Placement University's Management Training Manual

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Welcome to Placement University's Management Training Manual

A letter from our founder

Dear Owner/ Manager,

As you embark on your mission to provide staffing solutions for the employers in your chosen industry, our focus is to provide you with tools that, if implemented correctly, will give you the opportunity to reach your company's fullest potential. Your company's success is dependent on the leadership that you bring and must be based on your own personal passion and your desire to succeed with enthusiasm, commitment and conviction.

Thank you for your belief in our guidance and direction. Remember that even the shortest journey begins with a first step.

We are looking forward to a long term relationship and to your success.

Sincerely,

Nadia Gruzd

Placement University's Management Training Manual

Chapter One: The Importance of Leadership

The ability to lead other people is a prime attribute of a great manager. To fulfill your leadership potential, you must help others to develop their potential as possible future leaders in your business.

You need to learn how to motivate people to work for you productively and work with you to achieve common goals and objectives. Good leaders are only as good as the people they lead!
Zig Zigler once said "You will get what you want, when you help other people get what they want"

You will become a much more effective Leader if you learn to fine-tune your leadership abilities. If I asked you to name one great leader that you know, it would be a difficult question to answer. If I asked you to name great leaders, you would easily be able to provide names. Leaders leave their mark, they are memorable and they achieve their own dreams by helping others reach their dreams!

You owe it to yourself and the people who work for you to learn practice and master the skills of leadership. You can't build a successful business if you are the only one that knows how to lead because you can't be all things to everyone.

SUGGESTIONS FOR MANAGEMENT TRAINING CHAPTER ONE:

1. **Read the entire section.**
2. **Review the strengths and weaknesses of your Leadership abilities.**
3. **Decide which area you need to address first.**
4. **Make changes.**
5. **Review the results.**
6. **Consider additional changes.**

BENEFITS:

1. **Your Leadership abilities will enhance productivity, retention and improve attrition**
2. **Your Leadership Abilities will reflect your personality and management style**
3. **Creative Leadership will have an element of flexibility**
4. **Your main focus is achieving both your and your company's vision and mission, that your Leadership vision Impacts**

EFFECTIVE LEADERSHIP

Where have all the leaders gone? A recent survey conducted by a major business publication revealed that most individuals believe there is a leadership crisis worldwide. Nine out of Ten people surveyed said political leaders spend too much time attacking their rivals, while eight of ten believed that corporate leaders were more concerned with making money than running their companies effectively.

How do you embody the most important traits of leadership? Let's start with the definition of a Leader…
"A person who motivates people to work collaboratively
To accomplish great things"

Leaders set direction, achieve results and cultivate a culture of growth.

If you want to achieve the vision and mission, that you have set, it is important to lead your staff to that end. Think for a moment of all the firms that went out of business and ask what happened to these established firms while others flourished during that same time period? One differential was the leadership or lack of leadership of these companies.

There is a great difference between management and leadership. The biggest difference between Managers and Leaders is the way they motivate the people who work for them or follow them. This ability sets the tone for most other aspects of what they do. Many individuals who are in a management role realize they cannot buy hearts, especially to follow them down a difficult path, so they fine-tune their leadership abilities. When you capture the hearts of the people you lead, their bodies follow.

Following are the six personal qualities most leaders possess:

INTEGRITY

Integrity is the alignment of words and actions with inner values. It means sticking to these values even when an alternative path may be easier or more advantageous.

A leader with integrity can be trusted and will be admired for adhering to strong values. They also act as a powerful model for people to replicate, thus building an entire organization with powerful and effective cultural values.

DEDICATION

Dedication means spending whatever time and energy on a task that requires to get the job done, rather than giving it whatever time you have available.

The work of most leadership positions is not something to do *if time permits*. It means giving your whole self to the task, dedicating yourself to success and to leading others

MAGNANIMITY

A magnanimous person gives credit where it is due. It also means being gracious in defeat and allowing others who are defeated to retain their dignity.

Magnanimity in leadership includes crediting people with success and accepting personal responsibility for failures

HUMILITY

Humility is the opposite of arrogance and narcissism. It means recognizing that you are not inherently superior to others, and consequently that they are not inferior to you. It does not mean diminishing yourself, nor does it mean exalting yourself.

Humble leaders simply recognize all people as equal in value, and not what their position does to make them superior.

OPENNESS

Openness means being able to listen to ideas that are outside one's current mental models, being able to suspend judgment until after they hear someone else's ideas.

An open leader listens to people without trying to shut them down early, which demonstrates care and establishes trust. Openness also treats other's ideas as potentially better than the status quo. In this Age of Technology, the ability to openly consider alternatives is an important skill.

CREATIVITY

Creativity means thinking differently, being able to get outside the box and take a new, different viewpoint on things. The creative leader sees opportunities and trends that others have not seen or even imagined.

Managers have *subordinates*, leaders have followers….. the following table summarizes the differences between being a Leader and being a Manager. This is, of course, an illustrative characterization and there is an entire spectrum and range of each role. In the staffing profession many individuals lead and manage simultaneously, therefore, you may display a combination of these behaviors.

DIFFERENCES BETWEEN MANAGERS AND LEADERS

SUBJECT	LEADER	MANAGER
Essence	Change	Stability
Focus	Leading People	Managing Work
Have	Followers	Subordinates
Horizon	Long-Term	Short-Term
Seeks	Vision	Objectives
Approach	Sets Direction	Plans Details
Decision	Facilities	Makes
Power	Personal Charisma	Formal Authority
Appeal To	Heart	Head
Energy	Passion	Control
Dynamic	Proactive	Reactive
Persuasion	Sell	Tell
Style	Transformational	Transactional
Exchange	Excitement for Work	Money for Work
Likes	Striving	Action
Wants	Achievement	Results
Risk	Takes	Minimizes
Rules	Breaks	Makes
Conflict	Uses	Avoids
Direction	New Road	Existing Roads
Truth	Seeks	Establishes
Concern	What is Right	Being Right
Credit	Gives	Takes
Blame	Takes	Gives

When you are reviewing the chart above, remember that often as your company's leader you wear several hats including: Owner, bookkeeper, Purchasing agent, Communications tech, Manager, Leader, Candidate Generator and Visionary just to name a few. It is important to your success and the success of your business that you segment a specified timeframe every week to work *ON* your business vs. *in your business.* It is just as important to be aware of the leadership qualities and skills you need to fine-tune in order to align yourself with the goals you have set for your company.

In the staffing profession it is important to develop an OUTSIDE/IN approach to being an owner/manager. You need to see your company through the eyes of our:

1. **Clients**
2. **Staffing teams**
3. **Corporate management team**
4. **Candidates**

The most important decision we make as an owner/Managers is *WHO*. Who is on your bus and where are they sitting. A great leader is in tune with the skills and talents of the people on their team and utilizes them where it is mutually beneficial.

Even if you do not have employees, without leadership your business would go in a circle and eventually fail. It's not having *a follower that defines* leadership. Leadership is a winning combination of personal traits and the ability to think and act as a leader. Anyone can be a leader, even if the person they're leading is himself or herself. Leadership skills need to be adapted, fine tuned and continually improved upon.

Following are the 5 Keys to fine tuning your leadership abilities:

A LEADER PLANS

Top Leaders in the staffing profession plan in order to elevate their level of success. The core of leadership is being proactive rather than reactive.

A LEADER HAS VISION

Vision is essential to strong leadership. If you don't know where you're going; you won't know when you get there! Your leadership vision should embody yours and the company's dreams, goals and passions.

A LEADER SHARES THEIR VISION

When speaking with many owners of staffing companies who lost their business in past economic downturns, one commonality was that their team had NO IDEA what they were attempting to build. Sharing your leadership vision will help your vision grow and your leadership skills develop. As you demonstrate your own belief in your vision, you and your team will strengthen your determination to make your leadership vision become reality. You will also gain the respect of your team, and you will all work together for a common goal!

A LEADER TAKES CHARGE

Once you have created your leadership vision, put together your plan and share this information with your team. You need to act. Monthly and weekly action Items will keep you on track and prepare you to respond to any crisis. Your leadership abilities are put to the test when problems occur. It is critical that you become very solution vs. problem oriented.

A LEADER INSPIRES THROUGH EXAMPLE

Becoming a leader isn't easy because it takes a conscious commitment and consistent effort to develop effective leadership abilities. Anyone who is willing to make the effort can learn to lead. Never underestimate the impact you have on the individuals you lead. They will look to you for guidance, they will watch what you do and say, and eventually will want to develop their own leadership abilities.

Developing strong leadership ability may sound like another *job* when, in fact, they are critical to your personal and business success. When you become an effective leader, your job actually becomes less stressful and you elevate yourself to your next level of achievement.

Chapter Two: How to work a desk and manage your business/ recruiters

This chapter is going to focus on the challenge of simultaneously and effectively *working a desk* and *managing*. This training is directed at the Working Owner/ Manager who is responsible for generating their personal production as well as management responsibilities. If you are an owner/ manager or a manager as a result of your past success or because you were a Top Producer, you now face an entirely new set of challenges. This chapter outlines four cornerstones of the successful working manager and will help you master your two full-time jobs!

SUGGESTIONS FOR THIS CHAPTER:

1. **Read the Four Cornerstones below.**
2. **Select the ONE cornerstone you feel will give you the greatest results.**
3. **Write down the following:**
    a. **What you need to STOP DOING that is not in sync with this cornerstone.**
    b. **What you need to BEGIN DOING to experience positive results.**
4. **Take a 3 x 5 card and write down the change you will implement for the next 21 days, until it becomes a new habit.**
5. **Inform the individuals you supervise or your loved ones of the change you will implement to benefit THEM.**
6. **Review your results after twenty-one days of implementation.**
7. **Select from the three remaining cornerstones and repeat the process above until you have implemented all four cornerstones into your effective management style.**

BENEFITS:

1. **You know how to succeed as a *person*. This chapter will teach you how to succeed as a *working owner/ manager*.**
2. **Time Management tips will help you more effectively utilize your time.**
3. **You will learn how to set limits that will benefit both you and the individuals you supervise.**
4. **The cornerstones will give you four areas of focus which will positively impact your success and your income.**

HOW TO WORK A DESK AND run and MANAGE your business

Ten years ago, people entered this profession usually by mistake. Typically, an individual was searching for a career opportunity and decided to get assistance from a Recruiting Firm. If this individual had an outgoing personality, positive attitude, great communication skills, were professional, wanted unlimited income potential and were willing to take a chance…they were introduced to the office Manager and often hired as a recruiter!

In more recent years, the Recruiting Profession has become one of the most sought after opportunities. Our profession is attracting individuals at all levels from recent college graduates to individuals leaving their careers to pursue recruiting. Recruiting has become a highly reputable profession and continues to grow with the ever changing job market. Finding top talent is the greatest challenge facing Corporate America, with the aging Baby Boomers leaving the workforce in record numbers. And today we are facing an even more difficult challenge, and that's the economy.

Recruiting is a Sales Profession and recruiters must have the desire to set and attain personal and team goals. More importantly, recruiters must have the drive and determination to write their own paycheck. As an owner/ manager, it is important to present your Recruiting Opportunity to potential new recruiters as a Sales Job involving heavy telemarketing activities. If you don't, you will end up with your employee failing because there is too much phone work, or they didn't realize the career involved cold recruiting and marketing calls

The first day of work for a business owner is exciting and frightening. The excitement comes from the fact that you are sitting at your desk and before you is either a Profit or a Loss Center. The frightening part is that it is 100% up to you! Think back for a minute about your first day in any new Profession. Did you ever imagine how successful you would become? What did you do differently than others in your office that did NOT succeed? It is those traits that you will want to instill in the individuals you hire.

It's also very important to realize you cannot MAKE someone a Top Producer. You hire them! If someone was a top producer or high achiever in their past, they will bring that to your company when you hire them and teach them the Recruiting Profession.

There are many characteristics associated with highly successful people. Typically; early in their career you will notice the following:

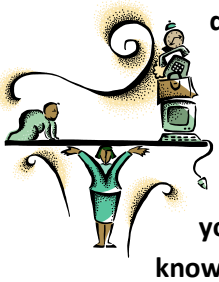
- **Work habits and work ethics are admirable**
- **They have positive working relationships with you and their co-workers**
- **They effectively interact with you and the rest of your staff.**
- **They are extremely *results-oriented***
- **They naturally *smell money* and know where to put their efforts**
- **Strong rapport is established with both clients and candidates**
- **They are well planned and focused during prime time**
- **They set high goals and commit to achieving activity levels that will ensure they hit or surpass those goals**

Management usually observes Top Producers closely because often they have future plans for them. If a top producer can master their own desk and generate profits, it only makes sense that they promote the Top Producer to a Management position! Or does it? Often Top Producers are too selfish to manage because it can negatively affect their personal production. As a Working Owner/ Manager you are often asked to identify future managers for your firm as part of your responsibilities.

When you consider promoting a Top Producer to a management position, you need to ask that individual if they want to become a manager. Often promoting a top producer to management is an attempt to retain this top producer by offering them an override on the production of other recruiters. There are other ways of retaining Top Producers. Also, you risk losing a top producer who ends up failing as a manager. We will discuss many retention tools throughout this program.

It is not unusual for top producers to aspire for a management position only to become frustrated because there is not enough time to work their desk! Therefore, when you are identifying recruiters in your firm for a management position, keep in mind that not only top producers make good managers. You may currently employ a recruiter who has great tenure with your company, has consistent production, is a great team-player, and has strong organizational and time management skills. This individual has the characteristics it takes and could make an outstanding manager for your firm.

