

2018

Avanta Consulting

Culture Book



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01

Welcome to Avanta.

We don't do things like everyone else.

This guide is designed to help you understand how we show up—the practices, language and tools you'll need to shape your own role as part of our team.

Our ability to meet our goals and live out our mission relies on the relationships we build

with our clients—and we couldn't build those without you. We challenge you to bring new ideas to the table, to find better ways of operating and to continually seek personal growth and development. Let's do this.

Purpose

**We are more than recruiters.
We are cultivators of
connection.**

We believe in building lasting, trusted relationships with our candidates and our clients. We get below the surface by asking big questions, listening intently and being relentless in our search for the right fit.



03

Our Story

We help companies hire, grow and flourish by finding them talented, values-aligned candidates.

Avanta is built on the belief that we can do things that have never been done in our industry. We are high performers with a drive to succeed, but winning isn't the ultimate target for us—it's about seeing our clients win too.

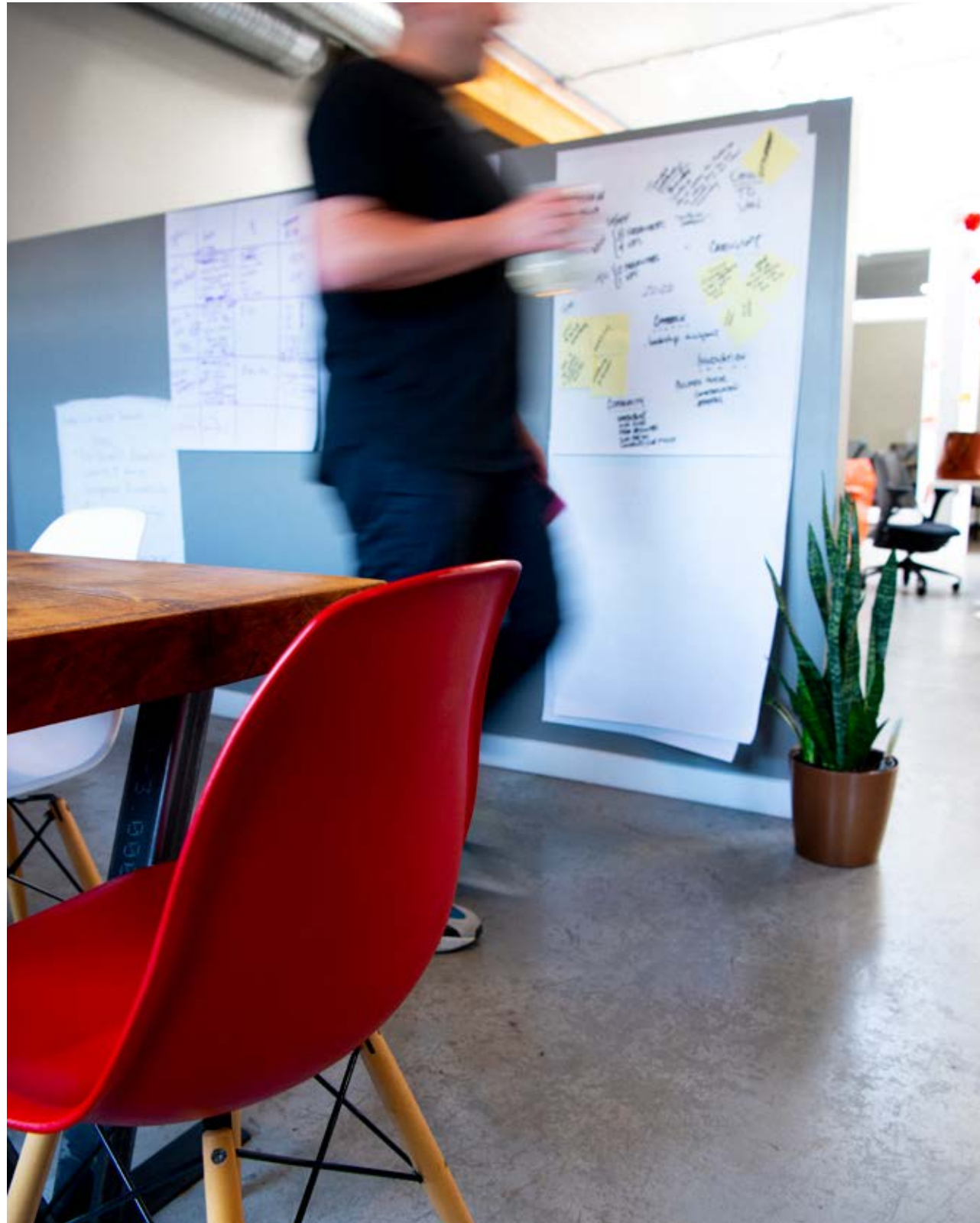
We know companies only soar when the people aboard their rocketship embrace and embody their culture—so we do everything to help our clients find those people.

