

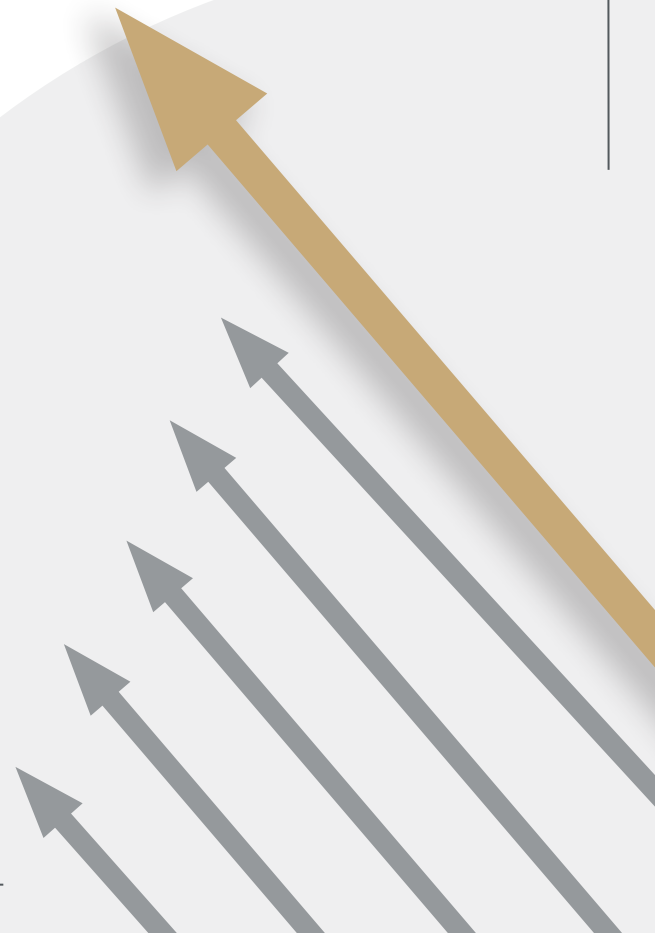


PART
1

C12
GROUP®

CONTENDING FOR TALENT

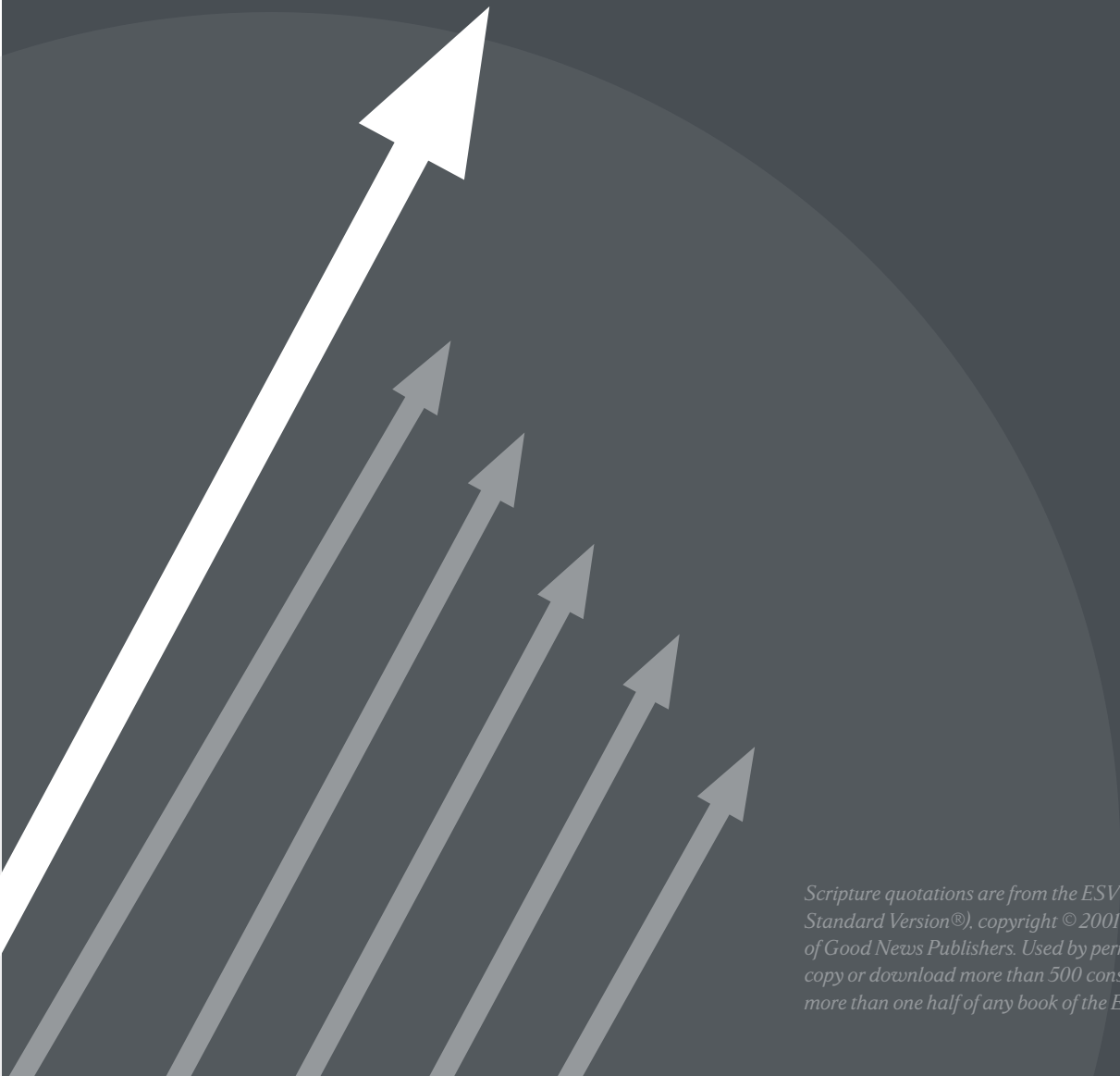
GAIN THE
EDGE WITH
CREATIVE
SOURCING





© 2019 THE C12 GROUP, LLC.

All content is copyrighted and may not be duplicated or distributed in any way without written permission from The C12 Group, LLC.

A decorative graphic consisting of five arrows pointing upwards and to the right. The top arrow is white, while the four arrows below it are in shades of gray, creating a sense of depth and movement. The arrows are set against a dark gray background with a large, semi-transparent circular shape behind them.

Scripture quotations are from the ESV® Bible (The Holy Bible, English Standard Version®), copyright © 2001 by Crossway, a publishing ministry of Good News Publishers. Used by permission. All rights reserved. May not copy or download more than 500 consecutive verses of the ESV Bible or more than one half of any book of the ESV Bible.

TABLE OF CONTENTS


1. Create an Attractive Culture	5
2. Enhance & Promote Your Brand	11
3. Recruit from Untapped Talent Pools	17





Shortages of talent and skill are widespread—a universally acknowledged problem expected to last for the next several years. Often referred to as the **“war for talent,” today’s competitive recruitment climate makes it more critical than ever to provide a workplace that attracts and retains talent.** The shortage accentuates both the risks *and* rewards for employers with effective talent management.