When an individual becomes an owner/ manager they realize the juggling act has begun. Working a desk is a full-time job, managing other Sales Professionals is a full-time job, running your business is a full time job, being the accountant is a full time job, and being the main cash flow generator is a full time job. Should you focus on maintaining your high personal production figures or focus on making others successful? It is a juggling act and as a Working Manager you must take ownership of all areas! When you become a business owner you are judged on your ability to teach others what you know. You must also help them attain higher levels of production and success.



For example, think for a moment about the greatest coaches in sports. Many great coaches were great players who then become great coaches because they had the ability to elevate their team members to great levels of achievement. A great coach does have an amazing impact on a team and a great manager does have an amazing impact on their sales team!

Following are the Four Cornerstones that will ensure your ability to master the tasks of both *working your desk* and *managing your team*.

CORNERSTONE #1 – ORGANIZATIONAL SKILLS

As an owner/ manager, you must have excellent organizational skills. You must have definite systems in place for everything you do every single day. There are no two days alike in the recruiting profession. It doesn't make a difference what segment of the profession you're involved in: direct placement, temp, contract or retained search. You have people on both sides of your sales! If you are not organized, the URGENT things will overshadow the IMPORTANT issues you must handle. Therefore, it is imperative that as a, owner/ manager you get and stay organized.

You must follow systems throughout the placement process and teach your recruiters to implement those systems in order for them to stay organized. An organized desk is NOT the sign of a sick mind! It is the sign of a successful owner/ manager and Manager!

Utilizing forms for tasks throughout your day is extremely helpful. Having systems to implement for everyone you supervise saves time for both you and for them. If a recruiter is not at work and systems are in place, you or another recruiter should be able to effectively work their desk without having any details fall through the cracks.

CORNERSTONE #2 – TIME MANAGEMENT SKILLS

As a Working Manager you must have excellent time management skills. In order to keep your desk productive, you must set aside time for yourself, where you cannot be interrupted under any circumstances! During this time you are working your desk, focused on RESULTS ORIENTED activity only!

Once your money making tasks are complete, you then need to recruit and market! In order to keep your office productive, you will always need to set time aside to recruit and market so that you can build a strong local client base. That is what smart business owners do!

Of course, if you have a team member that requires assistance with a close; exceptions are made! One great rule to implement is that you should CLOSE your OPEN DOOR POLICY during prime time! Prime time is from 9:00 a.m. to 11:30 a.m. and from 1:30 p.m. to 4:00 p.m. – unless someone needs your assistance to close a deal. It is always the lowest producer in your office that wastes the most of your valuable time with endless questions.

If anyone on your staff has questions, they are to keep a notepad next to their phone and write down all of their questions. They can ask you these questions at 11:30 a.m. or after 4:00 p.m. They should bring in their notepad and get answers to their questions and concerns. It's amazing how many of their questions they will answer for themselves as they continue to work throughout their day.

BONUS OWNER/ MANAGER TIP:

When the individuals you supervise ask you questions, always ask them for their *solution*, prior to giving them an answer. This allows you to work your desk without endless interruptions. It also allows the individuals you supervise to observe your focused working habits. This allows you to work your desk without interruptions, and it also allows the recruiter to observe the dedicated work habits you have.

Your work habits as a working owner/ manager are critical to your own success as well as the individuals you supervise. The easiest way to teach is by setting the example. You need to set the example of what work habits are expected. It's also important that your new hires understand they will need to make five times as many calls as they see you or other Top Producers making each day. You know HOW to call and WHO to call – they don't.

The individuals you supervise definitely watch what you do. It's difficult to enforce habits and techniques if they never see you utilizing them. If you are only communicating by email, it is difficult to tell your recruiters to make sure every third contact is a telephone conversation. If they see you focused on results oriented activities during prime time, they will take your lead.

We all have the same 168 hours, make sure that you make the best use of your time! If you wanted to be a fireman – putting out fires all day, you would have pursued a different occupation.

When you set parameters, expectations and segment your day, you will manage your time better and the results will set new levels of production for you as well as the people you supervise.

CORNERSTONE #3 – EXCELLENT PLANNER

As a working owner/manager you must be an excellent planner! You must stay loyal to your calendar and plan. You must plan the results oriented activity for your desk and then set specific expectations for the plan your recruiters are expected to follow daily.

If you want better results, mandate planners for every person you supervise. Planners must be completed BEFORE they leave work each evening. All calls for the following days are planned, including recruiting calls, marketing presentations, preps, de-briefs, reference checks, interviews – all activities.

Meetings should be set very early in the morning or late in the afternoon. Questions and concerns should be discussed at 11:30 a.m. and 4:30 p.m. – not during prime time.

Early morning is the best time for you to conduct motivational training sessions, to set up an *instant gratification* contest focused on areas where you need results. Do something to motivate your sales team to get on their phones first thing in the morning. If you have everyone planned to make Recruiting and Marketing Presentations from 9:00 a.m. – 11:30 a.m. it makes it easier on your entire team. The noise level in the office will motivate others to get on their phones.

Plan all meetings well in advance so your team can plan for them. It is an excellent idea to have planned meetings each week. Always schedule a kick off on Monday morning, various topics of training early Wednesday morning and wrap up every Friday late afternoon.

You would not go on a vacation without plans. Why would you? Why should anyone you supervise arrive at work without a plan? It is a proven fact that Top Producers are the best planned recruiters in our profession. In 2006, twenty-seven recruiters produced over $1 million in sales individually. Do you think they KNEW the calls they were going to make each day? The answer is YES!

It doesn't matter what type of Planner you use. If you don't have a current Planner that is effective, there is one in the template section of Placement University.

The Planner needs to list activities according to their level of priority. The first activities are the MONEY PAGES: Closes, Send-Outs and De-Briefs. If there is nothing in this section of your planner then you and your recruiter have no activity close to a placement. The next activities you plan for contains the second highest priorities: Presentations on Existing Job Orders, Three Hottest Orders, etc. The Planner keeps you and your recruiters focused on what is important. You can review the planner each day for a few minutes and know where you and your recruiters are placing their focus.

Planning will make your job as a working owner/manager much more manageable!

CORNERSTONE #4 - MOTIVATOR

As a working owner/manager it is vitally important that you realize the importance of creating a motivating environment. It is true you can't motivate someone who refuses to be motivated, but your overall remarks or negative action you will bring your whole staff. No one wants to be around someone who is always negative.

Recruiting on a daily basis can be difficult. You and your recruiters are faced with rejection over and over every day. It is important for you to be aware of each of your recruiter's daily activity. It makes a world of difference when your recruiter is having a day filled with disappointment and you, their manager, offer support and solutions to turn things around. Making more calls is obviously not the only solution.

Encouragement on a personal level goes a long way! As an owner/ manager you are usually responsible for new hires as well as experienced recruiters. Integrating and motivating different levels of experience is an art in itself. It is important to individually motivate and mentor based on the various levels of experience. If you set-up contests to motivate your team and the same person always win, this is actually counter-productive.

If you want to know what will motivate your team – just ask them! Too often you spend endless hours coming up with great motivators that are not appreciated. One reason is because they didn't hit the personal *hot buttons* of the people you supervise. Save yourself time and identify their *hot buttons* during your initial interview and during your performance reviews. You will be surprised at how many things will motivate your team that will not cost your company one dime! A few examples: leaving work early, dressing casual on Fridays, working from home and qualifying for time off.

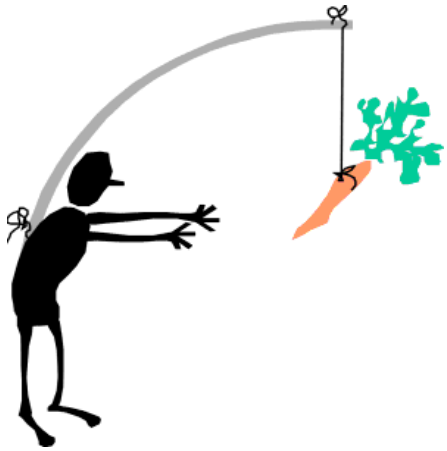
Also, teach your recruiters to arrive at work expecting to succeed! Have them visualize a suitcase outside the door of your office so they can place their bills, problems, children, spouses and other pressures in that suitcase– prior to walking into the office. When they leave work, have them place the frustrations of their work day into the suitcase prior to going home.

Make a connection between what your team needs to do to attain exactly what they want out of life…and watch what happens! They will become very motivated when they realize they can create the life they have always dreamed of achieving.

Many of you innocently entered the Recruiting Profession because of the unlimited income potential.

When you develop exceptional Organizational Skills, excellent Time Management skills, become a proficient Planner, create a Motivating environment and also thrive on *Fun chaos* you will become a very effective working owner/ manager!

Chapter Three: Motivation starts in your own office



This chapter is going to focus on your ability as an owner/ manager to create a motivating environment in your office for your sales team. It is a FACT that you cannot motivate a person who does NOT want to be motivated. This chapter will give you tips on how you can provide an environment that does project a positive, motivating culture for your company.

In this section we will cover all areas that impact motivation including:

- **Your physical office - How you arrange desks**
- **Activity and Production Boards**
- **Time of Day**
- **Training**
- **Production**
- **Recognition**
- **Consistency**
- **Meetings**

Staffing and recruiting firms that create a motivating environment rarely have to recruit for their own employees. High achievers are attracted to their firms because of their reputation in the market. This Lesson will help you earn preferred employer status.

When you develop the ideas in this Lesson, you will enjoy improved employee retention and morale.

SUGGESTIONS FOR THIS CHAPTER:

1. **Read the entire lesson**
2. **Evaluate the areas addressed**
3. **Select which ideas to implement first**
4. **Review the results**
5. **Implement additional ideas**

BENEFITS:

1. **You will attract top talent to your company**
2. **Retention and morale will improve**
3. **You will develop a positive company culture**
4. **Sales and profits will increase**

HOW TO CREATE A MOTIVATING ENVIRONMENT

If you have ever felt that it is impossible to motivate your sales team – you are 100% correct! The best thing you can do is create a motivating environment that promotes success. As their manager, you may know they are capable of higher levels of performance. Unless they are individually motivated, they will never achieve their potential.

In this chapter we are going to cover the many things that affect the motivation of your employees, including:

- **WIIFM (What's In It For Me?)**
- **Your physical office - How you arrange desks**
- **Activity and Production Boards**
- **Time of Day**
- **Training**
- **Production**
- **Recognition**
- **Consistency**
- **Daily and Weekly Wrap Ups**
- **Motivation Busters**

WIIFM

People do things for their own reasons NOT yours! Employees are not motivated to work harder in order for your company to hit its goals. They must see how it benefits THEM to get out of their comfort zone and daily habits.

It's important for you to realize they must CHANGE something to get different results. That means they need to STOP doing something that is NOT working and REPLACE it with a new method, technique or attitude. In addition, they must practice this new technique for twenty-one consecutive working days in order for it to become their new habit.

It is unrealistic for you to think they can continue to do things the SAME way and produce greater results. Individually sit down with your team and find out what motivates each one of them. Become aware of their dreams, aspirations and most importantly expectations. If you want to motivate them

to higher levels of performance, they truly need to believe and *expect* this success, as well as the rewards that accompany them, to HAPPEN!

Together list specifically what this new level of success would bring to them and the people they care about in their life. Point out the price they and their families are paying for them NOT achieving a higher level of success. Often, knowing what they can provide for the people they love is a stronger motivator than what they can provide for themselves. It is important that you individually identify what motivates each of your employees.

YOUR PHYSICAL OFFICE

Just for a moment, put yourself in the shoes of your employees and whoever comes onto your office. What message do they get when they walk into your business? We teach our employees about the importance of the first impression, but when is the last time you thought about the first impression of your company?

Ask yourself the following questions:

- **FRONT OFFICE**
  - **Is your receptionist area welcoming?**
  - **Does your front office reflect your company culture?**
  - **Do you have motivating artwork?**
  - **Are people offered a beverage or snack?**
  -

  If you have walk-in traffic, the first impression of your business is determined by two things:

  - √ **The physical environment**
  - √ **The PERSON at your front desk**

- **YOUR SALES TEAM**
  - **Do you have open concept, cubicles or private offices?**
  - **What would be most beneficial to your team and company?**
  - **Do you have individuals working the same specialty area sitting close to each other?**

  In the recruiting profession, the WHO you have on your team and WHERE you have them working is critical to YOUR success, as well as theirs. In certain segments of our profession that are fast Paced often benefit from an open concept layout.

  This arrangement prevents your sales team from having to repeat details more than once. This also promotes teamwork, mentoring, training and competition.

- **YOUR OFFICE**
  - **Are you close enough to hear the HUMMM of a successful office?**
  - **Do you stay in your office or manage by walking around to gain hands-on knowledge?**
  - **Do you have a private office and a desk on the floor?**
  - **Is your door SHUT or OPEN?**

If you have a 100% open door policy and are still involved in personal production – you need to CLOSE that open door policy during prime time, unless there is a close that needs your attention.

There is a certain level of noise in a successful staffing and recruiting firm. It is caused by your sales team's conversations on the phone speaking to candidates and clients. If all you hear is the clicking of computer keyboards, you may have cause for concern.

It is important for you to develop an environment that promotes both HIGH TECH and HIGH TOUCH. How you physically set up your desks and office greatly impacts your ability to make this reality. Your office needs to be in close proximity to the individuals you supervise.

