MOGEL™

Intelligent Recruiting, Human-Led

MOGEL INSIGHTS · 2026 EDITION

Compound Recruiting

Why the real product of a search is what it teaches the next one

By Christine Gilo, Founder & COO, MOGEL

The wrong unit of measurement

Most companies evaluate a recruiting firm one search at a time. Was the shortlist strong? Did the hire land? Was the process smooth? Those are fair questions. They are also the wrong unit of measurement.

The right question is what happens between the searches.

Run a search with a new firm and everything starts from zero. The firm learns your business, your culture, your interview style, your compensation philosophy, what a good candidate looks like in your specific environment. Then the search ends, the engagement closes, and most of that knowledge walks out the door. The next search starts from zero again, with that firm or another one.

> **Run ten searches with ten firms and you have paid for the same education ten times. Run ten searches with one firm that retains what it learns, and something different happens. The knowledge compounds.**

There are two ways to buy recruiting. Transactional recruiting resets with every search. The second model, the one this piece is about, retains what each search teaches and applies it to the next. We call it Compound Recruiting. One is a cost. The other becomes an asset.

The Compound Recruiting curve. A transactional firm's knowledge of your business resets to zero at every close. A compound partner starts each search where the last one ended, and the gap widens with every engagement.

A ninety-day engagement that became a seven-year partnership

In 2019, MOGEL was engaged by a private equity-backed education technology company following a significant acquisition. The company had lost key engineering leaders, had no internal recruiting capability, and needed to hire twelve senior technology professionals within ninety days.

As the engagement progressed, it became clear the hiring challenge was symptomatic of something larger. The business was preparing to integrate another institutional-scale organization while its private equity sponsor pursued a strategy centered on shared services and accelerated growth. The recruiting function required to support that strategy did not exist.

Rather than continuing as a series of individual searches, the relationship evolved into building the recruiting capability the organization would need for its next stage of growth.

Over the next seven years, the company expanded through multiple acquisitions and structural changes, growing from approximately 350 employees to more than 3,500 globally. Through every stage of that evolution, the relationship remained continuous. The scope of the work did not.

Year 1 · Critical leadership and engineering search support
Year 2 · Integrated talent partnership

Year 5 · Leadership planning and workforce strategy
Year 7 · Institutional recruiting capability

The relationship did not evolve because of a predetermined model. It evolved because each engagement increased the value of the next. What began as a ninety-day engagement became a long-term strategic partnership because the knowledge created through each search compounded over time.

> **The commercial evidence:** three consecutive renewals across seven years and five acquisitions.

What actually compounds

Any recruiting firm can source. What separates a continuous partnership from a series of engagements is what accrues between the hires.

Institutional knowledge. Business units, leadership styles, unwritten decision patterns. The context that determines whether a candidate will succeed, which no job description captures.

Market intelligence. A running read on compensation movement, candidate availability, and competitor hiring in the categories most relevant to the client. Continuous, not episodic.

Interview calibration. Repeated exposure to how a leadership team evaluates candidates produces real pattern recognition on what interviews signal and what they miss.

Pattern recognition. Which candidate profiles have worked, which have not, and why. Applied on the next search rather than relearned.

Workforce planning. Roles anticipated months before they open, based on the shape of the organization rather than a requisition.

Market representation. A consistent voice representing the company to the candidate market across years. Candidates regularly cite the recruiting experience itself as a reason they chose the employer.

None of these show up on an invoice. All of them show up in outcomes: faster searches, stronger slates, fewer misses, and a hiring process that improves instead of resetting.

What compounding looks like in practice

The mechanism is concrete. Three assets accumulate, and each one changes how the next search runs.

The database. In our highest-density verticals, hundreds of prior searches mean a new engagement starts from a mapped, vetted candidate pool rather than a blank page. Searches that take a new firm weeks of sourcing begin producing qualified candidates in days.

The network. Years of placements produce something no job posting reaches: people who answer the phone because we placed them, or placed the person sitting next to them. Some of the strongest candidates we present were not looking. They were tapped on the shoulder.