We all know constraints can be leveraged to breed innovation. Today’s constrained labor markets create a powerful opportunity for us to stand out in the marketplace. Leaders who operate out of a stewardship mindset, viewing people through the lens of the gospel, have a tremendous advantage in a marketplace hungry for purpose, significance, love, authenticity, relevance, and integrity.¹

In a recent study, Deloitte and Bersin identified several **best practices for talent acquisition in high-performing organizations:**²

-  **use workplace values as a basis for hiring**

-  **focus on steadily improving the candidate’s experience**

-  **actively seek nontraditional talent sources**

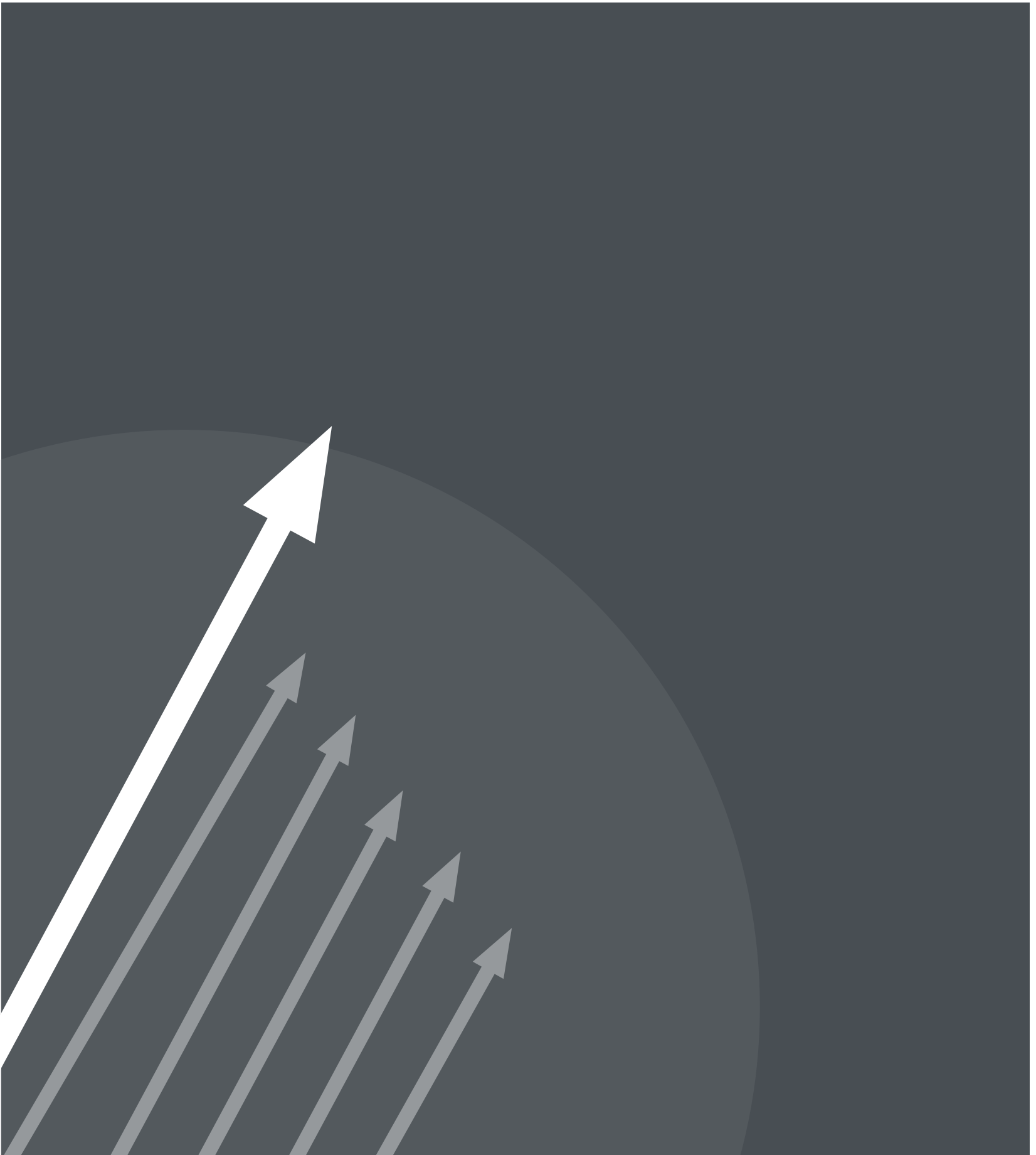
As we endeavor to be employers of choice for applicants, we can overcome talent constraints by creating an attractive culture, enhancing and promoting our unique brand, and recruiting from nontraditional talent pools.

¹ Consider the research summarized at [FirmsofEndearment.com](https://www.firmsofendearment.com) on how purpose-driven companies outperformed even “Good to Great” index companies.
² Deloitte and Bersin, “Six Key Insights to Put Talent Acquisition at the Center of Business Strategy and Execution,” Ackermann International, January 17, 2018, <https://www.ackermanninternational.com/en/six-key-insights-put-talent-acquisition-center-business-strategy-execution-deloittes-bersin/>.



1

Create an Attractive Culture

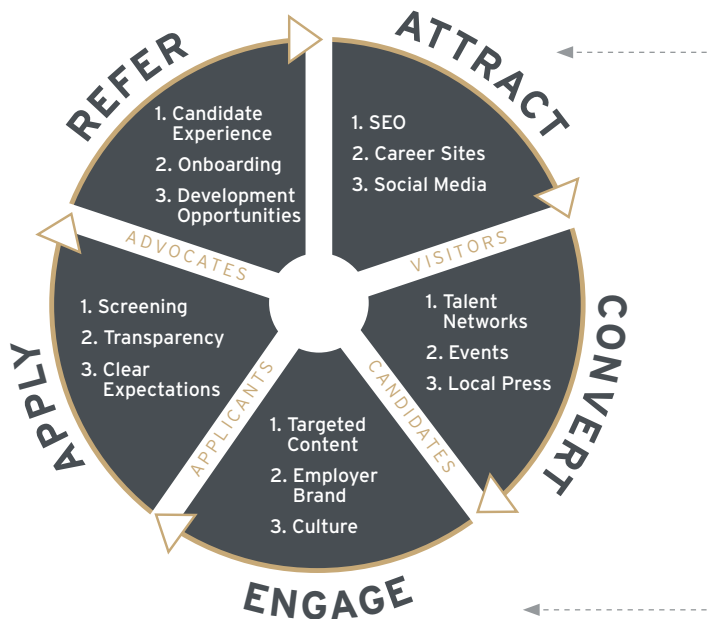


A TENSION TO MANAGE

Do you have a pipeline of candidates to support your pipeline of sales? Only 15% of global business leaders surveyed in 2018 believe their companies do an excellent job cultivating and monitoring long-term relationships with potential future talent sources.³ Waiting to attract talent until there is a position to fill is a reactive posture that could result in rushed decisions and a hiring compromise.

From season to season, as we fill current organizational gaps, new gaps will develop. For the diligent steward of talent-dependent organizations, a continuous life cycle of talent acquisition resembles disciplines for customer acquisition.

TALENT ACQUISITION LIFE CYCLE



In this e-book, we discuss strategies to attract and engage candidates.

Our subsequent e-book addresses how to increase employee engagement and retention through development.

³ Michael Stephan, David Brown, and Robin Erickson, "Talent acquisition: Enter the cognitive recruiter," February 28, 2017, <https://www2.deloitte.com/us/en/insights/focus/human-capital-trends/2017/predictive-hiring-talent-acquisition.html>.









We risk averting talent when we lack awareness about hopes and needs regarding compensation, management, and working conditions. Conversely, knowing the culture and benefits our ideal candidates are looking for can help us become a company that offers what people want, retains top talent, and keeps that talent engaged.