Walk around your office and also critique:

- **Your Interviewing Room (if you Interview candidates away from your desk**
  SUGGESTION: ***Line the room with framed thank you notes from satisfied candidates your firm has placed!***

- **Your Lunch Room -**
  SUGGESTION: ***If at all possible provide a microwave, table and refrigerators so your employees can bring their lunch from home.***

- **Your Supply Room -**
  SUGGESTION: ***You need to appoint someone to keep an accurate inventory of all supplies in your office. This will ensure that you never run out of toner or other items that can impact business.***

- **Your Walls -**
  SUGGESTION: ***There are many suppliers that provide wonderful Motivational artwork.***

Individual Work Areas –

SUGGESTION: Request that your employees bring pictures of friends, family and pets. Encourage them to personalize their work area. You learn much about what and who motivates them by looking at what they bring in to personalize their work areas.

If you promote split business in your office, it can be effective to annually change desk assignments. This has two benefits:

- √ **It causes everyone to clean out their desks**
- √ **It prevents certain employees only splitting with employees who sit close to them**

As a manager you must now succeed THROUGH the individuals you supervise. You need to find the office environment that will work best for your company and your employees.

ACTIVITY AND PRODUCTION BOARDS

It is just human nature to not want to be the last person listed. With all the distractions in our profession, it is very easy to get focused on the urgent versus important activities. We also have the additional challenge of people on both sides of our sale.

Activity and production boards let each of your employees know exactly where they stand. Most employees are motivated by success! If you know and understand the personal ratios of the individuals you supervise, you can show them exactly what results they need to generate daily in order to hit their goals.

Monitor the results oriented numbers (i.e. Job Orders, Send-Outs, Interviews and Placements). These are key areas you need to monitor. Each month count up the working days in the month and calculate the exact activity each employee needs to generate. They then list the following:

- √ **Daily totals**
- √ **Month to date totals**
- √ **Goals**

This type of visual aid greatly helps keep your employees on track.

TIME OF DAY

Have you ever had an employee announce to you that they are just not a morning person! I wondered what I was supposed to do with that information since 2 ½ hours of Prime Time happen to fall between 9:00 – 11:30 a.m.

Then there is the employee who just loses steam around 3:00 pm each day. Unfortunately, that timing also falls during Prime Time which also exists between 1:30 – 4:00 p.m.

If someone has convinced themselves that they are not motivated or effective during certain times of the day, they will spend the rest of their career proving that to everyone – including you! We have five critical hours each day to contact the individuals who have the greatest impact on our production.

As a manager, you need to get things going EARLY. Most BIG BILLERS I know, including those producing in excess of $1 Million get started early. Talk about ways to get motivated during their commute which could include:

- √ **Listening to their favorite music**
- √ **Listening to motivational tapes**
- √ **Singing**
- √ **Driving with your window open**
- √ **Exercising before your leave**

Whatever it takes! Your employees need to realize how critical it is for them to arrive at work READY TO SUCCEED!

Energetic morning meetings can also get employees enthusiastic about their day. Our profession is NOT a 9:00 – 5:00 p.m. job. It is a very lucrative career that is time intensive. We all have the same 168 hours each week, but those who really make "best use of their time" are the individuals who end up as top producers.

LONG HOURS don't ENSURE SUCCESS, but not being focused on result oriented activity during Prime Time DOES guarantee failure!

TRAINING

Knowledge and the implementation of that knowledge is what truly separates average producers from Big Billers. You must provide initial and on-going training to reflect changes in the Job Market.

Often, your senior producers need training more than you're new hires. Deals slip through the cracks because shortcuts are being taken, or bad habits have been developed.

The production of your sales team should increase with each passing year. If someone is stuck at the same level, they need training. They need to identify what they are currently doing that is wasting their time and replace it with a new technique that will impact their production.

Your team cannot implement a NEW IDEA until they make room for it. They need to STOP doing something that is not working in order to make room for the implementation of something new!

"EVEN IF YOU ARE ON THE RIGHT TRACK, YOU WILL GET RUN OVER BY

YOUR COMPETITION IF YOU DON'T EMBRACE CHANGE"

Providing your employees with training -	**ENHANCES MOTIVATION**
Providing training tools for your office -	**ENHANCES MOTIVATION**
Teaching your sales team how to improve -	**ENHANCES MOTIVATION**
Investing in your own training -	**ENHANCES MOTIVATION**

PRODUCTION

Our profession is never just okay! Our employees either love it or hate it depending on what kind of month they're having. When one of your employees hits their monthly goal on the 20th of the month, they can't do anything wrong.

It is important, however, to remind this employee to commit to daily results-oriented activity. Often a flat month follows a record month, because your employee is so focused on closing deals that the basic daily results needed to STAY consistent are not achieved.

If you manage by numbers, you can catch a SLUMP before it happens! You can show your employees exactly what they need to do to turn this month around. Too many employees chalk up the month as a failure and stop making recruiting and marketing presentations. The greatest motivation buster is FAILURE.

I remember years ago when everyone's solution was "make more calls" which makes NO sense. If I've made 50 calls with NO HITS and I make 50 more of the SAME calls – I'm going to continue to fail.

If you have individuals who are having a difficult time, have them record their calls. You will HEAR what they are doing and can help them make slight adjustments that will provide them with amazing results!

RECOGNITION

Recruiting is a performance driven occupation. It is actually de-motivating if you only recognize your top producers. You need to create recognition for small achievements.

Have your desk drawer filled with small gifts (i.e. dinner certificates, motivational items, tickets to a show, coupons, gift certificates and other items valued from $5 - $25). When someone you supervise makes an outstanding effort, overcomes objections that have stopped them in the past, put extra effort on their own time, etc. you walk by their desk and recognize their efforts!

It is also nice to have monthly, quarterly or annual awards to recognize people for production, team playing, the most splits, the highest margins, the most new clients, etc. Individuals will become more motivated when they know they are "Recognized for their Efforts."

CONSISTENCY

You owe it to yourself and the people who work for you to be consistent. There is NOTHING more de-motivating than to feel there are certain rules for SOME people in the company and different rules for OTHERS.

You need to be 100% in your interpretation of the policies and procedures developed for your company. Personalities cannot enter discussions.

Think of what happens to children when their parents are not consistent. The child ends up unruly and out of control. The same thing will happen to the individuals you supervise. They look to you for consistency, guidance, mentoring and training. There is no quicker way to lose your key employees than a lack of consistency.

Your employees should never have to guess what you will do in any given situation. They should know exactly what action you will take with any type of issues that surface. When you are consistent, you gain respect for being a caring, confident and effective manager who your employees know they can trust. You can never demand trust, it is something you EARN!

MEETINGS

Lastly, in this chapter I am going to discuss the importance of communication. We are busy communicating with clients and candidates, but it is just as important to have the lines of communication open with your employees.

The best way to achieve open communication is through scheduled meetings. Some suggestions include:

- √ **Monday Morning Kick Off -** ***Make sure everyone is on track and working what is "closest to the money FIRST"***
- √ **Wednesday Morning Training Sessions -** ***To ensure consistent training is provided***
- √ **Friday Wrap Up -** ***Discuss WINS for the week and get updates on all activity pending***

You can set up whatever meeting schedule works best for your company, but it's important to have one. A lack of communication with your greatest assets – your employees, can result in turnover and goals not being achieved.

Think of how you wrap up each day. Do you have any type of wrap up? It is a good idea to have every one of your employees end their day by focusing on the highlight of their day.

There are some days when it difficult to come up with a highlight because of all the rejection that is a natural part of our career. Have your sales team write their highlight on their planner before they leave. No matter what kind of day your team experienced, they focused on something positive before leaving your office at day's end.

IN CONCLUSION

It is my belief that you cannot motivate a person who refuses to be motivated. However, by following the suggestions in this chapter you can create an environment that will help your employees motivate themselves. Motivated employees are happier employees and more successful, which of course has a direct impact on the achieve on your goals as their manager

Chapter Four: How to find and hire top talent

This chapter training is going to focus on how to FIND and Hire Top TALENT. The question that is asked more than any other is how to elevate someone to become a top performer. However, you can't make someone a Top Performer – you have to hire the right a top performer. In order to do this, you need to develop a systematic hiring process that identifies and attracts high achievers. You need to give the openings in your offices the same level of attention you give to our client's needs. You need to become a magnet for top talent and always be interviewing, whether you have a current opening in your region/offices or not.

Too often in the staffing and recruiting profession the statement is made, "We have empty seats." Even worse than that, there are times when it's easier to … just "fill a seat" than wait to attract and hire top talent! A candidate's past is a window into their future. Never forget, the most important decisions you make as an owner or manager is WHO you have on your team and in what role.

SUGGESTIONS FOR THIS CHAPTER

1. **Read this entire chapter and then compare the suggested hiring process with your current hiring process.**
2. **Evaluate strengths and weaknesses of your current team.**
3. **Prioritize which changes in your hiring process will provide you with the greatest results.**
4. **Make a list of action items to improve your hiring process. Include the names of who will complete these action items and by what date.**

BENEFITS:

1. **You will realize a quicker ROI on your new hire.**
2. **Your new hires will compliment your current team.**
3. **Your process will identify top producers.**
4. **You will escalate the success of your business.**

FINDING AND HIRE TOP PRODUCERS

The most important thing in building a sales team of high achievers is your hiring process. Too often the phrase "FILL A DESK" is used in our profession and that's exactly what's done. A desk is filled vs. finding your next top producer.

Always remember one very important fact:

You are in business TO MAKE A PROFIT... **Not PROVIDE JOBS for people!**

Before you begin your hiring process you need to accomplish the following:

- √ **Evaluate your team**
- √ **Determine the type of person your TEAM NEEDS (pace setter, detail oriented, positive, over achiever, high energy level). You need to compliment the team you have in place.**
- √ **Ask your team for their input. This will help achieve their buy in BEFORE you hire a new person and will help you integrate your junior and senior recruiters.**
- √ **Follow an interviewing process – don't take shortcuts.**

Think for a moment of the thorough process you follow to identify top talent for your clients. You need to give the opportunities in your office the same level of thoroughness and attention.

HIRING PROCESS

1. **CREATE JOB DESCRIPTIONS ~ You must have a detailed job description for every position within your company. These should be reviewed and updated on an annual basis with input from the individual currently in the position. Information should include:**
2.
   - **Responsibilities of the position**
     - √ **Person must be able to handle constant rejection**
     - √ **Person should enjoy doing _____**
     - √ **Circumstances in your office that this person must be able to tolerate.**

- **Behavioral traits of successful hires**
- **Factors necessary to succeed at this career**
- **Positives and negatives of the job**

3. **ENSURE HIRES ALIGN WITH YOUR COMPANY VISION ~ The individuals you hire must be in line with your company vision. If you hire someone that does not possess the values important to your company culture – they will not end up being a long-term productive employee for your business.**

4. **IDENTIFY INDIVIDUALS WITH SALES EXPERIENCE ~ Identify and recruit prospective candidates with SALES experience. Recruiting is a sales profession with people on both sides of our sales – which is challenging. Individuals, who were over-achievers in sales in their past position, become top producers in our profession. Send them your paperwork, in advance, as your initial screening process. You want to make sure they have experience, skills and a successful track record before scheduling a personal interview. Use my profile form which will help identify their hot buttons and provide you with information to close this candidate if you decide to hire them for your office.**
   If you receive their resume and profile form and do not see the credentials you need, conduct a courtesy interview over the phone and let them know why they are being screened out for your position.

   ADDITIONAL TIP…

   I have had great success when I hired individuals who were successful in outside sales positions, telemarketing positions and sales people either in sales or catering offices of hotels.

5. **INITIAL STRUCTURED INTERVIEW ~ It is important for you to have a list of structured interview questions you ask every candidate. It is the only way to accurately compare one candidate to another.**

6. **Listed below are twenty suggested questions and the additional things you will learn about prospective candidates.**

- **How has your past job experiences prepared you directly or indirectly for this position? (Tests their knowledge of your job)**
- **Describe a normal day at your present job? A great day? (Reveals their current activity level)**
- **How much time do you currently spend on the telephone? (Test them for phone fear)**
- **What were your three most impressive tangible contributions with your current company? Past companies? (Listen for the types of contributions they describe)**

- **Give me an example of a situation where you have experienced rejection. How did you handle it? (Tests their reaction to rejection)**

- **What are your weaknesses and what have you done to improve them? (Do they work on their weaknesses)**

- **Describe the type of working environment you prefer. (Determine if this describes your working environment)**

- **Give examples of where you have been rewarded or compensated based on your performance. (Will they function well in a commission/bonus environment)**

- **What was the greatest problem you had to solve at work, and how did you solve it? (Test what type of problem solving skills they possess)**

- **How did you handle an irate customer or client? (How well do they work under pressure)**

- **Why do you feel we should hire you? (How well can they sell their abilities)**

- **What appeals to you most about this profession? (If they say they like people, delve deeper)**

- **What do you anticipate will be the most difficult part of this job? (This is where you have to focus your training efforts)**

- **Have you ever received a speeding ticket or should you have received a speeding ticket? (Most type "A" individuals drive fast, if someone says they drive under the speed limit – I would have some concern)**

- **What are your short and long-term goals? (You are attempting to hire over-achievers)**

- **How would this job help you attain your goals? (Do they see the connection between the job and their goals)**

- **Give specific examples proving how you've been successful in sales? (Did you find these examples impressive)**

- **What do you think it will take to become a Top Producer? (Do they understand the activity level necessary to succeed)**

- **What do you look for in a manager? (Does this describe your management style)**

- **If you don't get this job, what else are you considering? (Are they only interviewing for sales positions)**

5. **MATERIALS ARE SHARED WITH THE CANDIDATE ~ Candidate is given a copy of the job description, introduction to recruiting, expectation sheets (download this below) and**

marketing materials of your firm. You instruct them to call the next day to share their level of interest in proceeding with the interviewing process. The candidate is also asked to share this information with their significant other. Our career is not a 9:00 am to 5:00 pm type of opportunity and it's important that their family members understand the commitment involved.

