

Cardinal Talent

Talent Newsletter April '09



Dear

We hope you've had a pleasant Easter break, enjoying time with family, friends or simply being out in the fresh air. Hopefully you saw some sunshine and had a little fun, like the lambs in this month's photo. Sometimes when our prospects look bleak, the chance of fun and enjoyment seems to diminish and we can often forget that laughter is a great tonic. Of course, your sides may be aching from a good dose of Bank Holiday chuckles, already. If so, that's great, and may I encourage you to carry on spreading your good humour and joy to all! Enjoy the spring weather and may we wish you a successful month ahead.

Our website www.cardinaltalent.com is designed to be a resource for both candidates and clients, so..

Candidates: do keep an eye on our website for new job opportunities and..

Clients: if you are looking to strengthen your organisation and are interested in any of March's profiles or any on our website from previous months, please note the reference and call me on +44(0)1484 687 587 or +44(0)7831 476818, or drop me a line to mel@cardinaltalent.com

Best wishes

Cardinal Talent Ltd

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Talent roundup

A **proven trainer and developer** including classroom instruction and on-the-job coaching. Successfully delivered in-country training to foreign students, setting syllabi and examinations. An adaptable manager, qualified in electrical engineering, with a track record in managing both manned operations and sales & marketing projects. Now enthusiastic to coach others to success in lean and continuous improvement.

Ref: PTAD0409

An **experienced purchasing/materials manager** with a successful and proven track record in the manufacturing sector. An excellent negotiator, planner and organiser experienced in project management. Computer literate with strong links in engineering design and marketing on redesign and projects.

Ref: EPMM0409

A **highly motivated** and robust **manufacturing professional** with a clear understanding and hands on experience of lean philosophies for process and business improvement. A successful change agent with excellent communication and people skills and a proven track record in senior manufacturing management and consultancy roles within the construction and automotive sectors.

Ref: HMMP0409

Landing the talent – a recruiter's view!

Recruitment is a complex process. Creating **rapport**, building **trust**, **negotiating** and **patience** are some of the skills needed by all parties concerned. Towards the end of the process, as events culminate in a crescendo of conversation a **deal** may be signalled. At this stage, once the **flow of relationship** gathers speed, it's easy to underestimate the effect of a **word out of place**, a slip of the pen or an injudicious piece of behaviour.

As the **broker** in many such deals, during the **final stages** of a recruitment, I often **feel** quite literally **helpless** and also a huge sense of **anti-climax**. After the thrill of the chase, then the thrust and parry of clients and candidates during the interview process, **activity levels** from my perspective **drop away**, and a tense period of **waiting** ensues. Client and chosen candidate **size** each other up, walking each other's patches, so to speak, looking at **what's on offer** and deciding whether or not to **tie the knot**.

Thankfully in many instances, my role changes subtly, and I'm seen as **neutral ground** by both parties, enabling perceived **"difficult or sticky"** issues to be broached to the opposite camp in **"safe mode"**. I'm delighted to be involved, not just for the **activity** or the **insight** of progress, but for the **privilage** such **trust** brings. However many times I witness this delicate and intricate part of the process, it's still **truly awesome** to be involved in helping two parties negotiate their way to a **successful business agreement**.

Surely, this is the **meat of the activity!** Here the **true character** of both parties is laid out for all involved to see. This is where the **nature** of the client organisation and the client is revealed. Is the **client** prepared to make an offer? Is the **candidate** prepared to receive one? These may sound like simplistic, almost silly questions but often, for quite sinister reasons, I see clients and candidates **unprepared** for the **"offering"** process.

Taking the **client** and the **pragmatic** approach first. I'm always relieved to see a smooth, well-oiled offering process in place, witnessed with a **well-written**, **comprehensive** and **coherent written offer** and appendices as required.

A **manufacturing professional** with a comprehensive **lean skill set** and the ability to effectively manage change in the workplace. A proven track record in continuous improvement in automotive, aerospace, plastic injection moulding and general assembly environments. Excellent communication, leadership and people management skills and working towards a post graduate Fellowship in Manufacturing Management.

Ref: MPLSS0409

Short term, high impact interventions from experienced professionals – without the financial outlay!

Are you interested or know of anyone who may be?

Then please don't hesitate to contact me on
+44(0)1484 687 587 or +44(0)7831 467

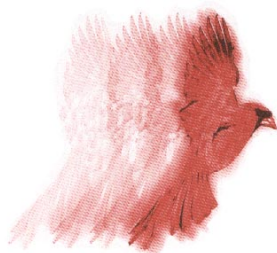
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Or drop me a line to

mel@cardinaltalent.com

In next month's issue:

May's **Talent roundup**



Mel Armstrong is a coach & recruiter of business leaders. A degree qualified metallurgist and Chartered Engineer, with a post graduate Fellowship in Manufacturing Management, her main areas of interest are developing self awareness in business leaders and manufacturing and business improvement. She works closely with a number of private clients providing business support through recruitment, transition coaching, outplacement, psychometric assessment and career development.

More than this, however, I'm greatly relieved to discover the **client** has thought through the **offering process**, evaluating how to **engage** and **interest** the candidate appropriately, for instance which conversations to have and when. I'm also pleased when **boundaries** are clearly **in place** and the client is **confident** and knows what he/she wants from the offering process. Should there not be a **well-trodden** offering process in place, in the case of a growing or new business, then the client can compensate by being **thoughtful** and **considerate** towards the candidate, learning as he/she goes, developing sensible policy **"on the hoof"**.

It's worth noting that although some may regard the **current market conditions** as being on the side of the **buyer**, there is no excuse for **discouraging** a hard-won candidate through **unprofessionalism**. Recruitment is an **expensive** and **time-consuming** business for all concerned, and having more than one shot at it might be considered **wasteful**, especially now!

Candidates must bear **responsibility** too, for their part in the offering process. "Perfect" candidates mirror the behaviours described above: **engaging** with the client, going the **extra mile**, being **clear** about what they want, being **honest** and **professional** at all times. I'm delighted when candidates appraise me of progress at **key stages** and keep me informed until a **conclusion** is reached, be that successful or otherwise.

Some years ago, I had the pleasure of meeting an **interesting** lady who was considering founding a **marriage bureau**. We concluded our interests were in **similar territory** i.e. that of **bringing together** complete **strangers** through an arranged and structured introduction, observing the **outcome** of first and, perhaps, second meetings through **feedback** from both parties, finally assisting in the **brokering** of a **relationship** for **collaborative** purposes. In her case, **personal relationships** - in mine, those of the **workplace**...

An awesome perspective on recruitment, so if you're considering it, be prepared!

Fellows from FMM84

Invite people looking to effect change in their organisation to an

Open Day

to be held at
Cranfield University on 29th April 2009

The day will consist of a presentation about the Fellowship, individual presentations about two day projects carried out by the Fellows, and your chance to have informal interviews with high calibre individuals looking to use their skills in your organisations.

For more information contact
Paul Humphreys on
07825 618291 or p.a.humphreys@cranfield.ac.uk