**KEY REASONS TOP PERFORMERS
LEAVE ORGANIZATIONS:**



VS

**QUALITIES THAT
ATTRACT TOP PERFORMERS:**

-  **CLEAR MISSION, VISION, & CORE VALUES⁶**
-  **ATTRACTIVE CULTURE & BRAND**
-  **COMPETITIVE PAY & BENEFITS**
-  **OPPORTUNITIES FOR GROWTH & DEVELOPMENT**
-  **TRANSPARENT HIRING & ONBOARDING PROCESS**
-  **ROBUST IDEAL-CANDIDATE PROFILES WITH CLEARLY DEFINED ROLES**

⁴ Tom Nolan, "The No. 1 Employee Benefit That No One's Talking About," accessed September 24, 2019, <https://www.gallup.com/workplace/232955/no-employee-benefit-no-one-talking.aspx>.

⁵ Universum, "Employer Branding Now 2018: A definitive guide to the state of global employer brand management in 2018," <https://universumglobal.com/employer-branding-now-2018/>.

⁶ Simon Sinek's principle of powerful brands for consumers is also true for employer brands and talent acquisition. Simon Sinek, *Start with Why: How Great Leaders Inspire Everyone to Take Action* (Nashville: Portfolio/Westbow Press, 2009).



Mark Miller, Chick-fil-A executive and author of *Talent Magnet*, emphasizes employers must communicate the following three value propositions early and effectively in the talent attraction process.⁷

TOP TALENT MAGNETS



BETTER BOSS



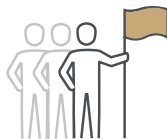
Present, caring,
engaged, leads well

BRIGHTER FUTURE



Champions growth,
provides challenge,
promotes opportunity

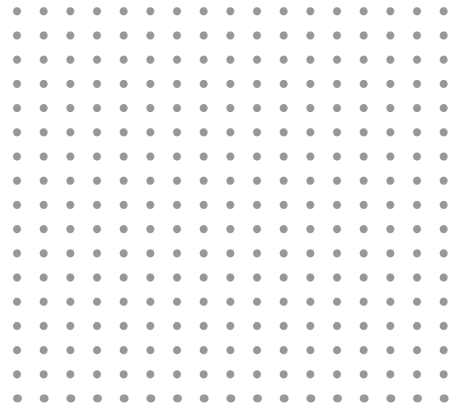
BIGGER VISION



Ensures alignment,
fosters connection,
celebrates impact

⁷ Mark Miller, *Talent Magnet: How to Attract and Keep the Best People* (Oakland: Berrett-Koehler Publishers, 2018), and Donald Miller, *Building a StoryBrand: Clarify Your Message So Customers Will Listen* (Nashville: Thomas Nelson Publishers, 2017).

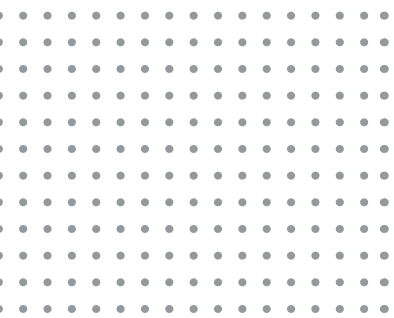




*“Top performers don’t stay
on the market for long.
If you don’t hire them,
someone else will.”*