6. **REFERENCES ARE THOROUGHLY CHECKED ~ It is important to check business as well as personal references. Personal references don't have a filter. It is also wise to ask for a copy of last year's W-2 form, when and if you hire someone with recruiting experience.**

7. **Always remember, people are creatures of habits. If you look into a person's past, it is a window into their future. If someone was an overachiever in school and in past positions, they will continue to be an overachiever (Top Producer) for you.**
   If you hear someone say, "I just need someone to give me a chance to prove myself, I know I can do this job" you should let someone ELSE give this person a chance to prove themselves and hire someone who has a successful track record!

8. **CANDIDATE MEETS CURRENT SALES TEAM ~ It is important to have your current team buy in to the new people you are hiring. One of the easiest ways to accomplish this is to include them in the hiring process. If any member of my sales team has strong negative feelings about a prospective future hire, we pass on this individual and keep interviewing. Your senior recruiters can often make or break a new person and you want to encourage their support. If they helped make the decision, then they have a vested interest in the success of this person.**

   Whenever possible, this meeting should be held over lunch outside of the office. Candidates have a tendency to let their guard down when they are out of the office environment. It doesn't feel like an interview, and you will actually learn more about the person.

9. **ASSESSMENT INSTRUMENT IS ADMINISTERED (optional) ~ if you want to gain totally objective information about your prospective hire – utilize an assessment tool. We need to hire individuals who are self-starting and can influence others. You will be able to review those traits in the assessment results. This type of assessment tool prevents you from making an emotional hire. The more data you compile prior to a hire, the better decision you will make. Think of how much time and money your company has lost due to bad hiring decisions in the past!**

10. **CANDIDATE FIRST MEETS WITH SALES MANAGER TO DISCUSS MONEY AND MEET WITH THE OWNER ~ It is important to know the past income and current financial situation of your prospective hire. Earnings in our profession increase with experience and production. If your new hire cannot meet their bills with your compensation package, the pressure of their bills will greatly take away from their ability to focus on their new career.**
11. **MOST IMPORTANT STEP IN THE PROCESS… CANDIDATE SPENDS 3-4 HOURS IN YOUR OFFICE ~ Every time I speak at a conference I have several recruiters approach me complaining about all of the telephone calls they are expected to make. These recruiters did not understand that**

much of our job is telemarketing sales. Often these new hires quit because they did not understand what we do on a daily basis to succeed in our profession.

12. This next step in the hiring process will eliminate that situation from ever happening to you again. You inform your prospective hire that you want them to observe your current sales team. It is one thing to TELL them what they will be doing; it's much more effective for them to actually SEE your employees in action.
You have them observe your office for 30 minutes completing recruiting presentations (the hidden benefit – your current team will really PERFORM when they know they are being observed.)

After 30-45 minutes you bring this person in your office and get their feedback on what they observed. You ask this person if they see themselves able to make these kinds of presentations. You will have candidates say "NO," which is fine. Better you find out BEFORE you hire them than after.

Give them a recruiting call script and a recruiting list with thirty five names of companies and telephone numbers. Role play with them for 15 – 30 minutes – telling them that their goal is to entice the individuals they speak with to send them their resume. You will review the top 3-5 objections they might receive and teach them how to overcome these objections.

In my office, we make the following offer to the individuals who are completing these cold calls as part of the hiring process:

"If someone agrees to send in their resume and we eventually place this candidate in a job – you will receive a $500 bonus whether you end up working for us or not." We want there to be motivation for this person to succeed. The prospect is put out on the floor to make their initial calls. We have a senior person watching them and monitoring their activity. It's important to note:

- **How long did it take them to pick up the phone?**
- **How long did they sit there between calls?**
- **Did they naturally overcome objections?**
- **How many objections did they take with each call?**
- **Did they have obvious phone fear?**
- **Did they try to discuss what was happening with co-workers?**
- **How did they handle rejection?**
- **Did they experience any success?**
- **Were they easily frustrated?**
- **Were they over-analyzing every call?**
- **Did they finish the list of 35 calls?**

You learn so much more from actually observing an individual than listening to what they TELL you they are capable of accomplishing.

We have had individuals PULL themselves from the process after this experience. Greatest Objection: They like to talk on the phone, but are uncomfortable with cold calling. It is better to find this out BEFORE you hire someone. Even if you have established accounts and a strong database of talent, most positions in our profession are "SALES JOBS" and cold calling is a part of any sales job.

13. **OFFER IS EXTENDED ~ If feedback is positive; an offer is extended to this candidate.**

ALWAYS REMEMBER….

"You don't MAKE someone a TOP PRODUCER, You HIRE them!"

BONUS TIPS TO PROTECT YOUR BUSINESS

You are in business to make a profit – not provide jobs for your employees. It is extremely important that you have systems in place to make sure any transition of employees is seamless.

Ask yourself these questions:

- **"If one or more of my key employees resigned today, how would that impact my business?"**
- **"How quickly could I replace their production?"**
- **"Are their clients and candidates loyal to my FIRM or your RECRUITER?"**
- **"What am I doing to protect the future of my business?"**

The following eight TIPS will help you protect your business:

1. **Always be INTERVIEWING**
2. **Your next hire should be a REFERRAL from your current sales staff. If you have created a productive environment where people can flourish, you won't ever have to RECRUIT FUTURE EMPLOYEES. Prospects will be calling you because of what they have HEARD about your firm. Never underestimate the power of WORD OF MOUTH ADVERTISING.**
3. **Create a SUCCESS PLAN in advance, unless you believe that all of your employees will retire from your company.**
4. **Make sure you have TWO recruiters as contacts with all of your clients.**
5. **ENFORCE SYSTEMS, so anyone can step in and take over the activity of a desk which has been vacated.**
6. **Welcome the CHALLENGE of the situation and realize the BENEFITS of growth and change.**
7. **Ensure that data is THOROUGH and RETRIEVABLE for every employee.**
8. **Conduct QUARTERLY PERFORMANCE REVIEWS to uncover issues before they result in the resignation of a valued employee.**

Systems in your office will dramatically increase the VALUE of your business. Following this hiring system will dramatically decrease turnover and will fill your office with eagles – NOT DUCKS!

Chapter Five: Motivate and Mentor

This chapter is focused on your ability to individually motivate and manage the members of your team. For the first time in history, many companies have representatives of FOUR GENERATIONS in one office. Obviously, different things motivate these employees.

This lesson will outline twelve specific techniques that will help you fine-tune your management skills in this area. The most important decision you make as a manager in staffing and recruiting is the WHO you put on your team. Your employees are either your greatest asset or most costly liability.

As an owner/manager, you basically have at least two full-time jobs. If you're both a manager/recruiter, I'm sure you are wondering how you can find the TIME to individually motivate and manage. The answers are contained in this chapter and these techniques actually make your job easier!

SUGGESTIONS FOR THIS CHAPTER:

- **Read the entire chapter**
- **Review the twelve techniques presented**
- **Select the areas you need to address first**
- **Make changes**
- **Review results**
- **Customize the expectation list for your company**
- **Repeat steps three, four and five**

BENEFITS:

- **Morale will improve**
- **Retention will improve**
- **Performance will increase**
- **Decreasing turnover and retention will increase**
- **You will become a highly skilled manager**
- **Your performance and profit will increase!**

INDIVIDUALLY MOTIVATE AND MANAGE

In previous chapters we've addressed how to create a motivating environment. This chapter addresses the importance of individually motivating and managing your team.

For the first time in history, many team's represent FOUR different generations, which bring with it challenges we have never faced. These generations have different attitudes, work ethics and priorities.

THE REALITY OF MOTIVATION:

MOTIVATION COMES FROM WITHIN

- **You cannot motivate a person who does not CHOOSE to be motivated!**
- **The same inner-energy that allows a person to experience an *adrenaline surge,* in the cases of emergencies, energizes some individuals to motivate themselves to attain *impossible* levels of success!**

FIFTEEN TECHNIQUES TO INDIVIDUALLY MOTIVATE AND MANAGE:

1. DOCUMENT UP FRONT

If you want to motivate your team, you need to be motivated yourself, and you have to have policies, procedures and systems in WRITING. When you hire someone to work for you they need a job description and a written list of expectations.
Some of the documentation you need to provide:

- **Job description**
- **List of expectations of the employee**
- **List of what they can expect from you, the owner/manager**
- **Policy and procedure manual**
- **Activity and performance goals in writing**

Streamline systems and reports

- **Ask for reports that you need**
- **READ what you request**
- **Provide feedback to help your sales staff improve**
- **Require planners be completed before your recruiters leave the office daily.**

2. CONSISTENT MEETINGS

The difference between recruitment offices that consistently break records and those that experience peaks and valleys often comes down to a consistent meeting schedule and the built in accountability.

- **MONDAY MORNING KICK OFF – HIRING REQUESTIONS MEETING ~ it's important to conduct an attitude check first thing every Monday morning. You also want to get each member of your team focused on activities closest to reaching your goals! When you update the job order requests list, print it out so that everyone on the team is on the same page.**

- **DAILY INTERVIEW UPDATES ~ The most important number you monitor is INTERVIEWS. This can refer to a telephone interview or face-to-face interview. Make sure each member of your team knows his or her ratio. They must also understand how many interviews they need to book in order to hit their individual goals for the week as well as the month. This goal has to be customized to match the RATIOS of each recruiter you manage.**

- **FRIDAY WRAP-UP ~ you need to schedule a Friday wrap-up to acknowledge SUCCESSES, so your team leaves your office on a POSITIVE NOTE! This also enables you to determine where your team should focus their efforts as they complete their planners for Monday! Every person working for you needs to have his or her success acknowledged! You have now told each member of your team WHERE to focus starting on Monday morning.**

3. TRAINING

One of the greatest reasons for strong employee retention in a company, as well as Corporate America, is consistent training. If you want to know where to focus your training efforts – just ask your team. They are aware of the areas that cause them problems and appreciate the fact that you are willing to customize training where they have specific needs. This does motivate your sales team members!

If training is NOT one of your strengths, I would suggest the following:

- **Include your recruiters as "trainers"**
- **Invest in training materials that can assist you**
- **Start to create a training library for your office**
- **Invest time in training that will enhance your teams performance**

4. LEAD BY EXAMPLE

Whether you are still involved in interviewing or not, it is important for you to be the most positive person in your office. Your personality and attitude has a direct impact on every member of your team!

It is impossible to stay motivated if your team has to wonder "which one of you" is arriving at work today. Each member of your team will sense if you are still "PASSIONATE ABOUT Your PROFESSION." Your passion, enthusiasm, encouragement and dedication to your team will help them attain higher levels of performance and success.

5. MANAGE BY WALKING AROUND

There is a certain level of NOISE in a successful recruiting and staffing firm that I refer to as the "HUMMMM" in the office. If all you hear is clicking on computer keyboards vs. conversation on the phone, you have reason for concern.

If you stay in your office, you will not KNOW or SENSE the level of activity in your office. Your employees will appreciate being held accountable because it will have a positive impact on their income.

Never forget, people do what you INSPECT, not EXPECT! It's important that you are the most informed person in the office. By checking planners every evening, you are showing each of employees that you CARE ENOUGH to provide them with guidance. Their planner will show you if they are focusing their efforts on areas that can provide them with results and success.

6. THE DÉCOR OF THE OFFICE

You and your team spend most of your waking hours at work. Obviously, you designed and decorated your office. Look around and ask yourself if this is the place you would like to spend most of your time in?

You need to make changes that would have a positive impact on their bottom line. Many changes can be made at a relatively low cost. Something as simple as framing "Thank You Notes" and hanging them in your front office can provide a very positive impact on individuals visiting your office. Get creative, ask for suggestions from your team and get them involved in the changes, to get their BUY-IN.

7. BRAINSTORMS WITH YOUR TEAM

If you want to know what motivates each member of your team – just ask him or her. Again, this is showing each member of your team that you are trying to focus and customize your efforts in areas that are most important to them. The more you address the WIIFM (What's In It for me) of the team you supervise, the quicker you will see results!

The three top answers for what motivates them are usually:

- **Money**
- **Time Off**
- **Group activities/outings**

You need to survey your team at least once per quarter so you can customize your contests and rewards.

8. CREATE A TEAM ENVIRONMENT

You need to reward collaboration, which will encourage your team to develop a strong working relationship with their co-workers and other e's in the system. Show them how they can achieve higher level of success by utilizing the talents of their co-workers to their benefit.
Try to form teams within your office, who compete against each other. Of course, you form different teams each month. This helps each member of your team learn the skills, talents and personalities of their co-workers.

9. EMBRACE CHANGE

Entrepreneurs are famous for making CHANGES on a regular basis. You need to present change as a POSITIVE to your team members so they sense the WIIFM.

You are in a position to provide great input in your company. Always implement new ideas and techniques that will positively impact the profits of your company. As an owner/Manager you need to be viewed as a "Change Agent," someone who embraces change.

Remember, the members of your team watch YOUR reaction when changes occur and often take their direction from YOU! Your reactions strongly impact the success or failure of proposed changes.

10. CLOSE YOUR OPEN DOOR POLICY

This is especially critical if you are still working your Desk! Here are some tips:

- **Have set times (non prime time) to meet with team.**
- **Encourage a CONFERENCE PLANNER. (This can be a legal pad where questions are written down as they occur.) This person meets with you at either 11:30 am or 4:00 pm to discuss the answers. Most questions are answered themselves as the day progresses.**
- **Remember that most people want to meet to stay off of the telephone. It's easier to meet than to cold recruiting call. This is not a motivator because this person will eventually fail.**
- **Focus on SOLUTIONS vs. PROBLEMS. Whenever a member of your team asks you a question – always give the same response, "What is YOUR solution?" Once you hear their solution, you offer yours! You don't want them to become an extension of YOU.**

11. FINE TUNE YOUR LISTENING SKILLS

Remember that you cannot TALK and LISTEN simultaneously. When members of your team are talking, you need to LISTEN to UNDERSTAND where they are coming from vs. listening to SOLVE! Your goal should be to become the BEST LISTENER in the lives of each of your recruiters.