04

Our Vision

We change the way you grow.

Our time together will be a journey of development and growth. We'll walk with you down your path and provide support every step of the way as you set and smash goals, week after week.



05

Our Mission

To flip the script on recruitment.

Clients may think they're looking for a particular hire, but often what they need is a new approach.

To help their businesses grow, we have to be in a constant state of evolution ourselves. At the end of every search, we reflect, refine and get even closer to our mission. We're never stagnant—always striving for greater efficiency, alignment and agility so we can better serve our clients and grow stronger as a team.

Our Values

1. RESPONSIBILITY

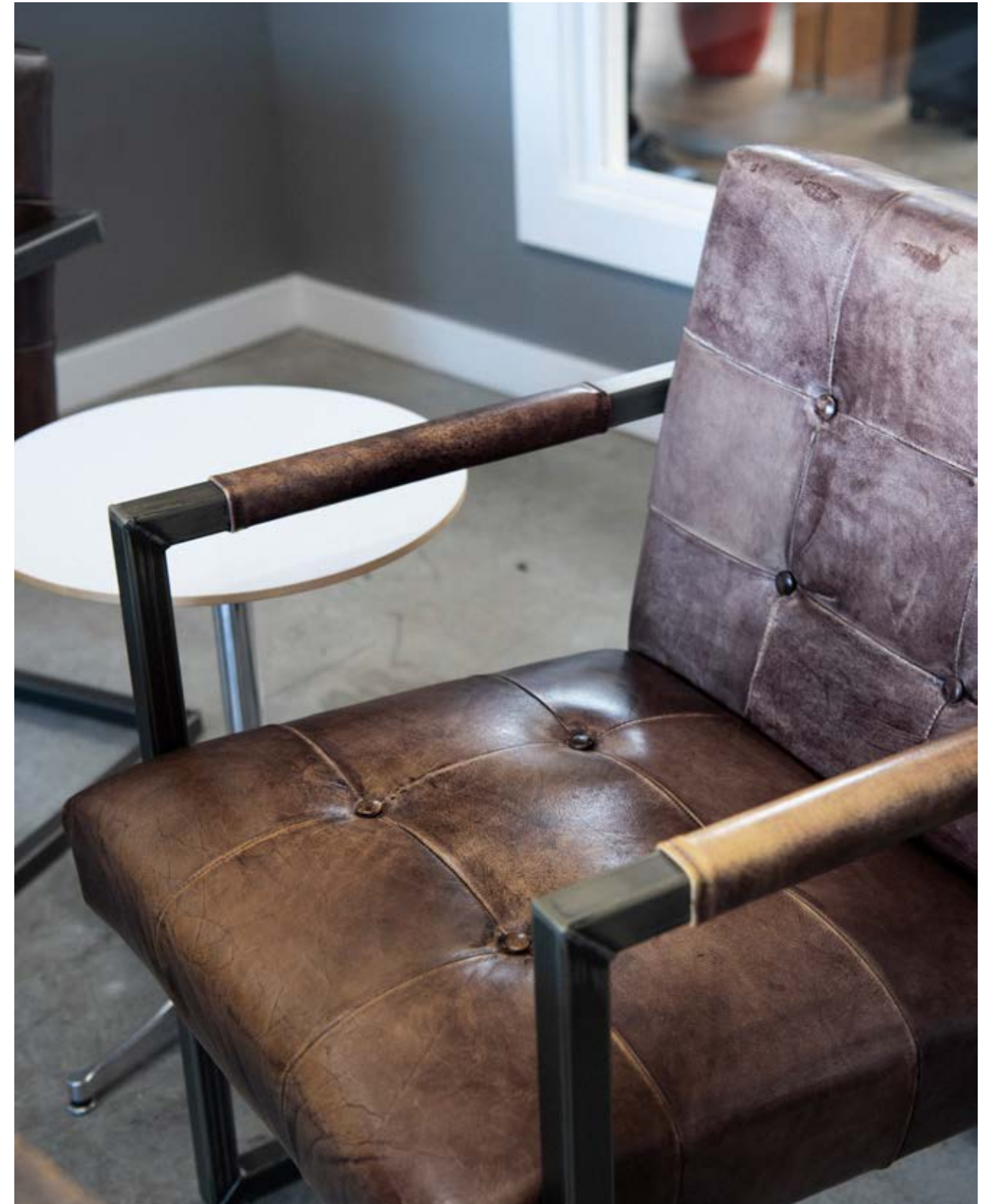
Our clients are in a state of flux—industries shift and new ideas emerge—so take responsibility to understand how and why. Treat their business like it's your own. If you find something that needs to be fixed, take care of it. Own your shit. Take initiative.