JORGE CHAVEZ

**C12 MEMBER AND PRESIDENT OF
TOPAZ SALES CONSULTING**

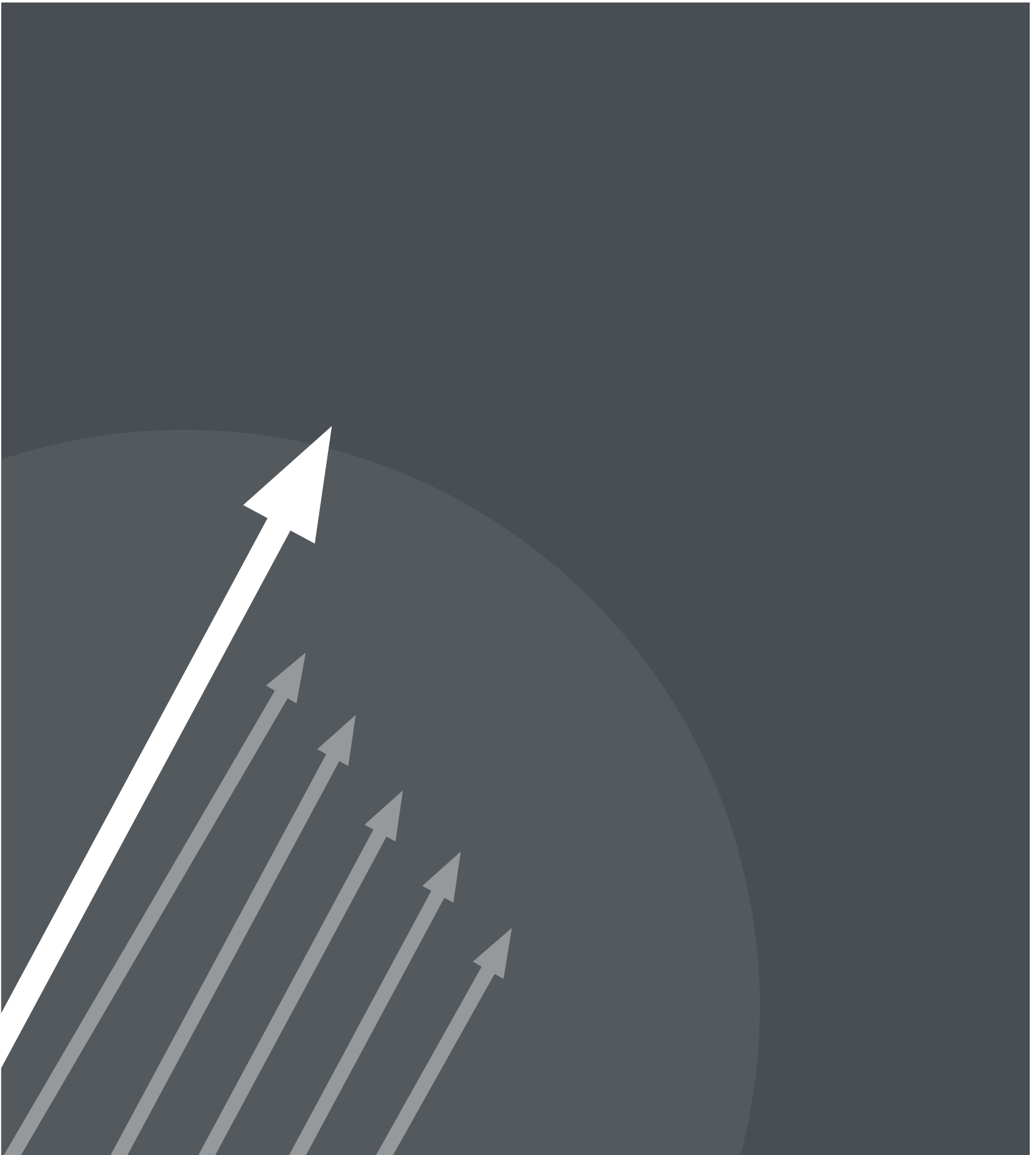




2

Enhance & Promote Your Brand

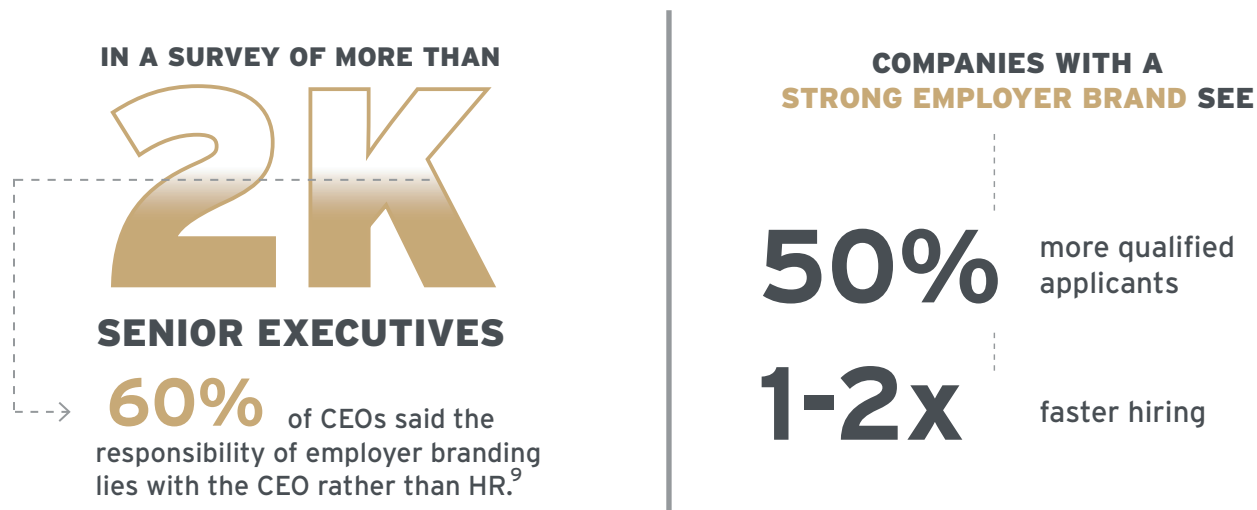




A brand is much more than a logo, color palette, and font collection. Brand perception creates an emotional connection to customers, vendors, and employees. Their experience with a brand fosters trust, advocacy, and loyalty.

We may be tempted to minimize branding as the mysterious, touchy-feely stuff of marketing departments. But whether we realize it or not, we all believe branding is important—and not just for generating B2C sales.

Employer brand denotes an organization's reputation as an employer, and it became a major focus of activity between 2004 and 2008 in response to the growing competition for talent.⁸



⁸ Richard Mosley, "CEOs Need to Pay Attention to Employer Branding," May 11, 2015, <https://hbr.org/2015/05/ceos-need-to-pay-attention-to-employer-branding>.

⁹ Karolina Piwec, "40+ employer branding statistics every recruiter should know," November 15, 2017, <https://devskiller.com/employer-branding-stats-recruiters/>.

Each organization must consistently consider how to position itself as an attractive place to work by communicating a clear and compelling Employee Value Proposition, defining key benefits offered.¹⁰ **A highly visible employer brand and positive reputation increases the likelihood that our company appears on the right candidate's radar and inspires him or her to want to work for us.**

The content we share through our web presence and social media channels should promote who we are and what it's like to work for our companies.

Content is more powerful when it highlights more than our products, such as employee testimonials, leadership profiles, virtual tours, webinars, corporate programs, and major company news.¹¹ Most companies have on their home pages a clearly marked tab labeled *Job Openings*, *Employment*, or *Career Opportunities*. To boost engagement, prominently feature open positions on your home page or in targeted blog posts that clearly communicate the distinctives of your employer brand.¹²



Additionally, astute prospects often reference external sources like Glassdoor¹³ or Google reviews for firsthand feedback regarding culture and development opportunities. We can also strengthen credibility by applying for recognition as a top employer or “best place to work” by local business journals and outside evaluative organizations such as Best Christian Workplaces Institute, a C12 Strategic Partner.

¹⁰ Mosley, “CEOs Need to Pay Attention to Employer Branding.”

¹¹ Crystal Miller Lay, “Say Something: Using Branding & Social Recruiting to Improve Candidate Experience for SHRM Talent Management 2015,” April 29, 2015, slide 26, <https://www.slideshare.net/theonecrystal/say-something-usingbranding-social-recruiting-to-improve-candidate-experience>.

¹² Marit Martin, “10 Creative Ways To Source More Candidates,” November 21, 2017, <https://hundred5.com/blog/11-innovative-ways-how-we-source-top-candidates>.

¹³ Glassdoor is a website where employees and former employees anonymously review companies and their management. <https://www.glassdoor.com/Reviews/index.htm>.

It's also important that we be transparent and up-front about the culture of our companies and in our ideal-candidate profiles (job specifications and descriptions, etc.) of our open positions before interviews ever take place. With well-written job postings that highlight who we are, what we believe, and our core values, we can draw in the right candidates: those who align with our purpose.

Annual surveys consistently demonstrate the majority of US millennials (now the largest generation in the workforce) want to work for companies that allow them to engage in "good causes." Our values, particularly if they are Christ-centered, provide some people with the professional fulfillment they are looking for and can be a competitive advantage to draw in talent.

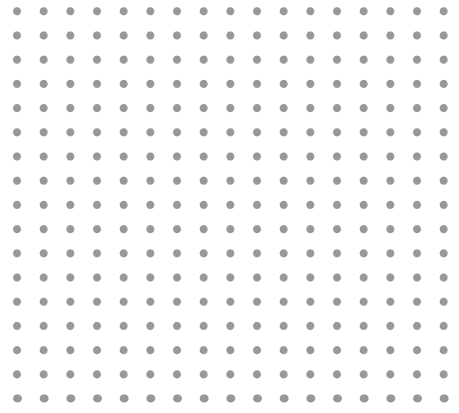
SCREEN FOR THE RIGHT TEAM

Jorge Chavez, C12 Member and president of Topaz Sales Consulting, offers the following best practices to make smart hires and to avoid the high cost of a bad hire.¹⁴

- Write an effective ideal-candidate profile. The more you know about the person you want to hire, the more likely you'll know when you find the right person.
- Recruit year-round. Don't wait until you need to hire someone.
- Create a large candidate pool.
- Prescreen for competencies in pre-hire candidate assessments. You can go into the interview with far more intelligence and little time invested.
- Evaluate candidates against your ideal-candidate profile and top performers. The more compatible, the shorter the onboarding and quicker the ramp-up.
- Simulate the work environment to preview what you get. Behavioral elements (e.g., role-playing) during the interviewing and hiring process is very powerful.
- Don't settle. Set expectations and make sure it's a mutually good fit.

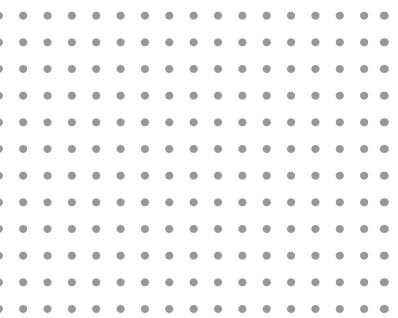
¹⁴ Topaz Sales Consulting empowers and mentors business owners to build sales organizations who consistently outperform their competition. While most companies use traditional sales practices, Topaz emphasizes the importance of hiring and inspiring authentic people.