You need to learn how to read between the lines. You want to communicate directly with each of your recruiters rather than utilizing an office "SNITCH" (which will be a morale buster!)

The highest level of respect you can give to another person is your undivided attention. When one of your team members is talking to you, you need to listen without interrupting them. It's important that you always take notes that you can refer to during subsequent discussions.

12. UTILIZE MULTI-TALENTS

Identify and utilize talent of your current team members. This could be a writing ability, speaking ability or a high level of creativity. Obviously, if you utilize these talents it will benefit your company.

Always ask your team members during performance reviews if they have talents they are not utilizing. Incorporating their talents into their areas of responsibility will help you retain your team.

YOU CAN HAVE EVERYTHING IN LIFE YOU WANT,
IF YOU JUST HELP ENOUGH OTHER
PEOPLE GET WHAT THEY WANT

In order to individually manage and motivate the members of your staff, it is also very important that you get to know them outside of the office. Often people have a "WORK" and a "NON-WORK" personality. The better you get to know the people who work for you, the better job you will do as their manager.

You will also experience a movement toward more balance between family and work. People are realizing that unless a balance is reached, they are not happy. The staffing industry has led the way for individuals to work flexible hours, temporary assignments or as a contractor. In order to retain top performers, you may find yourself facing flex hours, telecommuting, and other arrangements customized around the needs of your recruiters.

I would also like to share a recent study by *USA TODAY*.

Managers were asked ~
"What do you think your employees want most?"
Managers replied ~

- **Good wages**
- **Job security**
- **Chance for promotion.**

Employees replied ~

- **Interesting work**
- **Appreciation for work done**
- **A feeling of being in on things**
- **Good wages was #7, promotion #12, and job security #13.**

When you begin to Individually Motivate and Manage your staffing team, attitudes and morale will improve, performance and numbers will increase, and you will successfully retain your Team!

Chapter Six: Personal Statistics

This chapter's training is going to focus on your ability to manage by numbers. As an owner/manager, you are judged and gain respect from your employees based on your own ability to achieve goals and objectives through the performance of the individuals you supervise. Recruiting is a sales profession and sale's is a numbers game. Learning how to effectively manage by numbers will benefit your employees, you and your company.

This chapter will outline SYSTEMS that will help your recruiting team reach maximum performance. Your recruiter learns how they can effectively predict their income, based on their personal ratios. It is important to decide which numbers are most important to monitor. You then need to teach each of your employees how to calculate their individual statistics.

Having successful recruiters, is the best way to ensure the growth of your business. Their desk is a profit or loss center for your business. Each recruiter writes their own paycheck. It is very empowering when they realize they can accurately predict their income based on their individual ratios. They will know exactly what level of results they have to produce each day, in order to attain goals set. This obviously makes your job easier.

Ratios and personal statistics are important to monitor in all segments of our profession (i.e. the way we as owner/managers make the decision as to keep someone or let them go.)

SUGGESTIONS FOR THIS CHAPTER:

- **Read the entire lesson**
- **Decide which systems you will implement**
- **Decide which statistics you will monitor**
- **Design daily forms to track statistics**
- **Review the results**
- **Help each of your employees calculate their personal ratios**
- **Tie in the ratios and goals to their income level**

BENEFITS:

- **Ability to predict performance**
- **Ability to predict our numbers**
- **Takes the mystery out of attaining goals**
- **Increased RETENTION and reduce turnover**

RATIOS AND PERSONAL STATISTICS

In order for the members of your team to reach maximum performance levels, they must be organized, follow systems and understand their personal ratios and statistics.

It is important to remember that your new hires are often overwhelmed when they initially start their career as a recruiter. Your experienced recruiters also need systems to keep their performance consistent.

The following systems will ensure five things:

1. **You jump start your new hires**
2. **Your experienced team members enjoy consistent performance**
3. **Most results-oriented activity questions are answered**
4. **When one of your team members are out of the office, it will be easy for others to work their desk**
5. **When one of your team members leaves your company, there will be a smooth transition**

You will customize the information in this week's lesson to fit the specific needs of your office, but the following information can serve as guidelines. Many of these functions can be achieved through automation. No matter what software you are currently using, there is always room to customize HOW you utilize your system.

SYSTEMS

CANDIDATES:

√ **Ask questions during telephone conversations to determine:**
   a. **Courtesy screening interview.**
   b. **Acceptable candidate to set up for interviews.**

√ **Always give candidates two to three choices for an interviewing time, do not ask them, "When is it convenient for you to interview?"**

√ **If the interview is not set for the next day, ALWAYS do phones prescreens. This will dramatically reduce interviewing non-qualified candidates and no-shows.**

√ **Confirm all interviews the night before.**

- √ **Confirm client interviews both with client and candidate**
- √ **the three choices are as follows:**
    - **a. Early in the morning**
    - **b. Lunch**
    - **c. At the end of the day**
- √ **Write/ Type all interviewing notes in a different color ink to differentiate your notes from the responses of your candidate.**
- √ **Request reference information including the name of their best friend for a personal reference.**
- √ **Request a minimum of three peer referrals from every candidate, ensuring them the referrals won't be their competition for job opportunities.**
- √ **Explain to all candidates that the hours of 4:00 pm – 5:00 pm are set aside for their incoming calls regarding updates on interviewing activity or any questions they may have.**
- √ **When you have determined someone is a marketable candidate try to close him or her as soon as you can. If you need help with the close ask.**
- √ **The minute you have made a match with one of your candidates on existing job order, start to check references.**
- √ **If you know you cannot assist a candidate, be honest with them and give them options and alternatives. A good site to refer them to for career advice is http://www.yourcareerdesigner.com**

Client Services:

- √ **Your goal should be to develop the skills needed to find the level of candidate that is needed to fill your client's needs.**
- √ **When you are given job specifications it is your job to pull out all of the stops and interview all the candidates you can so as to ensure that the orders will be filled:**
    - **a. Take time to get a complete understanding job specifications**
    - **b. Get a target date to fill ~ NOT ASAP, Immediately or Yesterday.**
    - **c. Email a copy of the specifications to everyone in the hiring process**
    - **d. Get interviewing times when you know the specifications,**
    - **e. Have everyone on the team make a commitment to fill the orders**
- √ **Make sure you combine High Tech with High Touch. Make sure that you touch base with the candidate after you have made a placement to insure that they will show up for work the first**

STATISTICS

The most important statistics you need to track as an owner/manager are the number of send outs (interviews scheduled) and placements. There are so many steps in the hiring process that often too much emphasis is put on the number of calls vs. the quality of interviews. Your team needs to realize that their daily mission is talk to candidates and schedule interviews for those candidates. Without interviews you will not make a placement. Ask your recruiters as they enter the office, "Where are your candidates interviewing today?"

IMPORTANT REALITIES TO CONSIDER

REALITY ONE ~ Your newer recruiters need to realize they will have different ratios, statistics and numbers than experienced recruiting professionals who know who to call, how to call and when to call. Experienced recruiters also have established working relationships with various clients.

REALITY TWO ~ New hires must also realize they will set four to five times the number of interviews with fewer results than experienced recruiting professionals.

REALITY THREE ~ If performance is inconsistent, it is normally due to urgent issues overshadowing important issues. Make sure the members of your team talk to a minimum of 20-30 NEW PEOPLE every day!

REALITY FOUR ~ Once you know the personal ratios and stats of your sales team and they have attained consistent production, they will enjoy an increase in production of 25-30%, if they increase their statistics across the board by 10%.

TIME MANAGEMENT

It is also important for the individuals you supervise to understand the importance of PRIME TIME – which totals five hours per day (unless you work more than one time zone which increases Prime Time).

Results oriented activity should be accomplished during Prime Time – the hours of 9:00 – 11:30 am and 1:30 – 4:00 pm. This is the time of day when you have the greatest chance of contacting working candidates. If you want to ensure your team attains their goals, hold incoming telephone calls and email between the hours of 9:00 – 11:30 am. Have your team leave messages during Prime Time that say, "When you call me back, please tell whomever answers the line to interrupt me, no matter what I'm doing.

One of the greatest issues that prevent recruiters from hitting their goals is the interruptions they experience taking incoming calls, which throws them off their daily plan. Have them take these calls between the hours of 4:00 – 5:00 pm. Inform everyone they interview that they set this time aside to answer their questions, obtain updates on interview activity.

RATIOS YOU NEED TO MONITOR:

- **RECRUITING CALL to HIT**
  - **How many recruiting calls do you make before you surface a candidate that you either screen in person or profile?**
- **HITS to number of screening interviews**
  - **How many individuals do you have to screen before you have a viable candidate you can present to a client?**
  -
- **Interviews to Job Offers/ Placements**
  - **How many individuals do you have to have your clients interview before they make a job offer?**
- **How many offers to the number of placements**
  - **How many offers do you have to have to fill ?an order?**

If you do not have your personal ratios, the following will give you some average ratios. Use them until you know your individual ratios.

ACTIVITY	MINIMUM STANDARDS	AVERAGE RATIOS	ABOVE AVERAGE
Recruiting Call to Hit Ratio	(Varies greatly depending on the level of experience)		
Hits Ratio-to screening interviews	1 of 5	1 of 3	1 of 2
Screening Interviews Ratio to actual interviews scheduled	1 of 5	1 of 4	1 of 3
Interview Ratio to placements	(Varied greatly depending on specialty)		
	1 0f 8	1 of 5	1 of 3

This is a sales profession and there are certain numbers you must hit in any sales position in order to be successful. We are telemarketing sales people who also have the wonderful task of changing people's lives for the better. The better you understand and work the numbers, the easier it will be to succeed.

It is important that you understand the relevance of knowing your recruiting staff's ratios and understanding the level of activity you personally need to achieve. Working hard in the recruiting profession doesn't ensure success. The ability to produce results is the key to success!

Below is an example to CLARIFY how to calculate your personal ratios and your staffs ratios and performance goals. This is based on the fact that currently you are working ONE SIDE of the hiring process: The Recruiting Side.

EXAMPLE:

GOAL FOR THE MONTH: TO FILL AS MANY JOB ORDERS AS POSSIBLE

SAMPLE RECRUITER RATIOS

Number of prescreen interviews	**1 out of 10**
Number of interviews scheduled	**1 out of 2**
Number of PLACEMENTS	**1 out of 3**

The activity level you need to accomplish is based on the sample ratios given above.

PERFORMANCE GOAL:

INTERVIEWS TO PLACEMENT RATIO
If you want your company to make two placements a week you have to have the following:
Ratio example: 1 out of 3

this equates to 6 candidates interviewed per job order, or a total of 12 candidates interviewed by your clients.

If there are two recruiters in the office each recruiter will have to have enough activity each day to insure hitting the 12 interviews to get the number of offers to get the two placements.

We know that the average screening interview will take 30 to 45minutes and so the picture will look like this:

12 x 45=540 minutes 540 minutes equates to 9 hours. This is means that each recruiter will have more than enough time to do all of the other things that they need to do (if they plan for it).

Most recruiters don't want to deal with details or numbers, but once you understand the ratios system, and they know it will let them ACCURATELY PREDICT THEIR PERFORMANCE and achieve their GOALS!

ACCURATELY PREDICT THE PERFORMANCE OF YOUR TEAM BY HAVING THEM PUT FOCUS IN THE FOLLOWING CRITICAL AREAS:

- **SCREENING INTERVIEWS TOTAL**
- **NUMBER OF INTERVIEWS SCHEDULED: Daily monitor your "CANDIDATE FLOW."**
- **NUMBER OF CANDIDATE THAT JOB OFFERS WHERE MADE TO: Will lead to the number of placements that should be completed weekly.**
- **PRE-CLOSE YOUR CANDIDATE OFTEN: Throughout the entire process you have to test your candidate's level of interest.**
- **HAVE MULTIPLE CANDIDATES IN PROCESS: If you have 3 candidates for each open job order, you have a greater chance of success. You want to COVER the open orders with more than one candidate. If you want to increase your chances of success, keep this saying in mind "THREE CANDIDATES FOR EVERY JOB ORDER AND THREE JOB ORDERS FOR EVERY CANDIDATE . If one of your candidates is eliminated during the interviewing process, you need to replace that person with your back up. Your ultimate goal is to have 3 of YOUR candidates in the final interviewing process.**
- **INTERVIEWING PROCESS REALISTIC? Look to see if your clients interviewing process is realistic. Find out how long they need to make a decision you can accomplish this when the order is being written; ask how urgent is this opening and how much time do they have to fill it?**

If you teach your recruiters how to track their personal statistics in order to calculate their personal ratios – they will know exactly what results they need to accomplish on a daily basis to hit their goals.

As their owner/manager, this takes the mystery out of your job. You will know exactly what numbers have to be achieved on a daily, weekly and monthly basis.

You can then teach this process to your team members so they can predict their income and make their dreams reality while they help you attain your dreams!

Chapter Seven: Performance Reviews That Work

This chapter is going to focus on your ability as an owner/manager to conduct Effective Performance Reviews. We are going to turn the dreaded performance review into a very positive experience that will benefit your employees, your company and last but certainly not least – YOU!

You will learn to view the performance review as crucial to the success of your company. Doing effective performance reviews helps you ensure that your company is getting what you paid for in skills, talent and training. Your recruiter will get insight and confirmation about how their work is perceived by you. The most important part here is to maximize the opportunity and encourage open communication with your team. You need to remain fair and concise, discuss what was well done, what must be improved and outline clear, attainable and measurable goals for the future.