The pattern file. Across hundreds of similar roles, we know which profiles succeeded, which did not, and why. That is what makes calibration surgical. And because the knowledge belongs to the partnership rather than any individual, it survives even when the hiring manager changes.

In our longest-running engagement, that accumulation carried across seven years, five acquisitions, and a tenfold change in headcount.

That is not an isolated case. Setting aside companies that ceased operations, MOGEL's client retention is above 90 percent. In an industry where firms are routinely swapped out search to search, that number is the clearest evidence we have that the model works. Clients do not stay that long out of sentiment. They stay because starting over costs more than staying.

Why transactional recruiting cannot compound

None of this is a criticism of transactional recruiting firms. It is a description of their economics.

A contingency firm is paid when a search closes. Learning the client's business is a cost of the current transaction, not an investment in the next one, because there is no guaranteed next one. The rational firm spends as little as possible on context and as much as possible on speed. When the search ends, the recruiter moves to the next client, and the knowledge either scatters or leaves with whoever changes jobs.

The model is not broken. It is designed for a different job: filling a defined role quickly, once. What it cannot do, structurally, is compound. Compounding requires an economic structure in which retaining and applying knowledge is the product, not a byproduct. That is what a continuous partnership is actually for.

And the reset has a price, even though it never appears on an invoice. Weeks of re-education before real sourcing begins. First shortlists built on guesses instead of history. Market lessons you already paid for, purchased again. Interview cycles spent rediscovering what the last firm already knew. Multiply that by every search, and the cheapest-looking option becomes one of the most expensive line items in the hiring budget.

The question worth asking your recruiting partner

If knowledge compounds, then the most important question to ask a recruiting firm is not about their database or their placement count. It is this:

> **What did you learn from our last search, and how will it change the next one?**

A real answer sounds specific: "The last search taught us the profile was wrong at intake. The candidates who advanced were operators, not strategists, and your team consistently chose curiosity over credentials. Next search, we start there."

A firm operating search-by-search cannot produce that answer, because nothing in its model pays it to remember. That answer, or the absence of one, tells you what you are actually buying.

One caution: continuity is not the same as loyalty. A long relationship only compounds if knowledge is actually being retained and applied. The test is observable. Searches should get faster. Shortlists should get tighter. Intake conversations should start further down the field each time. A partner who cannot show that progression is offering familiarity, not compounding.

A five-question self-assessment

Whether your recruiting is compounding is checkable against your own experience. Five statements:

1. Your recruiting partner can name the candidate profiles that failed for you, and explain why.

2. Search intake starts further along than it did a year ago: less re-explaining, more refining.

3. Shortlists arrive faster than they used to, without quality slipping.

4. Your partner tells you things about your own talent market that you did not already know.

5. When a hiring manager changes, the knowledge survives the transition.

Four or five true, and your recruiting is compounding. Three or fewer, and you are paying for the same education more than once.

The implication for hiring leaders

Companies conduct rigorous diligence on advisory relationships they consider strategic: audit, legal, banking. Recruiting rarely gets the same treatment, because it is usually procured one transaction at a time.

But talent is a compounding asset, and so is the knowledge required to acquire it well. The companies that treat recruiting as a continuous function, whether internal, external, or hybrid, are building an advantage that transaction-by-transaction hiring cannot match: every search makes the next one better.

Intelligent Recruiting is how we work. Compound Recruiting is what it builds over time.

Knowledge compounds. So do partnerships built on trust, shared learning, and continuous calibration.

ABOUT MOGEL

MOGEL is a Scottsdale, Arizona based recruiting firm serving growth-stage, PE-backed, venture-backed, and enterprise organizations across EdTech, SaaS, FinTech, HealthTech, Legal and LegalTech, and professional services. The firm operates embedded, retained, project, and RPO engagements with a senior-led model: Intelligent Recruiting, Human-Led.

hello@mogelrpo.com · mogelrpo.com