FROM OUR
MEMBERS



*“Do you see someone
skilled in their work?”*

PROVERBS 22:29A (NIV)

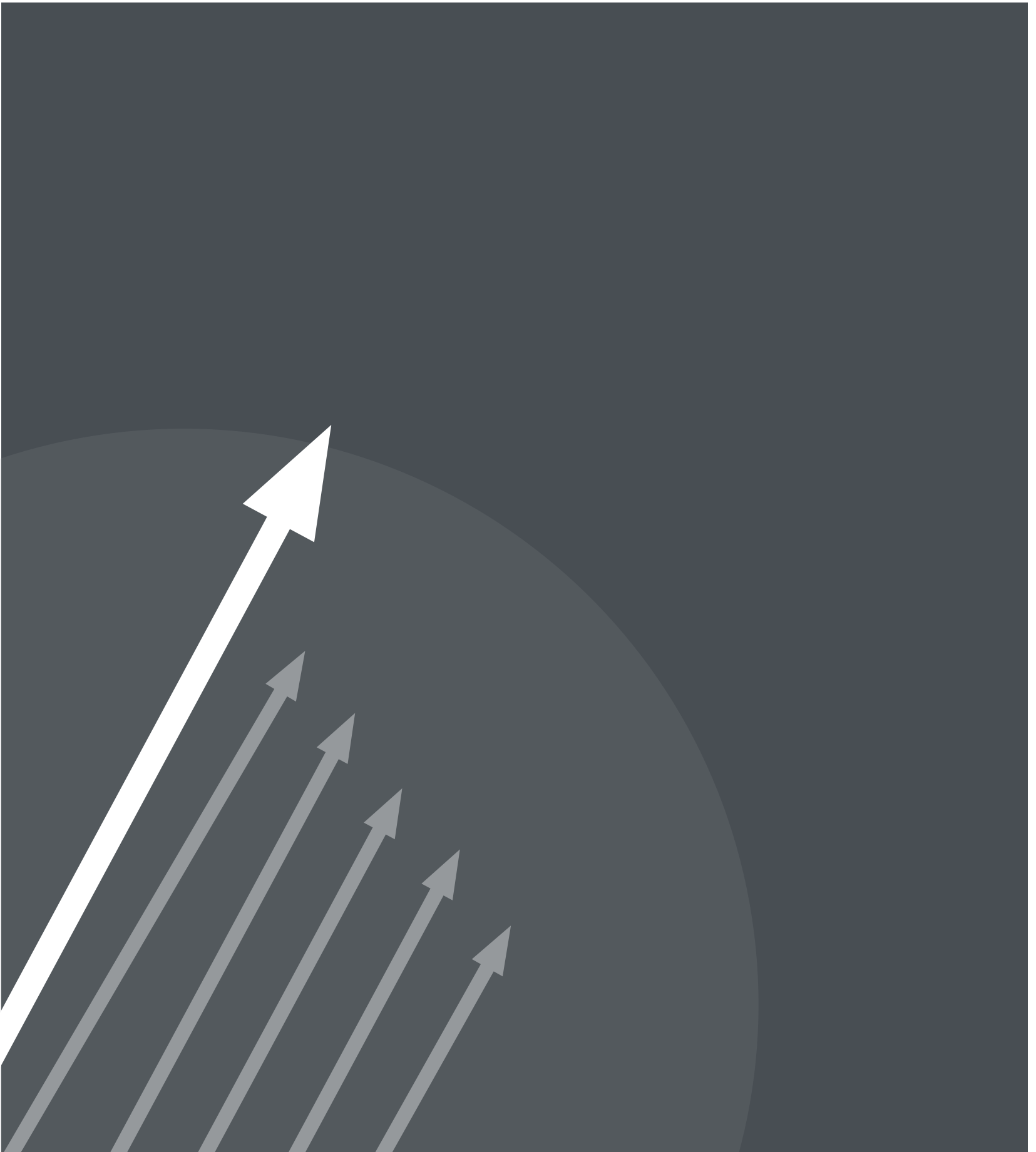




3

Recruit from Untapped Talent Pools

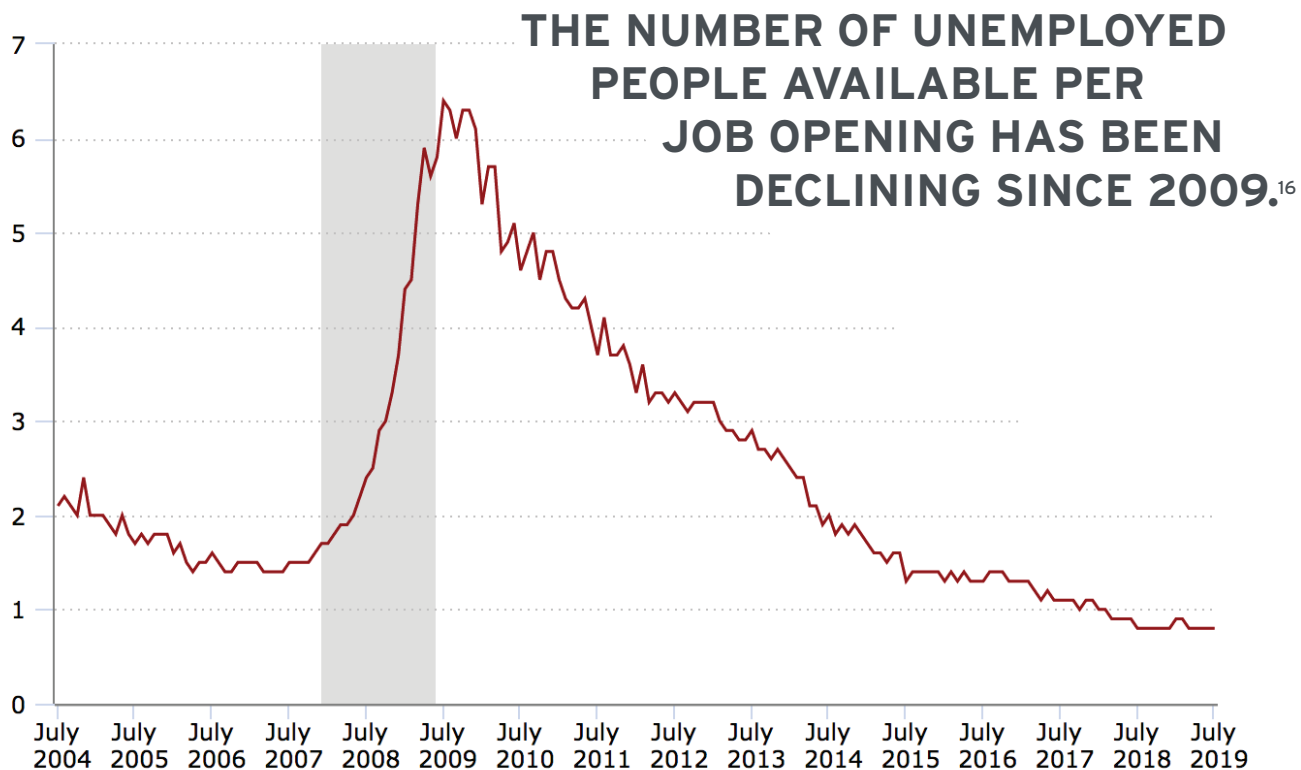




Most employers are familiar with recruiting through traditional channels like these:

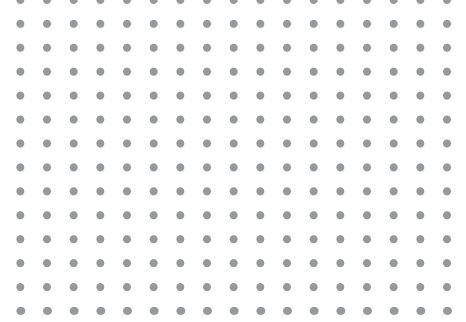
- Executive recruiters and staffing and placement agencies
- Affinity-based associations and chambers
- High school and college internships and externships
- Online job boards (e.g., LinkedIn, Indeed, Monster, and Ladders)¹⁵
- College websites
- Online career centers
- Job fairs

All of these sourcing channels can be effective, but



¹⁵ Ladders is a platform for sourcing positions with salaries exceeding \$100,000. <https://www.theladders.com/>.