2. TRUTH

Our authenticity is our strength. When we're ourselves, others have permission to be themselves, too. We're not afraid to be honest—we say what everyone else in the room is thinking, and we do it because it creates an atmosphere where we can all show up. Be direct, with kindness and generosity.

3. LEADERSHIP

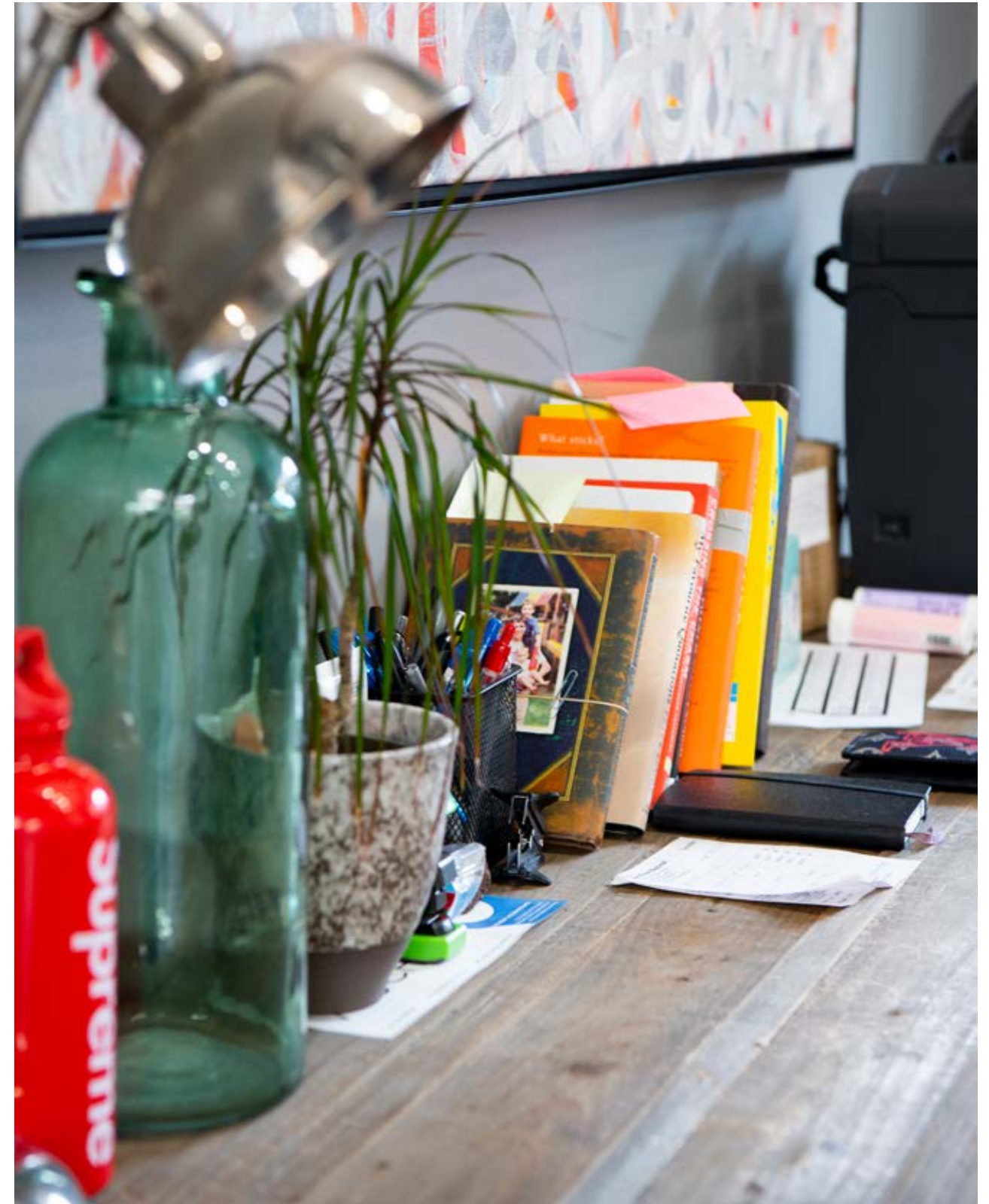
A leader is not just a title. You can choose to be a leader in every moment. We develop leadership in all of our people, and we're committed to offering coaching and professional development that helps us all become better leaders.