The performance review process requires work, timing and planning. Regularly scheduled performance reviews are the right thing to do. This chapter includes the following:

- **Setting the Tone**
- **Conducting the Review**
- **Expectations**
- **Timing and Frequency**
- **Results**
- **Legal Issues**

SUGGESTIONS FOR THIS CHAPTER:

1. **Read the entire chapter**
2. **Evaluate the way you are currently conducting performance reviews**
3. **Select which technique from this lesson to implement first**
4. **Review the results**
5. **Implement additional ideas**

BENEFITS:

1. **Improved communication**
2. **Improved understanding of expectations**
3. **Improved retention**
4. **Increased sales and profits**

SETTING THE TONE FOR PERFORMANCE REVIEWS

As the manager, it is your job to set the expectations for your performance reviews. If you make them a necessary evil, your employees will view your performance evaluations as a negative meeting with you. On the other hand, if you are very positive when discussing performance reviews then your employees will actually look forward to them.

It all begins with you and the approach you take with your team. Performance reviews must be considered dynamic. The performance review document will change from review to review.

History is a good indicator of the future! Performance reviews tell you the history and help you determine what will happen in the future, unless changes are implemented. If you don't like the prediction, then you must change it through an action plan. An action plan should always be part of your review process.

Continuous feedback is also critical to improving individual and team performance. The most important job of any manager is helping their sales team to continuously improve their performance. Most recruiters welcome clear and goal-oriented feedback with a positive attitude. It is when your recruiters are directionless, that they perform below standards and the results are slumps or declining production.

Your role during performance reviews is to be genuinely interested in the development of each member of your team. This can be compared to the role of a sports coach of a team. During the performance review you also have the opportunity to change the role of this particular employee, depending on your employee's core strengths. The most important decision you make as an owner/manager is the WHO you have on your team. Your second most important decision is WHAT ROLE they have on your team. Often an individual can turn failure into success, when they are given a different opportunity on your Team.

HOW TO CONDUCT A PERFORMANCE REVIEW

CREATIVE PERFORMANCE REVIEW PROCESS

Provide each of your employees with a BLANK review form one week prior to their scheduled performance review. Ask them to have the information filled in prior to their review. Each employee should fill out their own performance review form and their manager fills out the exact same form.

On the day of their review, the employee makes a photo copy of their review form and provides their manager with the copy during the review process. Their manager does the same.

The review form must be straightforward and ask specific questions. The last page of the review form should be 100% numbers and ratios. Ask for new ideas, training they want to receive, talents they felt they are not using and much more.

Another benefit of this type of review is uncovering talents they do not feel they were utilizing. It is easy to find a way to use additional talents to the benefit of your employee as well as your company.

Performance reviews can be highly emotional, so it is best to approach a performance review with a specific agenda in mind. Plan in advance what you are going to say during each part of the review. Be sure you can deliver the message you intend, regardless of the employee's responses.

- **GREETING ~ Start the review with a warm greeting and some small talk to create a more comfortable environment for the review.**

- **SUMMARY ~ Be sure your team member understands how their overall performance has been during the timeframe since their last review. Summarize their overall performance first, and then talk about what it means. If you don't start out with the overall performance, your employee will spend the rest of their review trying to figure out what their overall performance is, based on your comments. Your employee may want to discuss your feedback immediately, but you should try to first discuss thoroughly their strengths and weaknesses.**

  While review forms provide a good foundation for your review, you must also be open to have a conversation. If you don't encourage participation then your review can come across as a one-way talk. Often, issues surface that are worth addressing that are not covered on your review form. Keep your employee engaged in your conversation by allowing them to respond to your comments. They may have useful insights that address concerns you have or make you aware of contributions and accomplishments not noted in your assessment.

- **STRENGTHS ~ Unless your recruiter's performance is totally unsatisfactory, compliment them on both minor and major strengths as they relate to their success and production. Use specific examples to support what strengths you plan to discuss with them. Avoid any negative comments until you have finished discussing their strengths.**

- **WEAKNESSES ~ One of the most challenging aspects of a performance review is telling your recruiters their work isn't meeting your standards. Many managers dread providing criticism so much that they gloss over negative feedback in a way that makes their comments confusing. You need to discuss all areas of concern. You should cite a specific example of their behavior and then suggest solutions to the problem area. Ask your employee if they understand your concerns and ask if they are willing to work on those areas.**

- **FEEDBACK ~ You should not give your employee the opportunity to air their thoughts. Listen attentively and politely until they are finished. Let your employee know that you have heard what they said and you should respond appropriately. However, once you have addressed any concerns, try to get them back to a positive topic of discussion.**
- **CLOSING ~ Collaborate with your employees on possible solutions to their challenges. Your employees should leave their performance review session with a solid game plan for improving future job performance. That same day provide them with an action plan, so they know exactly what action needs to be taken. Whenever possible, you want to end every performance review on a positive note! When reviewing top producers, let them know you appreciate their efforts and success! They are well aware of their impact on your bottom line and need to feel appreciated. If you do not take care of your Big Billers, your competition will!**

TIPS ON HOW TO RETAIN YOUR TOP PRODUCERS…If you are concerned about retaining your BIG BILLERS, don't promote them to management so they can earn an override. Most top producers are too selfish to mentor and guide others. It can end up costing them money. Instead, build a TEAM around this person and let them be the RAINMAKER. Provide them with individuals who recruit candidates on their job orders, provide a researcher and let them focus most of their time on developing strong client relationships and client development. It will be difficult for them to re-create an entire team somewhere else!

EXPECTATIONS FOR PERFORMANCE REVIEWS…..You need to set specific timing for performance reviews so your employees are not caught off-guard.

The only time you conduct a review on short notice, is when you are planning to place one of your employees on probation. This type of review is designed to create a *paper trail* before you terminate someone. Often you have already made the decision to let an employee go and now you need to make the employee aware of your future intentions.

HOW OFTEN DO YOU CONDUCT REVIEWS? There are many different issues to take into account when you are committing to how many performance reviews should be conducted in a year. Most companies conduct an annual review, at the very least. Other companies believe six month reviews are more effective, to ensure all employees receive feedback on their performance.

In our profession, it is critical to conduct an informal performance review weekly when you hire a new recruiter. It is important that they develop effective work habits very early in their career. My suggestion would be to conduct a weekly review for the first 4 months of their career, monthly for the next 2 months and then quarterly for the last 2 quarters of their first year. You can then roll them into the performance review schedule you have developed for all employees.

The importance here is consistency. You need to schedule these in advance, not cancel or delay the process and always hold all interruptions during the performance review process.

WHY FREQUENT REVIEWS ARE MOST EFFECTIVE

Continuous feedback and communication with all team members is very important so that at any given point in time, everyone knows where they stand. It does not take much time once you get into the habit and it provides a very healthy work atmosphere. No one is left wondering whether they are performing up to your set expectations. This also provides an ongoing opportunity for a struggling employee to either improve or understand why they are not a good fit for our profession.

The preference for frequent reviews stimulates ongoing performance discussions with specific items, dates, numbers, ratios and goals. If your purpose as a manager is to grow your team, most employees need more than annual feedback. They may require more frequent reviews with the objective of improvement, encouragement and feedback.

You should see your role during performance reviews as motivating and inspiring to your employees so you achieve common objectives. Ideally, we could refer to the results of performance reviews as your employee's personal development plan.

GOALS OF PERFORMANCE REVIEWS

Performance reviews should be linked to the vision and mission statement of your company and embedded in its corporate culture. It shouldn't be solely based on analyzing your employees' performance since their last review. It should also be focused on the qualitative aspect of performance by analyzing which actions contributed the most to help your company achieve its main goals. Try to keep reviews from having a negative connotation. If your employee is doing well, the review can serve as a *well done* meeting. It could become a time to celebrate accomplishments and discuss the next area of their career development.

LEGAL ISSUES OF A PERFORMANCE REVIEW

- **Managers often avoid conflict with a problem employee and do not give a realistic picture to that person. Later if your company fires this employee, it is much easier for that employee to claim discrimination and then offer his or her performance review as evidence of adequacy to carry out the job requirements.**

- **The law requires that performance reviews be:**
  a. **Job-related and valid**
  b. **Based on a thorough analysis of the job**
  c. **Standard for all employees**
  d. **Not biased against any race, color, sex, religion or nationality**
  e. **Performed by people who have adequate knowledge of the person or job**

  Be sure to build in the process, a route for recourse if an employee feels he or she has been dealt with unfairly in a review process.

- **Make sure that you understand all of the aspects and are trained before conducting reviews.**
- **Make sure you give each recruiter a realistic review.**
- **All reviews should be in writing.**
- **Make sure both parties (You & Employee) sign the review form.**
- **Provide a signed copy of your review to your employee.**
- **Develop consistent review criteria and be absolutely sure that you adhere to the performance criteria**
- **Reviews should contain specific examples of negative and positive performance, never just generalizations.**
- **Establish grievance procedures.**
- **If possible, determine each employees overall performance or at least have them provide input during the actual review.**
- **Provide your Team with continual feedback on a regular basis throughout the year. This helps prevent unwanted surprises.**
- **YOU should initially attempt to work with recruiters who are not achieving their set goals.**
- **From a legal viewpoint, be certain the performance review process is published and acknowledged by each employee.**
- **Be certain the review form is legally relevant in both performance and behavior and requires signatures of both you and the employee.**

ADDITIONAL TIPS FOR AN EFFECTIVE PERFORMANCE REVIEW

1. **Schedule the performance review at least two weeks in advance.**
2. **Document your input – reference the job description and performance goals.**
3. **Record major requirements, exhibited strengths and weaknesses according to the dimensions on your review form. Suggest actions and training to improve their performance**
4. **Use specific examples, not hearsay. The best way to follow this tip is to only consider what you saw with your own eyes.**
5. **Always address behaviors not characteristics of personalities!**
6. **Avoid final terms such as "always" and "never."**
7. **Identify and agree on clear, concise and attainable production goals.**
8. **Never rush a performance review.**
9. **Make the meeting conversational in tone not academic or confrontational. Invite questions, comments, ideas and thoughts.**
10. **Try to arrange the performance review at the employee's best time by asking them when it is good for them to meet.**
11. **If you sense a confrontational event, it might be prudent to invite a second person into your performance review.**
12. **ABOVE ALL ELSE… Be honest with your employee! No games, just straight, friendly discussion about their performance, behavior and plans for future accomplishments/improvements. You should end with an honest offer to help them reach goals that were set!**
13. **Reach an agreement as to when the next review will occur.**

If you follow the techniques and tips contained in this chapter Performance Reviews will be enjoyable experiences that have positive impact on your employees, your company and of course YOU!

Chapter Eight: Get new hires in the black FAST

This chapter's training is going to focus on how to Jump Start New Hires. How do you elevate someone to top production? You can't make someone a top producer – you hire them. You develop a process that identifies and attracts high achievers. You can't make a "duck" into an "eagle!"

Once you hire a high achiever, you must provide them with structured training and an entrepreneurial environment that will enable them to excel. They bring their natural talents and sales abilities to the table. You now have to teach them our profession.

The sooner your new hire experiences success, the more likely they will stay with you and achieve their goals! It is critical to your success to learn how to effectively jump start these new hires. These are the individuals who will generate profits for your company.

SUGGESTIONS FOR THIS CHAPTER:

1. **Read this chapter training and then review how quickly your new recruiters become productive.**
2. **Decide if it is possible for you to change your structure to have new hires work only the recruiting side of the business. (Unless they have prior experience)**
3. **Write down the 14 skills sets your new hires will learn in order to become proficient at identifying top talent.**
4. **Pay special attention to the two bonus tips listed at the end of this week's training.**

BENEFITS:

1. **New hires will experience success quicker. This will improve retention.**
2. **You will realize a quicker ROI (return on investment) on your new hire investment.**
3. **They will learn and master the 14 skill sets on the recruiting side of our profession.**
4. **When they provide candidates for your senior recruiters, they will then view the new hires as an asset vs. a liability.**
5. **If they want to also work the client side of the business, they will have to EARN the opportunity based on their performance and success in recruiting candidates.**

HOW TO JUMP START YOUR NEW HIRES

You have decided to either upgrade your existing sales team, or you are growing your existing business. Therefore, you hire a new employee. It's interesting that we are recruiting experts for our clients and yet often we don't have a structured hiring process, training program or established process to jump start our new hires. The quicker your new hire experiences success, the greater chance you have of developing them into one of your top producers. They will become a profit center for your business.

Recruiting is a sales profession and therefore guarantees a high level of rejection. There are many skills your new hire must master in order to attain personal and professional satisfaction. You must either make a personal commitment to guide your recruiter through their first few sales or delegate someone else to mentor this person.

The fastest way to help your new hire achieve success is to teach them only one half of the placement process (i.e. the recruiting side). Many recruiting firms have a Recruiting Specialist position which describes a recruiter who only works the recruiting side of the business. Often individuals are naturally better with either the candidate or the client. On the other hand, some individuals do become proficient working both sides of the Placement Process.

How you structure your team is entirely up to you. If you plan to have your recruiters work both sides of the placement process, it is a good idea to have them start on the recruiting side only.

FORMAT:

Days 1 – 20	**Recruiting**
Days 21 – 40	**Recruiting/Getting prepared for marketing**
Days 41 – 60	**Marketing**
Days 61 – 80	**Getting to the next level of production**

The reasoning behind this format is simple. When you start someone in our profession on the recruiting side of the business, they experience quicker success than if they work both sides. It is important to train everyone on both sides of the placement process, even if they will only work one – either the candidate or client side. This way they will understand the challenges faced on both sides. They will also generate more referrals for your business and will end up gravitating to where they experience the most success – which is great for your bottom line!