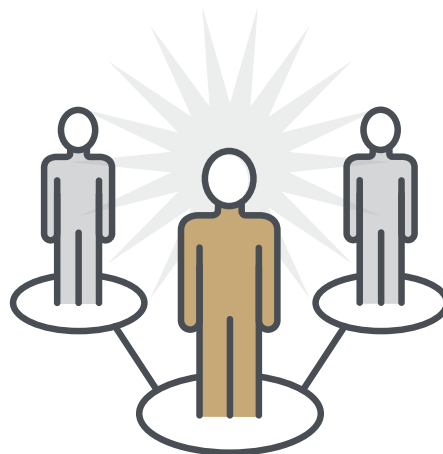
¹⁶ Bureau of Labor Statistics, "Number of unemployed persons per job opening, seasonally adjusted," accessed September 2019, <https://www.bls.gov/charts/job-openings-and-labor-turnover/unemp-per-job-opening.htm>.



Do you know the labor pool potential of your industry?

Are enough people entering the workforce through universities or trade schools to support your hiring needs? **Certain channels will be more effective than others, depending on a company's industry and the types of positions it needs to fill.**

The following table demonstrates which industries are most challenged to fulfill skill requirements due to the gap between labor demand and the number of skilled workers available to fill open jobs.¹⁷



Mind the Gap: U.S. Skill Gaps by Industry

Third Way's original analysis brings together five types of data that provide evidence on the existence of skills gaps. Any one type of data on its own has its shortcomings, but viewed holistically, these datasets make clear which industries are most challenged to fulfill skill requirements. Our analysis shows that health care, professional and business services, and education face the most serious gaps between skilled labor demand and the number of skilled workers ready to fill open jobs.

	Job Fill Rate	Wages	Education & Credentials	Employer Surveys	State Analyses	The Gap
Health Care & Social Assistance Nursing, Home Aides, Day Care Workers	⬇️		⬇️	⬇️	⬇️	Major shortages exist, and will increase as people age
Professional & Business Services Tech Services, Accountants, Managers	⬇️	⬇️	⬇️	⬇️	⬇️	Shortages exist, mostly in tech-related occupations
Education Teachers, Assistants, Administrators	⬇️			⬇️	⬇️	Major mismatches exist, with shortages in STEM
Manufacturing Quality Control Technicians, Supervisors	⬇️		⬇️	⬇️		Shortages exist and will increase with retirements
Financial Activities Bankers, Real Estate Agents, Insurers	⬇️	⬇️		⬇️	⬆️	Shortages are increasing as labor market tightens
Information Publishers, Broadcasters, Data Support	⬇️	⬇️				Shortages exist, mostly in data support occupations
Construction Engineers, Builders, Plumbers, Electricians				⬇️	⬇️	Shortages vary based on regional demands
Trade, Transportation & Utilities Retail, Truck Drivers, Installation				⬇️		Minor shortages could increase with retirements
Leisure & Hospitality Restaurant Staff, Hotel Staff, Entertainers	⬆️	⬆️	⬆️	⬇️	⬆️	No gap, but increasing demand for workers
Natural Resource Extraction Loggers, Miners, Oil & Gas Extractors	⬆️	⬆️	⬆️	⬆️	⬆️	No gaps observed at the national level
Agriculture Crop and Animal Producers	N/A	⬆️	⬆️	N/A	⬆️	No gaps observed at the national level

⬇️ Significant gap or shortage ⬇️ Moderate gap or shortage | Neutral or mixed evidence ⬆️ No gap or shortage appears in this data



Variables like unemployment, market, volume, and concentration dictate how we hire. Even hiring for the same skill set will merit a totally different approach when the volume of a smaller organization doesn't justify some of the advertising and branding of larger organizations. As with any other marketing channel, we should track metrics on which mediums are the most effective at attracting, engaging, and converting top-quality candidates.

NONTRADITIONAL SOURCING

It's been said, "Necessity is the mother of invention." In a competitive job market, brainstorming new methods and markets for procuring talent is required to break free of the conventional logjam. **The supply and demand not only within our industries but also within a specific skill set dictate how creative or radical we must be in considering nontraditional talent pools.**

The following data points should be considered to assess any company's current workforce and to forecast future talent needs:



Retiring employees in the next five years (approx. %)



Additional staff needed to satisfy near-term growth projections



Technical or highly skilled labor positions needed in the next 12 months



High-potential employees who could be developed for promotion



Loyal, engaged employees who need more training and development

Rather than constraints, the current market conditions could be seen as heightened opportunities for the kingdom-minded business leader.

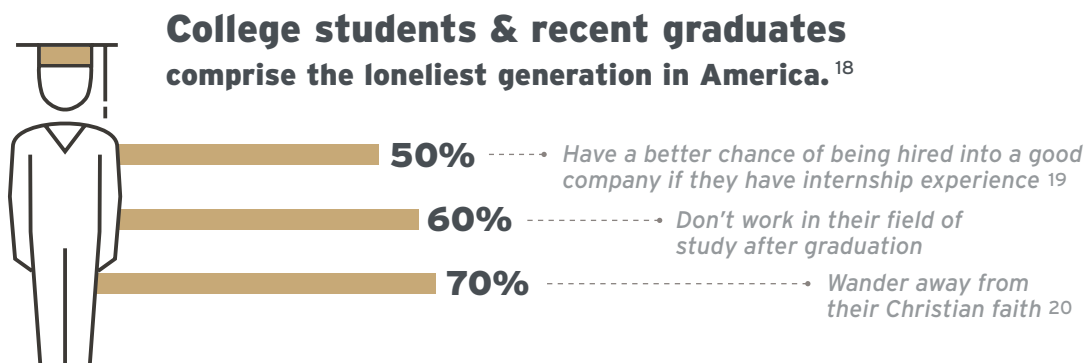
Over the years, C12 Member companies that elected to lean into the pain of talent challenges have enjoyed eternally fruitful outcomes. Restaurateurs experiencing high turnover and deficits in desired work ethic and values opted to mentor hundreds of young employees. Redirecting frustration into discipleship altered the legacy of those individuals while enhancing the culture of those companies!



EMERGING TALENT

Employers rightly place a high value on experience, education, and references but can consequently underestimate a group of qualified candidates. As an indicator of quality of work, previous work experience can be more of a consideration than a *requirement*.

Recent graduates, for example, may not be able to meet the common minimum requirement of three to five years of experience. Though they may lack experience in their degreed professions, they often possess the drive and skill to be effective contributors.



¹⁸ Rachel Simmons, "Why are young adults the loneliest generation in America?" May 3, 2018, <https://www.washingtonpost.com/news/parenting/wp/2018/05/03/why-are-young-adults-the-loneliest-generation-in-america>.

¹⁹ Lindsey Day, "Internships: The Ultimate Return On Investment For Today's College Student," November 9, 2016, <https://www.forbes.com/sites/forbescoachescouncil/2016/11/09/internships-the-ultimate-return-on-investment-for-todays-college-student>.

²⁰ Michael F. Haverluck, "Ministries tackle 70% rate of college students leaving faith," August 13, 2017, <https://onenewsnow.com/church/2017/08/13/ministries-tackle-70-rate-of-college-students-leaving-faith>.



Ray and Melissa Strickland, CoPassion cofounders and C12 Members, illustrate the marketplace opportunity to minister to the next generation.²¹

There is great potential for Christian-led companies to stand out and do ministry by hiring emerging talent. We can offer the first opportunities for college students and recent graduates to use their skills, connect with people, and build their networks. In the process, they are cared for, pointed in the right direction of life and career choices, and given access to new resources.

Companies tend to have reservations about hiring younger talent, being skeptical of their work ethic, lack of experience, and the respective unknowns. Often, however, these individuals bring a new energy—even ministry experience—to the work environment that drives productivity, innovation, and a higher morale.