Our Audience

Senior leaders, executives and founders.

On a daily basis, we're connecting with leaders in tech, accounting and finance, HR, sales and marketing, operations and admin. While our audience represents a broad spectrum of industries, they share common pain points. We always acknowledge the strain a vacancy can put on any business, and ensure our clients feel supported and heard.



Our Voice

Our voice is the Tactical Visionary.

What that means:

WE ARE EMPATHETIC

- » We are engaged and caring.
- » We never apply a cookie cutter approach.
- » We take the time to get to know every company and culture individually.
- » We pursue unique subjects, discuss multiple viewpoints and ask questions.
- » We respect people's time—so we share learnings and valuable resources in a succinct way. We inquire about and explore what is happening in our clients' world.
- » We take time to explain concepts, always ensuring we add value.

WE ARE CANDID

- » We are genuine, personable and sincere.
- » We have a real, relatable human tone (and we're a little witty).
- » We have a conversational tone that isn't laden with industry jargon.
- » We are fearlessly transparent—we say what everyone else is thinking and we don't obfuscate. We're not afraid to throw in the odd swear word if it's how we'd talk about the subject in real life. We choose our words deliberately, and ensure we don't come on too strong.
- » We avoid sounding robotic, or like every other recruiter out there—so we add personal touches to our copy.

WE ARE EXPERTS

- » We know our shit.
- » We are thorough and rigorous in our process, so our copy is well-crafted. We are resourceful.
- » We don't do anything just for the hell of it.
- » Our communication always serves a purpose and has an end goal. While we're focused and intentional, we still have substance and soul.

WE ARE BOLD

- » We are self-assured and a little edgy.
- » We use intentional language that makes an impact.
- » We believe in ourselves and the quality of our service, but we're not in-your-face. We don't mince words when we have a point to make.
- » We opt for brevity over rambling ideas.
- » We don't lean on exclamation marks or all caps to communicate our energy. We're not afraid to have fun and be ourselves.
- » We use varying sentence lengths and punctuation to leave an impression.

WE ARE DRIVEN

- » We are ambitious, curious and innovative.
- » We don't settle for the status quo and we aren't afraid to push the envelope.
- » We showcase our own progress and share how we're developing and evolving.
- » We share new ideas and we speak to the future.
- » There is a positivity and forward momentum to the way we communicate—so we always write in the present tense.

Operating Principles

How we show up in the world

1. KEEP AN OPEN MIND

We never take a limited perspective—there are always new avenues we haven't explored, or a fresh perspective we can take. See the big picture. Be open to different outcomes, not attached to a single one. Seize every opportunity to expand your knowledge. Take time to understand what is going on below the surface in every interaction. Ask big questions and create space to listen to answers.

