



# TOOLS FOR TAPPING INTO TALENT

A recruitment training resource



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Developed by Top Drawer Consultants in 2002, and updated in January 2006 with assistance from Jacqui Barratt, RCSA.

Cartoon by Bob Kerr

We would like to thank the numerous recruitment consultants who have shared their ideas, experiences and suggestions through our market research and through participating in workshops.

## **Module Three:** **Managing clients who want to discriminate**

### **Objective of this module:**

- To equip participants with strategies they can use with clients who want to act in a way that discriminates, either intentionally or unintentionally.
- To explore when it is most appropriate to use these strategies.
- To enable participants to reflect on situations they have encountered where clients have wanted to discriminate.

### **Equipment you will need**

- Copies of Exercises 4 and 5 for each participant.

### **Useful preparation for the facilitator**

Familiarise yourself with the scenarios in Exercise 5. You may want to take out any that are not relevant to your industry, and add in others that you know have happened in your industry in the past. If you are adding more, take care to ensure that participants cannot identify the individuals involved.

### **Useful tips for the facilitator**

Your role is to get people to start thinking about the issues. It is not to make everyone think in the same way.

Encourage people to share the strategies they have found useful in the past. Ask them to be quite specific about what they said or did.

Avoid telling people that what they did or said was wrong, although you may need to alert them to any potential risks associated with the strategy they have described. If needed, help them identify other possible strategies for use in the future.

Encourage people to identify situations they have found difficult in the past, and ask the group to work together to come up with possible solutions.

### **Time required**

Thirty minutes. People may want to take longer discussing the answers if you have more time available.

## Facilitator's session guide

### Introduction (2 minutes)

- Present the following:
  - ☞ There will be times when employers will want to discriminate. Sometimes this will be intentional. Sometimes they will not be aware of what they are doing. This session is about exploring what you can do if this happens. It is rare for there to be only one right answer. People need to select the strategy that suits the situation, the people involved and their own personal style.

### Strategies for managing clients who want to discriminate (10 minutes)

- ☞ Give each participant a copy of Exercise 4.
- Present the following:
  - ☞ The worksheet contains a range of strategies that recruitment professionals have used in these types of situations.
  - ☞ This is often about using a good "one liner". Encourage participants to take note of any good "one liners" that others have used and that they could possibly use themselves.
- Ask them to work in groups of two or three for 5 minutes to complete the worksheet.
- Ask the full group:
  - ? Which of these strategies are particularly useful in our industry.
  - ? Are there other strategies that belong on this list.

### Applying the strategies (18 minutes)

- ☞ Give each participant a copy of Exercise 5.
- Present the following:
  - ☞ All of these situations come from actual situations that recruitment consultants have experienced.
- Ask them to work in small groups for 10 minutes to identify how they would respond if they encountered these situations.
- In the full group, **either** go through each of the scenarios and compare answers, **or** ask participants to identify the scenarios they are most interested in hearing other people's views on.

## Exercise 4

So they want to discriminate...what can I do?

Possible strategies	Yes, I already use this strategy	I could possibly try this strategy	This strategy is not for me
<p><b>Humour</b> e.g. "I must remember to bring my walking stick next time."</p>			
<p><b>Identify the issue behind the attitude</b> e.g. The employer is saying they need someone who can travel, not that they can't employ a woman with a family.</p>			
<p><b>Focus on the skills</b> e.g. "It seems to me that you are looking for someone with the skills to communicate effectively, rather than it necessarily being someone who has English as their first language."</p>			
<p><b>Reflect back what they are saying</b> e.g. "Are you telling me that you don't want to employ anyone who isn't white?"</p>			
<p><b>Rational argument</b> e.g. "If you get all the same people, you may get all of the same strengths and weaknesses and people who want to resign after a similar period of time".</p>			
<p><b>Understand where the request is coming from</b> e.g. The client has just stated they must have a woman in this role. Ask them to explain why it is so important to have a woman in this role? This ensures you understand where the client is coming from and can address their concerns appropriately.</p>			

Possible strategies	Yes, I already use this strategy	I could possibly try this strategy	This strategy is not for me
<p><b>Experience</b> e.g. "I hear what you are saying however I have worked with a number of clients who have had a positive experience recruiting a diverse workforce. For example ..."</p>			
<p><b>Focus on competencies</b> e.g. "At the end of the day the key ingredient is attracting the best person for your organisation so you get the desired results. To do this given the market position we need to stay focused on the core competencies and keep an open mind as to the background of the individual we attract."</p>			
<p><b>Remind them of what the competition is doing</b> e.g. "The firm down the road has found it very useful to ..."</p>			
<p><b>Sell the advantages</b> e.g. "This person may have the skills you need to tap into the Asian market."</p>			
<p><b>Remind them of the legal risk</b> e.g. "We need to remember that it is against the Human Rights Act to discriminate in that way."</p>			
<p><b>Deflection</b> e.g. "This is a candidate-short market. Why don't we see who we can get?"</p>			

Possible strategies	Yes, I already use this strategy	I could possibly try this strategy	This strategy is not for me
<p><b>Pointing out the exceptions</b> e.g. "Not all women have children."</p>			
<p><b>Embarrassment</b> e.g. "I am surprised that a person of your ability and standing would think that."</p>			
<p><b>Are there others you can think of?</b></p> <p>1.</p> <p>2.</p> <p>3.</p>			