Potential concerns can be overcome with the following strategies:

- Identify and reserve a percentage of work that can be delegated.
- Build an internship program that feeds a pool of future hires.
- Develop a project plan and job description based on the work to be done.
- Accelerate growth and maturity through a trainee program.
- Build an ideal-candidate profile with top attributes as a template to evaluate against.
- Have the right heart for ministry.

Jesus reminds us: *"The harvest is plentiful, but the laborers are few; therefore pray earnestly to the Lord of the harvest to send out laborers into his harvest."*²² Hiring emerging individuals for a higher purpose is one way in which the body of Christ in the marketplace can answer this call.

²¹ Visit www.copassionjobs.org to gain access to value-centered talent ready to contribute professionally.
²² Matt. 9:37-38.



HOMEGROWN TALENT

We all want to find and retain individuals with a high level of grit and character. An opportunity exists for organizations to hire people with these attributes, which are typical of a niche group of young talent: **homeschoolers.**

Woody Robertson, chief development officer of Lumerit Education, is witnessing a corporate movement as companies are realizing that homeschooled students tend to be a highly mature and motivated source of talent.

Lumerit is an education technology company that has served a global community of 25K students from all 50 states and 48 countries. Through their comprehensive change in methodology for attaining higher education, Lumerit graduates are homeschoolers that have gone on to become doctors, lawyers, educators, artists, business executives, athletes, clergy, and community leaders—all at a faster pace and lower cost. To attain their degrees in Lumerit's nontraditional format, the students must work hard and exhibit strong communication skills.

Every state in the US has a state homeschool organization. Partnering with them and organizations like Lumerit provides access to large databases of high-potential individuals, often Christians who want to work for companies operating with shared values. With a business-as-ministry mindset, building a recruitment pipeline through these homeschool alumni networks is a strategic opportunity to upscale a workforce while equipping the next generation to achieve dreams and discover God-given purpose.



REFERRALS

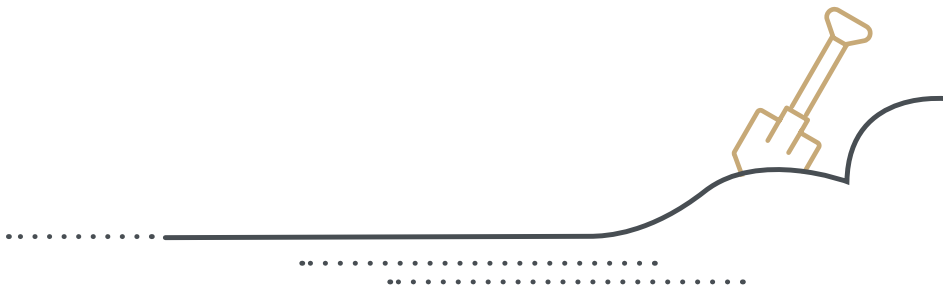
It should go without saying that to be an employer of choice, we must first be exceptional at what we do. Everyone wants to work for industry leaders, and top performers will not tolerate mediocrity.

The exponential impact of highly satisfied employees and customers is realized in a steady stream of referrals.

Our network of customers, suppliers, partners, and investors wants us to succeed and serve them well. When we do, they will share their positive experience with their broader networks.

Our employees can introduce their talented friends and colleagues through formal referral programs. We must first understand what is important to our people, and then build programs that properly incentivize them (e.g., bonuses, trips, or extra PTO).

For example, a creative company in an area where it snows heavily could reward employees for high-quality referrals by paying for their driveways to be shoveled or plowed.





Dennis Henegar | CEO and cofounder of The Life Excelerator

VIRTUAL OUTSOURCING

There are multiple online platforms, such as Fiverr, Upwork, and BELAY, where you can hire remote freelancers to complete various projects. Virtual resources can support long-term projects on a daily, weekly, or monthly basis as well as during one-offs. C12 Member Dennis Henegar, CEO and cofounder of The Life Excelerator, wanted to compile a research database of public policy initiatives for mental health in education by state with key contact information. This was a substantial task that would distract his staff from their primary responsibilities. After considering nearly 25 responses to his online listing for freelancers, Dennis selected a woman in Maryland who happened to be a disabled veteran. The woman compiled the information quickly and effectively, and Dennis hired her for a subsequent project.

SCALE WITH VIRTUAL EXTENDERS

David ran a structural engineering firm, and business was booming. Explosive growth in development across the region gave him incredible deal flow, but he could not scale up the CAD designers, engineers, and project managers to complete the work *and* meet customers' deadlines. He devised a strategy of sourcing technical talent across the globe to construct a virtual, 24/7 workforce. His US team would initiate the work, and, in cascading shifts during the night, individuals in every time zone would continue working on the projects. This lean process not only leveraged his constrained US workforce but also delivered a competitive advantage in shorter project fulfillment times and scalable capacity.



PAST OFFENDERS

The FIRST STEP Act (**F**ormerly **I**ncarcerated **R**eenter **S**ociety **T**ransformed **S**afely **T**ransitioning **E**very **P**erson), a federal law that passed in December 2018, shortens mandatory minimum sentences for some nonviolent drug offenses. Programs of the new law expand educational opportunities, job training, and reentry programs to better prepare low-risk prisoners for reentry into their communities.²³

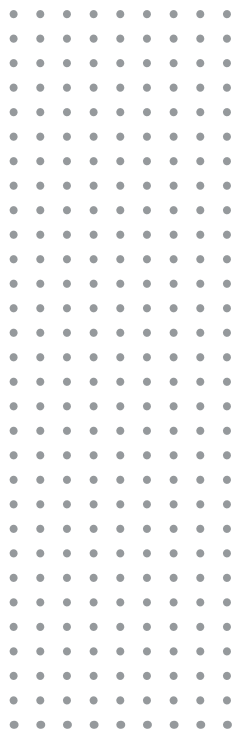
**Cory Hanneman | Owner/Founder
element7concrete**

**C12
MEMBER
CASE STUDY**

REDEMPTION THROUGH THE MARKETPLACE

Cory has witnessed through his hiring decisions that one of the huge advantages of hiring someone with an unfavorable past on paper is that person's humility. Brett was an ex-con, struggling to find employment. He wouldn't receive responses when he was honest on job applications, and job offers would be rescinded when he shared about his past. Cory, however, saw that Brett was the embodiment of *hungry, humble, and smart*. Brett was hired as element7concrete's material and tools manager and helped develop a complex inventory system. Driven by and enjoying serving others every day, Brett's character and performance earned him a promotion to general manager. Recognizing God as the true owner of the company and yielding all plans to His leadership, Cory believes the vision God has for element7concrete is to continue to grow and for Brett to one day assume a new role of CEO.

²³ Patrick Gleason, "First Step Act Was This Past Year's Second Example Of Federalism At Its Finest," December 31, 2018, <https://www.forbes.com/sites/patrickgleason/2018/12/31/enactment-of-the-first-step-act-was-the-past-years-second-example-of-federalism-at-its-finest/#6a48a91b184e>.



Cory values hiring as an opportunity to display the gospel in business. He says, “The past doesn’t equal the future. The old self has been crucified with Christ so that we may be free from sin. If you offer that to someone who is really eager for their past self to be dead and buried, they will respond positively. Some of the best contributors to our team right now are people that looked horrible on paper but were looked at by us as new creations. This view of people, that their past doesn’t define them, is the great gift of the gospel and really useful in business. [Regarding ex-cons,] they did their crime, they did their time, and they shouldn’t be punished for it indefinitely. They want to contribute. If respected and framed correctly, they can be huge contributors to an organization.”²⁴



REFUGEES

Refugees are strong candidates to help fill labor shortages in a number of sectors and regions of the US. They are typically highly motivated and resilient workers and flexible in the shifts they will work (e.g., working at night to allow for English courses during the day). Many refugees come with advanced degrees and a vast amount of professional experience, and resettlement agencies help them translate their past experiences into assets that are valuable to their new communities.²⁵ Employers can connect with these agencies to identify qualified candidates and can take great comfort in the fact that refugees have passed the highest level of security checks in the US.