2. COMMUNICATE WITH DATA

We're granular and measured, where it matters. All the decisions we make in the business are based on data, not opinions. Use numbers to create efficiencies. Start with an open mind and then see what the data says.

3. WORK TOGETHER

We don't work unless we work together—collaboration is key to our success. Stay connected to each other to learn and grow.

Take time outside of normal work rhythms to build and maintain relationships with each other. Build relationships with our clients' internal HR teams—we are working toward the same goals.

4. BE RELENTLESSLY PERSISTENT

What we do doesn't come easy—there're no smoke and mirrors. We're the hustlers on the ground. Our work takes time, resilience, creativity and tenacity. Find ways to come at the same challenge with fresh energy. Be invasive, but nice.

5. COMMIT TO DEVELOPMENT

We're constantly learning and developing as an organization, so we can help other businesses grow and thrive. Development is not an event. It's a process. Make a commitment to development.

The Avanta Way

We create a consistent experience for our clients—one that people need to tell others about. Here's how we do it.

WE'RE AN INTERNAL RECRUITMENT FUNCTION THAT SITS EXTERNALLY.

Our magic is marrying insider knowledge with an outsider perspective. We make this happen by looking at our clients' organizations from a big-picture vantage point. We take the time to get to know what's going on in our clients' businesses and figure out what will really make a difference. We dive deep into their culture and build relationships with their internal teams.

WE FIND PEOPLE WHO AREN'T LOOKING FOR A JOB, AND SHOW THEM WHAT THEY DIDN'T KNOW WAS OUT THERE.

Great people already have jobs. We create access to the best talent in the market, not just whoever happens to be on the market. We proactively map out companies that are both competitive and ancillary to our clients and identify everyone who works in similar roles within those companies. We send emails, scope LinkedIn, and have coffees and lunches in bunches. And if we have to call six times until someone gets back to us, we do it.

WE CREATE CLARITY IN THE HIRING PROCESS.

We don't just fill an empty role and move on. Throughout the process of working with our clients, we see opportunities and bring new ideas to the table. We advise on role seniority, salary and titles so that our clients can better structure their teams.

WE LEAVE AN IMPRESSION WITH MEMORABLE TOUCHPOINTS.

We find ways to show up unexpectedly without being intrusive. One way we do this is by sending BC-based gift boxes to every new hire to say "happy first day". The box is filled with locally-made treats for them to share with their new co-workers, encouraging them to connect with their team.

Practices & Rhythms

We follow these practices and rhythms day in and day out. Get familiar with them and always show up prepared to make the most of each event.

MONDAY MASH

9:30am–10:30am

This weekly meeting is an overview of the quarter's revenue, placement and activity. We review last week's activities and the plan for this week.

Document to reference: Avanta's Amazing Achievements

DAILY DASH

Tuesday–Friday 9:30am–9:45am

This is a quick daily review of what we said we would do and what we did do. Bring your list and be prepared to share efficiently.

Document to reference: Avanta's Amazing Achievements

ONE-ON-ONES

Once per week — 30-minute connect

This is an individual time with your leader to connect about your development, progress and opportunities.

ROLE CHECK-INS

Every day — Morning

Each role has its own check-in. TOPs and TAPs lead conversations with their team about the direction of each role, activity so far against goals, good profiles, not-so-good profiles, learnings and any changes.

