



How to make an offer a candidate will accept:

Having found the candidate of their dreams, too many companies fail to close the deal. If you are ambitious enough to try to attract the best candidates, then it is important to close them effectively on your position. Within the IT market the situation is even more intense, where the talent pools are extremely limited for the size and growth rates. Candidates are blessed with options; we frequently hear of individuals receiving three, and even four, job offers.

What factors determine whether or not the top candidate will accept your offer?

The Organization's Commitment

Many executives think financial compensation is the top factor in recruiting. But closing the deal is not just about money; it's also about demonstrating to candidates that the organization is committed to their success.

Keep things moving: After receiving CV's arrange first interview dates quickly, give feedback to candidates quickly, arrange second interviews quickly after the first. As each day goes by more and more of the best candidates are accepting other offers and lost.

Find out about any other opportunities a candidate is exploring, and where they are in other interview processes. They are often open to this as they know it can "increase their value" to your company, and you'll know what you're up against.

A personal show of commitment by the hiring manager is essential: By taking the time to share his or her passion about the company and the position with the candidate, by expressing a sincere interest in the project and the person, and by genuinely understanding the candidate's motivation, the manager can send a powerful message that the company cares.

The Job

In their desire to close the deal, many managers present only the positive aspects of the job. This is a mistake, for research shows that a realistic presentation of both the opportunities and the challenges of a prospective position results in higher offer-acceptance rates, better post-employment job satisfaction, and lower employee turnover.

Candidates want to decide for themselves whether they will be able to cope with the challenge they may face.



To communicate the positives, a successful hiring manager could borrow a page from John F. Kennedy's playbook and ask not only what the candidate can do for the job but what the job can do for the candidate -- and then take whatever steps are necessary to make sure the job holds that potential.

Managers should also clearly differentiate the opportunities at their firm from those of competitors. The value proposition might range from flexible job design and job rotation to nonfinancial benefits, advantages in the culture, and growth and development opportunities.

Compensation

Don't make cheeky, low offers to candidates. You can test the water, but anything too low can be offensive and will put them off (especially if they have high expectations).

Compensations is not all about money, it is also about the way a salary gets structured (benefits in relation to nett salary), benefits over and above the guaranteed portion like performance incentives, bonuses and share options.

Other things that companies are currently doing to secure top talent are offering flexi-time and 'work from home' opportunities.

To avoid your candidates getting counter offers:

1. **Find out at interview the real reasons driving and motivating a candidate** to talk to you. You can remind them of these reasons throughout the process when you need to. If it's monetary, it's likely they will accept a counter offer.
2. **Try and find out what motivates head-hunted candidates to consider a move also.** This can be tricky, but usually involves a change of direction, a wider leadership remit or a promotion. Increased salary shouldn't be a big driver for them.
3. **Talk to a candidate early on about the possibility of them being counter offered,** and how it might happen. If it does, the candidate will be able to say "they told me this could happen" and any flattery they feel will have been dented.
4. **Make paperwork turnaround a priority.** Send the offer letter the same day as the verbal offer if possible. The time between verbal offer/acceptance and dispatch of paperwork is often a danger zone, as candidates can receive other offers, change their mind and secure counter offers.
5. **Find out what the candidates company normally does when people resign.** You will then be able to better help them through any temptation they might have.
6. **Tell the candidate to call you straight after the resignation meeting.** Hearing a supportive voice, after what will be an unpleasant meeting, from the place they see their future will help keep their head in the right place.
7. **Use share options as a final negotiation tool.**



8. **Keep up communication especially post offer stage.** Regular emails and calls to keep a candidate up to speed with new initiatives, to ask their advice, or just to say 'hello', help keep them focussed during the notice period. A lunch organised before the start date further reinforces your investment in them and their investment in their future.

More top recruitment tips:

1. **Actively talk to prospective candidates** throughout the year, even if you don't have any vacancies. The very best talent doesn't often have to job hunt, but if they do, it's unlikely they are looking at exactly the same time you have a position to fill.
2. **Really understand the need that you want the ideal candidate to solve.** Knowing this will avoid great candidates slipping by.
3. **Write a really clear job description.** It will stop a candidate search going off course because the hiring manager has not specified clearly enough the skills needed for the position.
4. **Be passionate about your business.** If you aren't enthusiastic, you can't expect a stranger to the business to be.
5. **Outsource portions of your hiring process.** A Recruitment Agency can speed up your hiring process, by doing the candidate selection, screening, and on boarding process for you. They will cost money but save both time and administrative costs.