“When [Jesus] saw the crowds, he had compassion for them, because they were harassed and helpless, like sheep without a shepherd.”

MATTHEW 9:36

²⁴ The Prison Entrepreneurship Program and companies like Building Team Solutions (a trades-focused staffing agency) have enjoyed success investing in formerly incarcerated individuals.

²⁵ “U.S. Employers’ Guide To Hiring Refugees,” The Tent Partnership for Refugees, https://www.tent.org/wp-content/uploads/2018/01/Tent_Guidebook_FINAL.pdf.





This is the **gospel** in business:

to acknowledge the people who are often overlooked or excluded, see their potential and value, and offer them work with purpose.

Where are low-hanging-fruit opportunities within your business? What partnerships could you explore with nonprofits, churches, or other groups to help you do this well? We can seize even tight labor markets with intentional hiring practices that align with our missional mentality and reach untapped talent sources.

The table below offers additional innovative sourcing solutions, categorized by position type.

Position Type	Unconventional Sourcing	Pro Tip
Skilled Trades (e.g., electrician, equipment mechanic, machine operator)	Partner with high schools, community colleges, and trade schools. Develop and offer a paid apprenticeship program.	Promote the compensation potential. Many students don't know what is possible without a degree.
Business & Professional Services (e.g., IT, engineering, accounting)	Sponsor a foreign worker through an H-1B Visa. ²⁶ Contract an offshore recruiting agency.	Recruit from free or low-cost platforms like meetup.com, Twitter hashtag searches, or local coding bootcamps.
Creative (e.g., marketing, events, designer)	Develop interesting and vibrant job postings with personality. Advertise on a street banner or a high-resolution digital sign in high-traffic areas.	Invite candidates to submit creative CVs of their choice (e.g., video, infographic) in lieu of a standard resume.

²⁶ A visa in the US under Section 101 of the Immigration and Nationality Act that allows employers to temporarily employ foreign workers in specialty occupations.



THE PROVIDER OF PEOPLE

Despite the unemployment rate and the skills gap, God ultimately brings us the talent. One of the greatest strategies we have when searching for people to build a great business with a greater purpose is intentional prayer—asking God to bring us the people He wants to use to build His team, to reveal any resident antagonists, and to impart His wisdom and guidance in leading His team for His purposes. We often want to rely on ourselves to make decisions. But the best hire is made when we put Him in charge and trust that He has chosen the right people to see our job postings and placed our mission and position on their hearts.

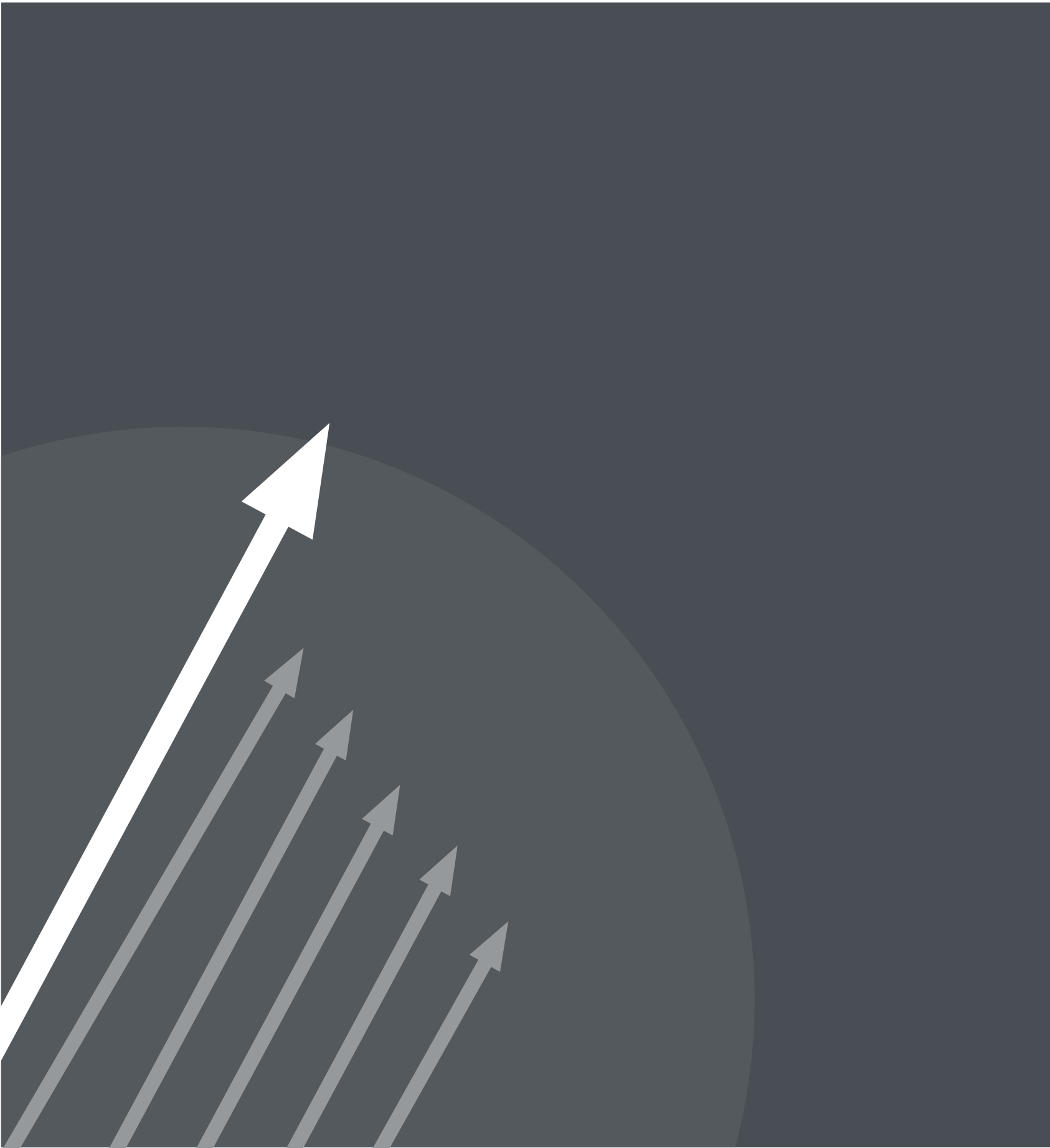
Even when the hiring process has been smooth and we believe we have found the best person for the job, occasionally we are faced with a “divine disappointment” on the way to finding that “divine connection.” Perhaps our favorite candidate finds another job, or maybe during the interview he or she felt misaligned with our vision for the company. Whatever the reason, we must trust that God knows more about the person, the position, and His company than we do.

His timing is perfect.²⁷

“And my God will supply every need of yours according to his riches in glory in Christ Jesus.”

PHILIPPIANS 4:19

²⁷ Ps. 37:3-4; Matt. 6:33; Eph. 4:11-12; Phil. 4:19.



Sourcing the right people to the C12 network of peers is a strategic focus for us, too!

More than ever, Christian CEOs and executives are choosing to build great businesses for a greater purpose. As our membership grows, so does our need for Chairs—men and women with a high business acumen, a humble confidence, and a heart for business as ministry—to lead them.

If this sounds like **you** or **someone you know**, visit:

c12group.com/lead

C12 GROUP®

D I G I T A L R E S O U R C E