Practices & Rhythms

How to Have a Meeting

1. COME PREPARED.

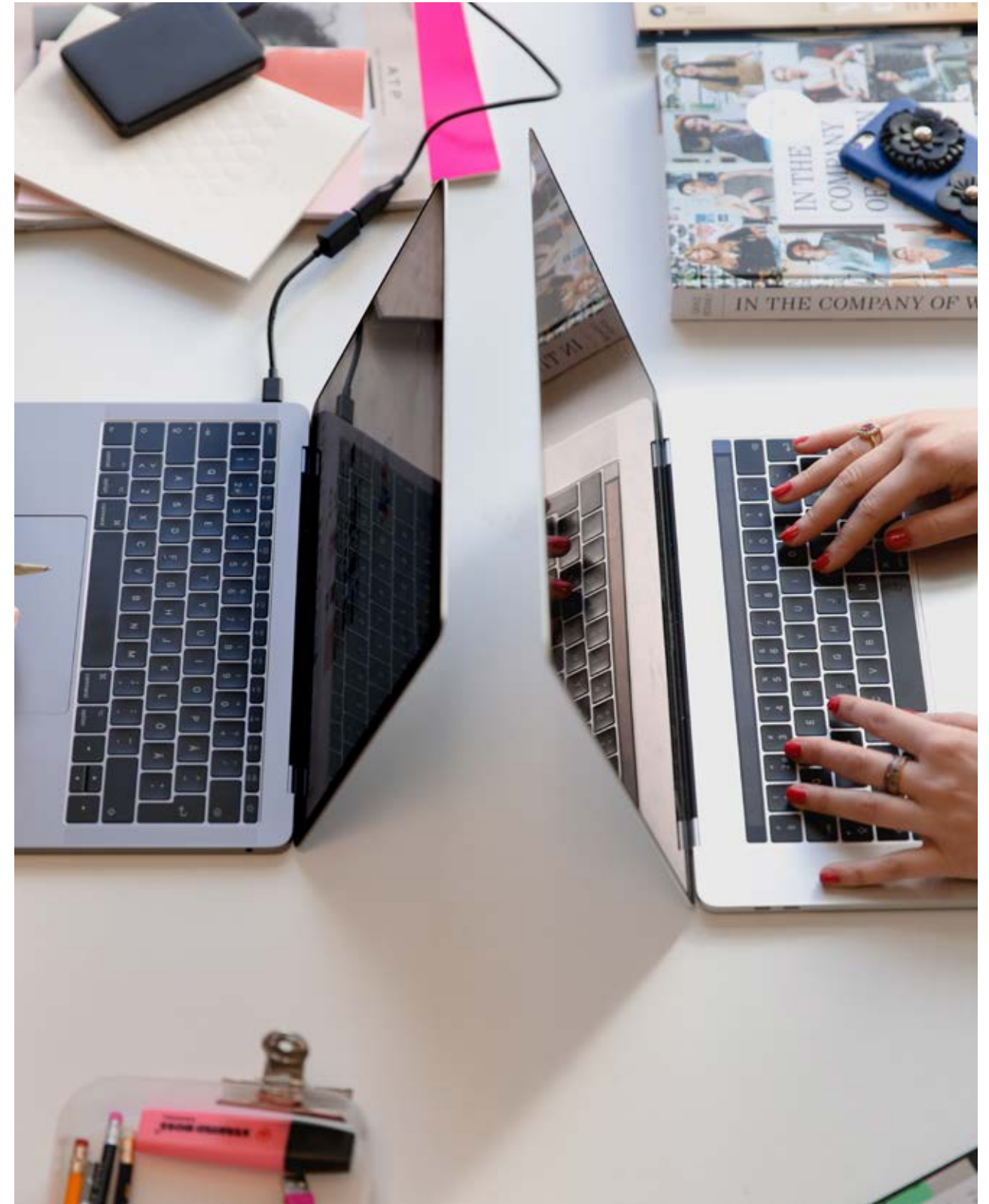
Review all materials related to the topic of the meeting. This includes: briefing docs, job spec, roles, job order, previous projects that are similar. Google any info you didn't understand and prepare a list of questions.

2. SHOW UP AND LEAD.

Nobody likes a meeting after a meeting. This is your opportunity to create clarity for your teammates and ensure that the outcomes created are set up properly to be achieved. Start with the outcome in mind—create what you want to achieve in the meeting before you even start. If something is fucked up, call it out, but do it with grace.

3. MAKE YOUR OWN DECISIONS.

Meetings are a place to bring your ideas and solutions, not your problems. Don't be afraid to make a wrong decision—make the call and learn from it.



Practices & Rhythms

How to Have a Feedback Conversation

1. START WITH PERMISSION.

Ask the person if they're open to a conversation.

2. BE DIRECT.

The truth takes few words.

3. LISTEN.

If you're the listener, your job is to listen. Be curious and ask questions. Build an understanding of what the person is trying to communicate to you. Make sure you repeat back what you heard to ensure you got it.

