

Pulling Back the Curtain: Recruiting Practices and Summer Program Management in Banking, Consulting, and Beyond!

Wednesday, April 22, 2015

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Program Objectives



Overview of Speakers and Companies

McKinsey&Company



BAIN & COMPANY

ZS
A GLOBAL LEADER
IN SALES & MARKETING
CONSULTING
ZS ASSOCIATES

 Northwestern Mutual®

MOELIS & COMPANY



Allstate®
You're in good hands.

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7 Steps of Recruiting



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Hiring Strategy

- **Timing**
- **Decision makers**
- **Ideal candidates**

No! I think it's a great idea to interview four people before deciding what your real hiring requirements are.

...Said no recruiter, ever.

someecards
user card



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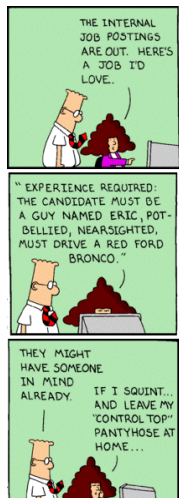
Marketing

- **Affinity events**
- **Industry presentations**
- **Pre-MBA programming**
- **Touch points**

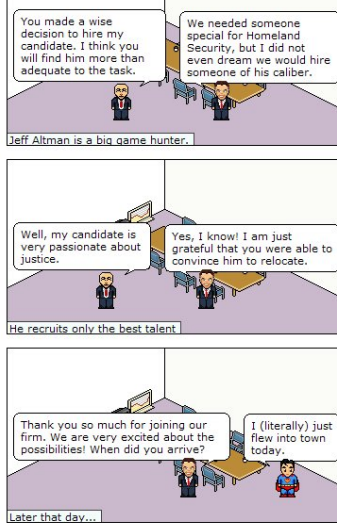


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Sourcing



The Recruiting Life By: Jim Stroud and Gnomz



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Interviews

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Interview techniques #5 Ask how they make the decision



I can assure you; scissors, paper, rock has served us well in our selection of top candidates.

[Video Clip](#)

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Offers

- **Candidate evaluations**
- **Timing**
- **Targets**



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Sell

- **Outreach**
- **Return visits**
- **Events**



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Summer Program

- **Overview and objectives**
- **Appraisals**
- **Full-time offer processes**



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INDUSTRY			
	Legal	Consulting	Banking
Hiring Strategy	-identify core skills -identify core schools -set targets two years in advance	-focus on 10-15 core schools -set targets three years in advance	-set targets 6-8 months in advance -identify changes in market landscape (comp, interview timing) -select hiring captains (1 year term) -interviewer training
Marketing	-club and journal sponsorships -first year receptions and panels	-global presentations -industry presentations -consultant coffee chats -case prep workshops -limited sponsorships	-campus presentations -wall street trek/office visits -informational interviews -lunch and learn events -invite-only networking receptions -women's events
Sourcing	-on campus interview programs -write-in submissions	-on-campus interview programs	-on-campus interview programs -non-core/soft touch recruiting efforts -write-in submissions
Interviews	-typically two rounds (on campus and in office) -generally a mix of partners and associates -core skills assessed	-typically two rounds (on-campus and in office) -first round with two managers; second with three partners -no meal or coffee	-typically two rounds (on-campus and in office) -first round with two bankers (VPs); heavy technicals -second round with four bankers (SVPs and MDs); includes case study with technical component
Offers	-process governed by NALP -28 days -students may hold 5 at a time -practice specific or general	-individual offer deadlines governed by schools -no limit on number of offers held -offer into generalist model	-individual offer deadlines governed by schools -no limit on number of offers held -offer into generalist model (varies by bank)
Sell	-phone calls and e-mails -offer dinners and receptions -return visits	-closing teams -phone calls and emails -school specific offer dinner -office specific offeree weekend	-sell leads -phone calls and e-mails -school specific offer dinner -return visits
Summer Program	-free market or rotation-based -social activities -associate and partner mentors -training and development -mid and end-summer reviews	-in office and global training -one project per summer -weekly social activities -mid and end-summer reviews -presentation on your work stream to 15 partners -no expectation of 100% offers	-1-week global training -staffing model mirrors full-time associate program -junior and senior mentors -weekly social activities -mid and end of summer reviews -mid-summer modeling assignment (diagnostic) -no expectation of 100% offers
SEVEN STEPS OF RECRUITING			