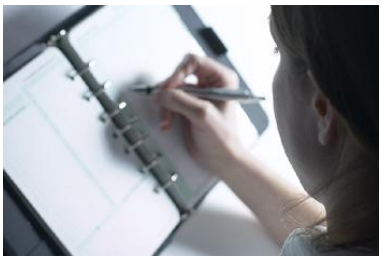
If you don't teach them both sides, they will become narrow in their focus and may not realize when they have surfaced a candidate or job order lead for your office. It is also a good idea to bonus them for leads that end up generating revenue. Never forget that people do things for THEIR own reasons, not yours!

When you start a new hire on the recruiting side of the business it also gives you leverage. You can set performance standards that earn them right to work the marketing side of the placement process.

When they work the recruiting side of the business, you help them identify the hottest job orders in the office. They are then told that their mission is to surface top talent to fill those positions. This process is even more effective when you have more than one order in house that has identified similar minimum skills. Therefore, your new recruiter can multi-use the candidates they surface.

The following is a list of nine reasons why this is the fastest way for your new recruiter to make placements and experience success:

REASON ONE: The experienced recruiter in your office who wrote the order has established rapport and a relationship with their client. (When a new recruiter writes their first order, they want to work their order whether it is hot or not. There is no rapport or relationship)



REASON TWO: Interviewing times are set, so interviews are guaranteed! (Established clients understand the importance in giving interviewing times when they contact your firm with a new position. They have seen the results you can provide.)

REASON THREE: A Target date to fill a job order is established with the client. (Many new recruiters will put ASAP, Immediate or Yesterday. They do not understand that obtaining an exact target date to fill helps determine the hottest order in your office. When clients have experienced results in the past, that helped them achieve hiring top talent by their target date, they don't hesitate giving your experienced recruiter their target dates.)

REASON FOUR: Your senior recruiter has emailed a copy of the job order to everyone involved in the hiring process to have them sign off on the skills identified. If they are dealing with an HR Professional, they know to ask this person to email a copy to everyone involved in the process, if they do not want this done directly by your recruiter. (The objections to doing this can be difficult for a recruiter to overcome because they are not well versed in the BENEFITS for the client.)

REASON FIVE: The interviewing process has been tested through prior recruits and placements. Your senior recruiter knows what to expect from each client and has a great idea of the exact timeframe for hiring. (With no prior experience with a client, your new recruiter could experience delays in the process, lose candidates - time kills deals - and become frustrated in the process. Again, your goal is to have them experience success early in their career.)

REASON SIX: This hot job order is within the specialty area of your firm and similar positions will be written in the future. When a candidate is recruited, they could be sent on interviews for more than one position or will qualify for future job orders written. This is a very effective way to start building a candidate base. (When a new recruiter writes a new direct, or contract job order they want to work

their job order regardless of the job title. Their excitement will take them in a direction where again, they may not experience success.)

REASON SEVEN: The senior recruiters in your office start to respect the efforts of your new hire because they are helping them fill positions with qualified candidates. As a result, the senior recruiters begin to mentor this person as opposed to viewing them as a liability due to their lack of experience. People do things for THEIR own reasons, not YOURS! If they think this new hire can help them make more money, they will do all they can to help this person succeed. (This helps integrate your senior and junior Recruiters which is always a challenge.)

REASON EIGHT: As your new hire submits candidates to a senior recruiter, the trainee will learn the art of matching from their interaction with this senior recruiter. This is extremely valuable training, since matching is one of the most difficult skills to master in our profession. Senior Recruiters also have no problem telling a new hire when they have made a wrong match, which again helps the learning process. (New hires have not mastered matching, and without the input of an experienced co-worker or manager, they could submit candidates that are not matches, therefore jeopardizing the ability to provide results for this new client)

REASON NINE: The recruiter handling the client side of the process has experience and knows how to close the placement. In the process of working with a new hire, they will help teach them how to close throughout the entire process. (Most new hires think a close is something that happens at the end of the process and don't realize how many times they must pre-close throughout the entire placement process)

Think for a moment of the skills which must be mastered to only work ONE SIDE of the placement process. This does not even include learning the in-office systems, processes, reports and forms.

In order to become a successful recruiting specialist you must become proficient in the fifteen following areas:

- **Research of target companies /hospitals, nursing schools to surface top talent**
- **Development of an effective recruiting plan**
- **Ability to effectively overcome candidate objections**
- **Recruiting calls that produce HITS – (interested candidates)**
- **Interviewing to uncover candidate's real reasons for changing jobs**
- **Ability to close to the NO on money with the candidate**
- **Development of candidate rapport to ensure trust in your abilities**
- **Conducting effective business and personal reference checks**
- **Knowledge of employment laws and regulations**
- **Knowledge of the opportunities and clients your firm represents**
- **Ability to sell opportunities to candidates you represent**
- **Ability to sell candidates to your co-workers so they present your candidates to their clients**

- **Ability to prep your candidates to give them a competitive edge**
- **Ability to conduct a thorough de-brief**
- **Ability to negotiate and close your candidate to accept an offer**

These areas allow new hires to focus on building a candidate base while they are fine tuning their other skills as they interact with your senior recruiters.

If you plan for this recruiter to work both sides of the placement process, tell them that every day they must identify companies who utilize staffing or recruiting firms for their hiring needs. This can be accomplished very easily by adding one sentence to their recruiting presentation, "How did you get your current job with your company?" They will identify at least two individuals each day if they are actively recruiting, who will say, "I learned about this opportunity through a search firm." Instruct your new hire to put this information into a lead book. This will give them a tremendous head start when they earn the ability to work the marketing side of the placement process.

The decision to expand their duties to both sides is totally up to you as their manager or owner. If you follow the plan to start them on the recruiting side first, their ability to work the marketing side is totally dependent on their success in mastering the recruiting side first, as evidenced by their production. Each skill must be taught, monitored, refined and improved upon until a satisfactory level of competence is reached. It is a good idea for the individual evaluating the skills of this new hire to get feedback from co-workers who have been interacting with this person. They can provide valuable insight on skill levels attained.

If it is determined that your recruiter needs to refine their recruiting abilities, you may decide to extend the time necessary to learn these skills. There are two main functions in our profession – recruiting and marketing. The more proficient a person becomes, the more success they will enjoy long term.

BONUS TIP ONE

Make sure your recruiter understands their mission is to FOCUS ON SCHEDULING INTERVIEWS (getting their candidates in front of decision makers). Their goal should be to have at least TWO of their candidates going into the final interviewing process.

BONUS TIP TWO

When planning out a recruiting effort, never recruit for less than 90 minutes on a hot job order. Some job orders take much longer. Too often, new recruiters stop recruiting the minute they surface qualified candidates, versus recruiting for a designated period of time to surface additional top talent which may surface at the END of planned recruiting calls.

Chapter Nine: Turn your sales team into top performers

This chapter is going to focus on your ability as an owner/ manager to bring out the best in your recruiters – your sales team. The ability to hire, train and motivate your sales team to surpass goals set is a top attribute of a great manager.

Once you accepted the added responsibility of management, you are not only judged on what you produce, but on the level of production and success of your sales team.

Once you learn how to effectively bring out the best in the people you supervise, they will consistently aspire to hit higher levels of performance. When you capture their hearts, their minds follow. When your employees realize you truly care about them, they will become extremely loyal and dedicated to you.

This chapter will outline ten techniques for bringing out the best in your sales team.

SUGGESTIONS FOR THIS WEEK:

1. **Read the entire lesson**
2. **Review the strengths and weakness of your sales team**
3. **Select which techniques to implement first**
4. **Review the results**
5. **Consider additional changes**

BENEFITS:

1. **Effective management skills will enhance productivity, retention and profits.**
2. **When you bring out the best in your sales team, you will become more successful and it will reflect in your Income.**
3. **It will become apparent to you, that you are helping your company attain the vision, mission and profit margin (which will impact your company's growth).**

BRING OUT THE BEST IN YOUR SALES TEAM

The staffing and recruiting profession is especially difficult because we have people with minds of their own on both sides of our sale. We are in a sales profession which also provides a high level of rejection, disappointment, stress and pressure to perform.

It is difficult to identify, attract and hire the over-achievers who have the capabilities to become Big Billers. Once you have hired this potential super star, you now have the challenge of training, motivating, retaining and effectively managing them. If you don't bring out the best in your employees, their NEXT employer will!

The following are ten techniques that will help you bring out the best in your sales team:

1. **SHARE SPECIFIC EXPECTATIONS**
   It is important to outline specific expectations for the individuals you supervise. Recruiting is a sales profession and sales is a NUMBERS game! Make sure you keep statistics on every person you supervise so you will be able to provide them with their individual ratios after 120 days. You can tell each employee the exact results they need to achieve each day to hit their production goals.

   Write out a list of expectations when you initially hire a new employee. Write down what you expect of them, and what they can expect of you. Managers often tell me their recruiters are not meeting their expectations. When I ask what those expectations are… often they cannot answer my question. How can someone meet your expectations when they don't know what you expect?

   Write down minimum standards, average performance and above average performance in all critical areas. These statistics that will help you guide them.

   When you know the individual ratios of all your employees, you will accurately predict production and they will predict their income!

2. **UTILIZE THE GREATEST STRENGTHS OF YOUR EMPLOYEES**
   It is true that 20% of what your sales team does gives them 80% of their results. It is important that you help each employee identify their strengths they possess, so they can focus more time on those areas.

   On a quarterly basis, meet with your employees and have them do the following:

   - √ **List all of the result-oriented activities that give them the highest level of results. These are the activities that they will continue to do.**
   - √ **List things they are doing that are a big WASTE of their time. They need to STOP DOING those things.**
   - √ **Replace those ineffective activities with NEW techniques that will enhance their level of success.**

Remember, if your employees keep doing things the SAME WAY, they are guaranteeing that they will get the SAME RESULTS! If they want to continually improve their level of production, they must make CHANGES on a consistent basis. This also helps your sales team stay current with trends in the economy and job market.

3. ESTABLISH HIGH STANDARDS

Have you set a Standard of Excellence for yourself and your employees? As the manager, you set the tone and pace for your employees. They will look to you as their coach, mentor and an example to follow. If you want to raise the bar in your company and create a Company Culture of Excellence, you need to review where you currently are and what steps you need to take as a manager to achieve levels of excellence.

The following are five Standards of Excellence practiced by successful managers. These will help you focus and achieve the goals you have set for your company:

STANDARD ONE:	**Leadership**
STANDARD TWO:	**Communication**
STANDARD THREE:	**Quality**
STANDARD FOUR:	**Collaboration**
STANDARD FIVE:	**Tenure**

If you want to create a company culture of excellence, review these five areas and ask yourself how you can improve your training, systems, products and services within these five categories.

CREATE AN ENVIRONMENT WHERE FAILURE IS NOT FATAL

You don't judge a person's level of success by the number of their successes, but rather on the failures they overcome! Successful people fail more, because they try more. When you hire an over-achiever, they will want to try more, be more creative and will therefore make more mistakes.

It is very effective to view a mistake or failure as a learning experience. There are many skills and techniques that must be mastered in order to become a Big Biller. You don't want your sales team to become an extension of you! You want them to be self-motivated, independent and intelligent enough to make decisions.

It empowers your employees when they know failures are not fatal! If a member of your sales team keeps repeating mistakes, you need to take action. Initially, however, you need to answer all your employees' questions with the exact same response, "What is your solution?" You want your employees to think of solutions rather than dwell on problems.

If your employees are empowered to make decisions and possibly mistakes, the end result will be increased profits for your company.

4. KNOW EACH OF YOUR EMPLOYEES NEEDS

For the first time in history, we are now employing FOUR DIFFERENT GENERATIONS in one office! The needs of Generation Y are very different from the needs of Baby Boomers.

In order to effectively manage your employees, you need to identify their needs and goals in the following areas:

- √ **Business**
- √ **Personal**
- √ **Educational**

Why do certain companies get named as the "Top Companies to Work For?" These companies have established processes that provide them with feedback on the needs of their employees. It is important to note that these companies also make great profits.

You can obtain this information during your initial interview and during every performance review. You can then show your employees how they can achieve their business, personal and educational goals by working in our profession.

5. TEACH YOUR EMPLOYEES TO WATCH and EMULATE SUCCESSFUL PEOPLE

The quickest way to escalate your wealth is to change the FIVE people you hang around with most!"

This may sound insensitive and cold to think you have to change your friends in order to become successful. But this statement is very true because you are who you hang around with.

"Birds of a Feather Flock Together." This statement is really quite true. Successful people attend the same functions, live in the same neighborhoods, belong to the same clubs, drive the same cars and spend time with people who are also successful.

Teach yourself and your employees to watch and emulate successful people in your office and our system and in our profession. Big Billers love to talk about how they became successful! Listen and LEARN!

6. RECOGNIZE AND APPLAUD ACHIEVEMENT

The recruiting profession is a sales profession and there is tremendous emphasis placed on personal production. Too often the only achievements we reward are placements. Our top producers become our Super Stars, winning most of the contests, bonuses and incentives we offer.

It is extremely important that you also recognize and applaud outstanding efforts and small WINS. It could be something as simple as a great marketing or recruiting presentation, someone scheduling multiple interviews in a single day or helping another member of your sales team.

Fill your desk drawer with gift certificates, training tools, motivational books or framed motivational quotes, tickets to a show, a go home at 3:00 pm coupon… anything that will bring a smile to the face of the individuals you supervise. It is also smart to involve family members in the bonuses so they can also enjoy the rewards. Office morale will dramatically improve when you implement these types of small rewards.