4. DON'T MAKE THE OTHER PERSON WRONG.

Everything is our own experience.

5. DON'T GIVE REASONS AND EXCUSES.

Resist the temptation to defend yourself.

6. ONLY MAKE COMMITMENTS YOU CAN KEEP.

Then take the steps necessary to fulfill your commitment.

7. COME TO A RESOLUTION.

It is your responsibility to ensure nothing is left unsaid or unresolved.

Practices & Rhythms

How to Self-Manage

1. CREATE A PLAN.

Write down your plan and set your goals around new activities the minute they land. The key to getting ahead is getting started.

2. LISTEN TO FEEDBACK.

Share your plan with your manager to get their perspective and input. Your manager has probably learned lessons that will save you time and help you achieve the results you're after. All you have to do is listen.

3. SET BY-WHENS AND STICK TO THEM.

Make sure everybody is clear on what to expect and by when they should expect it. When things change—and they will—get in communication right away to let them know what's changed and recommit your "what by when".

4. PREVENT FOLLOW-UPS.

If somebody has to ask you for an update, it's too late. Updates should come to you proactively and present few surprises. Someone chasing you or following up means they had an expectation to have already heard from you.

The Avanta Recruitment Process

From the first interaction with a potential candidate to their first day in their new role, we have a method that defines how we show up. The following resources offer best practices, examples and guidance for executing the Avanta Way:

1. SEARCH KICK-OFF

This is how we get familiar with the client and role. Find out what research to do so you leave clear and know exactly what you're looking for.

2. CREATING A KICKASS INMAIL

Our proven technique for getting longlist candidates on the phone by creating an inmail that gets incredible response rates.

3. CREATING THE OPPORTUNITY

"The opportunity" is the details of the role, the hiring company and why a potential candidate should keep picking up our phone calls. Learn how to create and communicate a compelling opportunity, and what resources to access while crafting it.

4. INTERVIEW SETUP AND COACHING

We show you how to set candidates up for success by preparing them for their interview.

5. LISTENING EXCAVATION

Dive deep into what listening is, why it's important, how to actively listen and what to listen for.

6. MANAGING THE JOB ORDER

"The job order" is a one-pager for each role that lives in our applicant tracking system. It's our record of each candidate's status within the process. We show you how to work your job order, why you should look at the numbers and what to do when you get stuck.

7. PARTNER COMMUNICATION

How to communicate effectively with your sourcing partner and what to do with your first additions to your job order.

8. RESUME REVIEW

Find out when to ask for a resume, what a good resume looks like and how to do a resume review.

9. REVIEWING THE JOB ORDER

Learn what to do with the first 20 adds in your job order, how to reach out to your candidates and how to manage candidates' responses.

10. SCHEDULING YOUR WEEK

See our tips for scheduling your day and week and a sample schedule to reference.

11. THE CLOSE

This is how we show up in the closing process, including when to start the process, what to do

when it's not straightforward, how to navigate the counter offer, best practices for the signed offer call and what to do if the verbal offer is declined.

12. THE DEBRIEF CALL

We outline the purpose of the debrief call, the structure of the call and how to deal with objections.

13. THE HEADHUNT CALL

Understand what headhunting is, what makes a good headhunt call and what to do if there are objections.

14. OBJECTIONS

We spell out some common objections you'll encounter and how to best approach them.

15. THE PHONE INTERVIEW

Learn the purpose of the phone interview, how to structure your call and how to deal with objections.

16. THE PITCH

Find out how to start the conversation, when and how to share the opportunity, and communication best practices.

17. THE SUBMIT

Master the Submit—a well-crafted summary of a candidate that explains why they're a fit for the role. Learn when to do it and what makes a good one.

18. THE VOICEMAIL

Find out why it's important to leave a clear voicemail and what makes a good one.

Let's Grow

We're creating a new category in the executive search market and you're helping us write the playbook. Together we'll grow, learn, crush our goals and keep clients coming back again and again for the experience we create. Show up and make an impact every single day. Own your responsibilities. Be truthful. Choose to be a leader in every interaction.

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