

# What Is And What Needs!

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**R**ecruiters often fall prey to the syndrome of hiring nothing short than the perfect talent. And, in their pursuit in bringing the best talent, recruiters either resort to excessive glorification of the responsibilities associated with a job role, or, create a stringent checklist of competencies that only a few candidates can measure up to. In the first case, on the candidate's end, more often than not, it leads to disappointment with the job or even attrition because of mismanaged expectations. Whereas, the latter may often result in a position not filling fast enough, with the hiring manager evaluating the candidate solely with the mindset of the minimum possible time span to make the employee productive at work. The idea of "the best fit" works only in a perfect universe. In reality, what talent specialists and hiring managers should focus on is getting the close fitment. They should work with an approach that bridges the gap between what is (available) and what needs to be (done).

## A recruiter's tryst

First and foremost, the recruiter must make attempts to identify any disconnects between the prospect's understanding of the job and the organisation's expectations from the role. The mistake that is often committed by the recruiters is in the superficial matching of the CVs with the JD or job description, both of which, in many cases may be exaggerated versions. It is necessary to be sure that the job description is not open to interpretation, is realistic, and contemporary in its tonality. He/she



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must take steps to ensure that the claims of the candidate are sufficiently validated through a strong background and reference check mechanism. He/she should also spend time to understand the candidate, without resorting to the one-size-fits-all formula. He/she must also be mindful

that what may work as a tool to hire a software architect would not work in hiring a data scientist.

The recruiter must create a persona of the ideal hire that allows the hiring manager to judge candidates with an open mind and recognize some of their intangible qualities like the ability to learn quickly, multi-task in crunch situations, etc. He/she must also be articulate about the core skills, mindset, and competencies that the hire would be required to perform adequately, rather than creating a box with a limited set of requirements. For example, a software coder may score 3 on the scale of 1-5 on technical competencies, but, may demonstrate exceptional learnability and potential to grow as compared to another candidate with a score just a notch high. So, who among the two is the better option? I would place my bet on traits such as attitude and cultural fitment rather than technical expertise alone.

Once the candidate is on-board, the recruiter must work in tandem with the hiring managers and the learning and development (L&D) function to identify the skill gaps (remember, there is nothing such as the 'best fit' until it is made so) and customize the training programmes. To reduce the productivity and learning curves, emulate academy-based learning modules, where there are comprehensive assessments of the recruit both prior to and post the training. This would enable success for the candidate in the new role, leading to better engagement and retention, and also drive higher business results for the organisation. 