size, or funding.* According to The Conference Board’s recent Challenge Survey, CEO's identify attracting & retaining talent as their #1 concern.

4. *The War for Talent is on.* Many global markets are operating near full-employment. Learning the art and science of recruiting & retaining talent is no longer optional, in order to achieve business objectives.

5. *On a personal level, executives must differentiate themselves by becoming gifted talent scouts & recruiters.* This entails honing the ability to spot Rockstar talent, harness it, organize it, develop it, and retain it.

**Format**

This dynamic course combines three components:

1. **Ten 90-minute sessions:** combining lectures, engaging class discussions, and live discussions with high-profile speakers. Our guests include prominent venture capitalists, private equity investors, CEO's, and executive recruiters.

2. **CEO Project:** collaborate with classmates to solve an actual CEO's real-world dilemma regarding Talent.

3. **Personal Reflection:** students will examine a real-world Talent issue from their previous work experience, including its root causes and recommended solutions.

For our purposes, we define *Growth Companies* as privately-held businesses with (a) 50 or more employees, (b) revenues between $10M and $500M, and (c) the need for managers of managers & more clearly-defined roles

We will examine talent in the context of *three types* of Growth Companies: (a) high-growth: how to harness talent with a blank slate, (b) reigniting: turn around a failing organization with existing baggage, and (c) M&A: integrating cultures.

**Expectations**

*We're going old-school, so bring a pen & paper.*

During class hours, we'll use nothing with a screen – no phones, tablets, laptops. You may use them during breaks.

*Be ready.*

Each student will be called upon at least twice during the course, to share perspective & real-world examples.
Complete the reading.
Since we’ll discuss & challenge the reading assignments during each Session, ensure that they are completed prior to each class (e.g. Read the Session #1 assignments prior to our first class on January 8)

Course Outline

1. Mon January 8    Design the Scorecard
2. Thu January 11   Identify the company’s DNA
3. Wed* January 17  Invite candidates for a confidential conversation
4. Thu January 18   Tap into the best sources
5. Mon January 22   Predict success using structured interview questions
6. Thu January 25   Take final candidates for a Test Drive
7. Mon January 29   Reference the right way
8. Thu February 1   Make the offer they can’t refuse
9. Mon February 5   Get the first 30 days right
10. Thu February 8  Differentiate to get the most from employees

Reading
(to be completed in advance of each Session; books available on Amazon)

<table>
<thead>
<tr>
<th>Session #</th>
<th>Required</th>
<th>Strongly Recommended</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td><em>Recruit Rockstars</em> (Hyman) Chapter 1; StrongSuit.com/Podcast Episode 93, 117</td>
<td>tinyurl.com/lencioni5</td>
</tr>
<tr>
<td>2</td>
<td><em>Recruit Rockstars</em> (Hyman) Chapter 2; StrongSuit.com/Podcast Episode 122, 149</td>
<td>tinyurl.com/hiretrain</td>
</tr>
<tr>
<td>3</td>
<td><em>Recruit Rockstars</em> (Hyman) Chapter 3; StrongSuit.com/Podcast Episode 76, 129</td>
<td>tinyurl.com/jackcandor</td>
</tr>
<tr>
<td>4</td>
<td><em>Recruit Rockstars</em> (Hyman) Chapter 4; StrongSuit.com/Podcast Episode 121, 124</td>
<td><em>Work Rules</em> (Bock) Chapter 2-3</td>
</tr>
<tr>
<td>5</td>
<td><em>Recruit Rockstars</em> (Hyman) Chapter 5; StrongSuit.com/Podcast Episode 35</td>
<td><em>Work Rules</em> (Bock) Chapter 4-5</td>
</tr>
<tr>
<td>6</td>
<td><em>Recruit Rockstars</em> (Hyman) Chapter 6; StrongSuit.com/Podcast Episode 118</td>
<td><em>Work Rules</em> (Bock) Chapter 6-7</td>
</tr>
<tr>
<td>7</td>
<td><em>Recruit Rockstars</em> (Hyman) Chapter 7; StrongSuit.com/Podcast Episode 115</td>
<td><em>Work Rules</em> (Bock) Chapter 8-9</td>
</tr>
<tr>
<td>8</td>
<td><em>Recruit Rockstars</em> (Hyman) Chapter 8; StrongSuit.com/Podcast Episode 22, 95</td>
<td><em>Work Rules</em> (Bock) Chapter 10</td>
</tr>
<tr>
<td>9</td>
<td><em>Recruit Rockstars</em> (Hyman) Chapter 9; StrongSuit.com/Podcast Episode 39, 130</td>
<td>tinyurl.com/stevemanaging</td>
</tr>
<tr>
<td>10</td>
<td><em>Recruit Rockstars</em> (Hyman) Chapter 10; StrongSuit.com/Podcast Episode 25, 43</td>
<td>tinyurl.com/situationalleader</td>
</tr>
</tbody>
</table>
Grading

Grades are determined by the simple sum of four components:

Max 40 points: *The CEO Talent Challenge*

During Session #2, a leading CEO will visit the classroom to present a real-world issue regarding Talent, including the salient background facts. Students will be assigned teams of 4-5 & select a team name.

During the beginning of Session #10, each group will submit to the Professor & the CEO its detailed recommendations in writing. Maximum of 10 pages.

Max 20 points: Peer review of *The CEO Talent Challenge*

Each student will assess the contributions of his/her teammates by allocating a total of 100 points amongst them (i.e. Mary 60 points, John 30 points, Frank 10 points). Due in writing by end of Session #10. Allocation will be confidential & excludes the student submitting.

Max 20 points: *Personal Reflection*

Each student will prepare a paper, outlining a real world Talent-related issue faced in a previous employer/organization. S/he will example the root causes, implications, and recommended solutions. Maximum of 5 pages.

Max 20 points: Contribution to class discussion

Students will be scored based on the value of their class contributions, particularly when cold-called upon.

To remove subjectivity, the sum of each student’s grades will be sorted top-to-bottom at the end of the course and then assigned grades as following:

Top 45% of students A
Bottom 55% of students B or C

If you must miss a Session, please email Professor in advance (emergencies only, please) and make up the work. If you miss more than one Session, you will lose one letter grade for each class missed.
**Professor biography**

Jeff Hyman launched his recruiting career at Heidrick & Struggles and Spencer Stuart, the preeminent global executive search firms. Today, he’s Chief Talent Officer at Chicago-based Strong Suit Executive Search. Along the way, Jeff created four companies, backed by $50 million in venture capital. He is Adjunct Professor at Kellogg School of Management, author of *Recruit Rockstars* (Nov 2017, Lioncrest Publishing), and host of the five-star *Strong Suit Podcast*. Jeff has been featured by *Inc.*, *Fortune*, *Forbes*, *The Wall Street Journal*, CNBC, Bloomberg, and other media outlets. He holds a master’s degree from Kellogg School of Management and a bachelor’s degree from The Wharton School.

Detailed bio:
www.linkedin.com/in/jeffhyman