



# The Settled Candidate Conversation Guide.

**How to have better conversations with  
experienced people who weren't  
necessarily planning to move**

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# Understand what they've built.

Someone who's been with the same employer for years has usually built much more than experience.

Before assuming what will motivate them, try to understand their current working life.

## USEFUL QUESTIONS TO EXPLORE

- ☐ Which parts of their current role do they genuinely enjoy?
- ☐ Which relationships are important to them?
- ☐ What are they known and trusted for internally?
- ☐ Where do they have autonomy because they've earned that trust?
- ☐ What parts of the business do they know inside out?
- ☐ What routines have become important to them?
- ☐ What would they genuinely miss?
- ☐ What would feel hardest to start again?



### Remember:

Two people with almost identical CVs can have completely different answers.

# Understand what would make a move worthwhile.

Don't jump immediately from *"What are they leaving?"* to *"Here's what we offer."*

First understand what they're actually hoping could be different.

## YOU MIGHT WANT TO EXPLORE

- ☐ What would they like more of?
- ☐ What would they like less of?
- ☐ What would they like to experience or learn that they haven't had the opportunity to yet?
- ☐ What would they need in place for changing employer to feel worthwhile?



### Remember:

You're looking for ***their*** reasons, rather than trying to give them yours.

# Look at your opportunity through their eyes.

Now you understand what matters to them, go back to your hiring brief.

**Not:** *"What benefits do we offer?"*

**Instead:** *"Knowing what matters to this person, what is genuinely relevant about our opportunity?"*

## THINGS TO CONSIDER

- ☐ The manager and team they'll be working with
- ☐ How your organisation really operates
- ☐ The type of problems they'll be solving
- ☐ The level of autonomy and decision-making
- ☐ The working environment and flexibility
- ☐ Future opportunities and exposure
- ☐ Anything that might not make it onto the job description



### Reminder

This is why your recruiter needs the full story behind the vacancy, not simply the specification

# Help them experience it.

Telling someone your organisation has a great culture isn't particularly useful.



## IF RELATIONSHIPS MATTER:

Give them meaningful time with the manager and people they'll actually work alongside.



## IF FAMILIARITY IS DIFFICULT TO GIVE UP:

Explain how the business really operates, invite them onsite to see where they'll work.



## IF BEING KNOWN AND TRUSTED MATTERS:

Talk about how people build credibility, how employees are recognised, how decisions are made and where they'll have autonomy.



## IF THEY'RE APPREHENSIVE ABOUT STARTING AGAIN:

Share the plan for their onboarding and induction as well as what the first few weeks and months will look like.



### Reminder

The objective isn't to overcome every concern. It's to give them enough information to decide whether what they're moving towards is right for them.

# Don't mistake hesitation for lack of interest.

For someone who changes jobs regularly, accepting another move may feel relatively familiar.

For someone who hasn't changed employer in a number of years, it could be a significant decision.

They may need more information, time or clarity than you may be used to.

That doesn't automatically mean they aren't interested.



They may need time to think.



They may ask more questions.



They may want another visit onsite.



They may compare things that seem quite small from the outside.



They may ask for more details, reassurances or confirmations.



## Reminder

The amount someone has to think about can be very different from the amount you have to think about when hiring them.

# A final sense check.

**Before making an offer to a settled candidate, take a moment to consider if they are as ready to accept as you are ready to offer.**

## FIVE QUESTIONS TO CONSIDER

1

Do we understand what they value about where they are now?

2

Do we know what they'd genuinely be giving up by moving?

3

Do we understand what would make a move worthwhile for this particular person?

4

Have we shown them the relevant parts of our opportunity, rather than simply told them what we think is attractive?

5

Have we given them enough access, information and time to make a properly informed decision?



### Reminder

Don't try to find the right argument to make someone leave. Understand what they're leaving, understand what matters to them, and help them properly understand what they're moving towards.



#### NEED HELP IMPROVING YOUR RECRUITMENT PROCESS?

The best recruitment processes make sure they understand the candidates as well as the opportunity.

If you'd like support reviewing your hiring process, interview structure or candidate experience, feel free to get in touch.

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