7. PLACE A PREMIUM ON COLLABORATION

It is extremely important that we don't allow our employees or your office to become an ISLAND. Thirty years ago the internal structure of most staffing and recruiting firms were identical. In recent years, owners have become extremely creative when designing the structure that will help them attain their goals.

One of the recent trends, Virtual Recruiters, provides a totally different management challenge and makes collaboration difficult. If you have virtual recruiters, you need to set up parameters that are written down and agreed upon.

It doesn't matter whether you're a retained search firm, direct placement firm, contract or a blended firm… collaboration helps build productive teams. That's one of the main reasons you brought a .

If you have separated the recruiting and client development sides of the placement process, it is imperative that your recruiters cooperate – their future depends on it!

8. BUILD INTO YOUR SALES GROUP AN ALLOWANCE FOR STORMS

We hire type A, assertive, ambitious over-achievers to join our sales team. It's no wonder there are *storms* when these individuals are competing on a regular basis, and often are dependent on each other to assist in their success.

You need to have written procedures on potential issues. For example:

- √ **Candidate Ownership**
- √ **Client Ownership**
- √ **Splits within your Office**
- √ **Splits with outside firms**
- √ **Fee and Guarantee Parameters**
- √ **Scheduling Candidates for interviews (feel their candidates are being screened out)**
- √ **Lack of Knowledge of a Candidate's background**
- √ **Referring a resume without really reading it or talking to the candidate**

These are just a FEW of the areas you need to consider when setting up the procedures for your office. These procedures should be included in your Employee Manual.

When storms occur and issues are on the table, it is very important that you solve them in a very consistent manner, regardless of which employees are involved in the dispute.

If you have two employees in a dispute you need to have a consistent process to handle this type of situation. For example, ask both individuals to come to your private office and explain their side of the dispute for two minutes. When one employee is talking, the other recruiter must just listen. Flip a coin to see who speaks first.

Then leave the two employees in your office for 15 minutes to come up with a mutually beneficial solution. After 15 minutes, ask for their solution. If they have not reached one, the solution is left to you. Remove the two individuals from the issue and then reassign the potential revenue generating issue to other recruiters in your office. The two individuals involved in the dispute both end up losing. This process encourages your sales team to focus on solutions vs. problems.

UTILIZE TWELVE DAILY AFFIRMATIONS TO BECOME A MORE EFFECTIVE OWNER/MANAGER

- √ **The energy of your company and the people you supervise begins with YOU. Be an ENERGY Manager!**
- √ **Managing is a people job. Put PEOPLE FIRST!**
- √ **Managing is what you do WITH people, not TO people.**
- √ **Walk your talk, back up your WORDS with ACTIONS. People believe what they SEE, more than what they HEAR.**
- √ **If it is to BE, it is up to ME!**
- √ **You GAIN power when you SHARE power with your employees.**
- √ **The best performance starts with CLEAR GOALS.**
- √ **You GET results in the areas that you REWARD.**
- √ **If you can't MEASURE performance, you can't MANAGE it.**
- √ **Remember, it's not PERSONAL it's BUSINESS!**
- √ **The SIMPLE approach is often the BEST approach.**
- √ **MAKE WORK FUN! It's GOOD for your Bottom Line!**

If you read these affirmations daily and utilize any of the

Ten techniques listed in this Chapter, you will

Bring Out the Best in Your Sales Team!

Chapter Ten: Motivate using contests

The objective of this chapter is to help sales managers create an environment in which it is easier to help your sales team develop. Essentially, to help managers motivate their employees. This in turn, makes your job as the owner/manager easier, more fun and ultimately more rewarding.

Working on the telephone day after day is difficult. The redundancy of call after call, the relentless rejection and the overall roller coaster ride through peaks and valleys associated with telephone sales has the potential to adversely affect even the most positive individuals.

A happy employee is a more productive employee. When you initiated contests the sales team becomes more energized, attains higher levels of production and it also positively impacts retention.

This chapter discusses which contests work best and why, how long they should last, how to determine contest production goals, what you should award contest winners, and how to avoid the inevitable post-contest letdown.

SUGGESTIONS FOR THIS CHAPTER:

1. **Review your current contests**
2. **Read this entire lesson**
3. **Survey your team for ideas**
4. **Decide which contests you will implement**
5. **Review the results**
6. **Select an additional contest**
7. **Review results**

BENEFITS:

1. **Improved motivation, enthusiasm and commitment level**
2. **Increased sales and profits**
3. **Improved morale and retention**

CONTESTS THAT WORK

ACCORDING TO THE WEBSTER DICTIONARY, *MOTIVATION* IS DESCRIBED AS:

"Something from within that prompts or invites an action;

An inner drive, impulse or intention that causes a person to

Do something or act in a certain way."

Much of the conventional wisdom out there says the only way to get a person to do something is for them to want to do it.

There seems to be two theories to motivation. Some emphatically believe it is possible to have motivational influence on your personnel or to literally motivate people - which are known as external driven motivation.

Perhaps you have experienced a situation where someone tried to motivate you. Have you had goals thrust upon you by a well-intentioned superior that maybe were more disheartening than motivating?

On the other hand, hopefully you've been in situations where the environment was conducive to you motivating yourself. Internal driven motivation must come from within the individual. Management is responsible for creating the positive conditions that stimulate self-motivation. To begin solving this mystery, let's look at creating and maintaining the positive atmosphere necessary for self-motivation.

HOW TO CREATE AN ENVIRONMENT THAT IS SELF MOTIVATING

SOLID COMPENSATION PLAN

Compensation still remains at the top of the employee list of motivational factors for sales professionals. A solid pay structure is the foundation for creating and maintaining a positive working environment. It is important that your sales team feels appreciated when it comes to their overall compensation package.

COMMISSIONS AND BONUSES ARE A MUST

Commissions and bonuses should be a part of a compensation plan. Once you have established your objective, entice your sales team to exceed those goals. Bonuses do not always need to be cash. You can utilize a rewards program, for example the Olsen O'Leary catalog company www.olsen-oleary.com. Your team can earn points which translate into dollars to be spent exclusively within their catalog. Featured gifts include appliances, clothing, household items, jewelry and even fabulous trips.

When your bonuses are always cash, often that cash goes into their gas tank or to the grocery store. This way they can – and do- look at their catalog week in and week out, fantasizing about what they want to buy for themselves or family members. Some choose to spend by the quarter; others build it up for the entire year. Haven't we all looked through catalogs, mentally choosing things we couldn't afford? This catalog concept makes their dreams become reality!

EMPLOYEE RECOGNITION

How often do you recognize your employees for their accomplishments? Most individuals in a sales profession starve for recognition! It's like receiving a present. We all love presents no matter what size, shape or color. Recognition can be given in so many different ways.

Think for just a minute about the recognition you would like to receive. When was the last time you received WRITTEN recognition for an accomplishment? Recognition is appreciation and we all like to be appreciated. This form of positive reinforcement is the spark needed to rekindle every salesperson's fire, and you should make sure the fire continues to burn.

The greatest benefit of recognition is its cost effectiveness. Most of it is FREE, and your return is monumental! It is one of the best investments you can make. Only those that achieve should receive, and the recognition should be extended in front of their peers.

Here are some other examples of non-monetary motivation to recognize your team for hard work and achievement:

- **Give a special parking space to the employee who *"drives"* the hardest**
- **Plaques or trophies for special accomplishments or achievements**
- **Flexible working hours for high levels of performance**

Think of what is on your wish list for recognition and use that as a guide for giving it to your employees.

GOALS AND EXPECTATIONS

What you expect from your sales team needs to be established and shared with each employee.

It is important that goals are not vague so that your employees are certain of what is expected of them. Be very specific about your expectations. Goals are definitely a prerequisite to achievement! Meet with each of your employees individually and as much as possible and tie goals into the WIIFM (What's In It For Me) of each person. The purpose of goals is to focus the attention of each sales person. Their minds will not reach toward achievement until they have clear objectives.

TRAINING

Structured training for your sales professionals is imperative. Education and the implementation of learned methods and techniques are the things that separate average achievers from high achievers. Training is also a tool that can help maintain a positive atmosphere.

On-going training is essential. Sales people need to continually be trained in the following topics:

- **Communication skills**
- **Listening skills**
- **Telephone etiquette and techniques**
- **Sales skills**
- **Overcoming objectives**
- **Closing techniques**
- **Probing skills**
- **Negotiating abilities**
- **Customer satisfaction**

MENTORING AND COACHING

Mentoring or coaching program should also be a structured portion of the ongoing training. It's also interesting to note what REALLY motivates sales professionals: (In order of performance)

WHAT EMPLOYERS THINK		WHAT EMPLOYEES SAY
1	Appreciation	4
2	Involvement/Planning	7
3	Sympathy	10
4	Job Security	5
5	Salary	1
6	Interesting Work	3
7	Promotion	6
8	Employer Loyalty	8
9	Working Conditions	2
10	Tactful Discipline	9

THE ATMOSPHERE YOU CREATE IS IMPORTANT

Atmosphere is a critical part of working conditions. A positive atmosphere enhances performance and productivity. When making important decisions that will impact the atmosphere within your sales environment, always look in the mirror and think about how well the idea would motivate you. If it fails at this point, chances are very good it will not succeed with your personnel and it is time to look at alternative ideas.

Learn what motivates your people and exploit it. People will be motivated by different things. Although some things will effectively stimulate everyone, you must find the key that unlocks the door to each person's motivational world. Once inside, use that knowledge to set up your motivation game plan that will reach everyone. Flexibility is essential when creating a motivational atmosphere.

People do things for THEIR reasons not YOURS. Find creative ways to push the ever changing motivational buttons of your sales team. Peoples' motives, emotions and priorities constantly change, which is why you must implement fresh, exciting contests on a regular basis.

CONTESTS

One way of successfully maintaining positive working conditions in telephone environments is utilizing contests to stimulate your sales team. Think about it – when is the last time you didn't want to WIN?

If all of this is so obvious, why are contests so underutilized? Insufficient time and creativity usually seem to be the missing ingredients. You need to take time to become creative.

WHY DO CONTESTS WORK?

In one simple word – contests work because of COMPETITION. It's part of our nature to be competitive. Think for a moment of your own competitive spirit… when did you first notice it? Do you enjoy competition?

Earlier in this lesson, I stressed the importance of recognizing your employees. Recognition plays a major role in why contests are effective in the recruiting environment. When a contest is announced, your team can taste the opportunity for that additional recognition, and consequently are stimulated to produce more.

Emotions are internally driven by a competitive spirit. The need to win, the desire to be the best, the pain or humiliation of not performing well is emotions that drive your sales team! To borrow a phrase, "it's the thrill of victory and the agony of defeat."

NON MONETARY METHODS OF RECOGNITION

Other examples of non-monetary recognition that work well in the staffing and recruiting environment are as follows:

1. **Time off**
2. **Group outings**
3. **Extra casual days**
4. **Flexible working hours**
5. **Small gifts**
6. **Food – any type of instant gratification**
7. **Travel**

WHICH CONTESTS WORK BEST?

This is one of the most difficult questions to answer. There is no simple answer and you should review the needs of your current team.

1. **Do you separate different sales positions in your company?**
2. **Does the age/ tenure of your employees make a difference?**
3. **How can you create a contest that motivates everyone?**
4. **Are long or short contests better?**
5. **Do you have the budget for contests?**

SIMPLE IS BETTER

There is no single solution to which contests work best. Creativity and variation are the two most essential elements in designing contests that will work. When you feel creative, remember, simple is better.

Excessive complexity will only make contests far too cumbersome for both you and your sales team, and will ultimately diminish the impact. I will outline various types of contests at the end of this lesson. It is important to offer a variety of contests throughout the year. If you cannot think of new fresh ideas, ask you employees for suggestions. My employees have been responsible for some of our best contests.

HOW LONG SHOULD CONTESTS LAST?

Variation in contest length is essential to maintain a high level of interest and participation. Once again, the same contests or even different contests that always last the same amount of time (one day, three days or one week) will become boring based on predictability and redundancy. Your sales team needs variety!

HOW AND WHEN TO RUN CONTESTS

When is the most successful time to run a contest? How often should contests be implemented? The answers to these questions are not simple and are for the most part, inconsistent. You must vary the themes of your contests just like you vary the timing. Contests must be viewed as a special event.

WHAT SHOULD BE THE GOALS?

It is best to run contests where you need results. This will ensure a WIN/WIN. Your employees will benefit by winning the contest and you will win by obtaining results in areas needing attention. Most of the contests should include the number of scheduled interviews, because without interviews, there can be no placements.

AVOIDING POST-CONTEST LETDOWN

This letdown is a genuine concern for managers and supervisors in any sales environment. If your contest is well-constructed, it will certainly fill your office with excitement and enthusiasm, which in turn energizes your team beyond normal. Isn't it true when people are having fun their energy seems endless? In contrast, when you're not enthusiastic or having fun, your energy level diminishes.

Often your sales team will complain that they are somewhat burned out following a contest because of the extra effort they made during the course of the competition. That does not mean that this has to be accepted by you – their sales manager. You cannot run back to back contests on a continual basis or they will become an unappreciated expectation vs. a special event.

Your sales team wants contests; they enjoy the competition and the subsequent rewards. Making them earn the next contest adds a couple of other important factors: achievement and recognition for that achievement. You can't eliminate letdown. You need to accept it, deal with it and offset it by making it fun for your sales team to earn their next contest.

CONTESTS THAT WORK

In the recruiting profession, "instant gratification" works very effectively. Your sales team will work at unbelievable levels for a $20 bill, a free lunch or the freedom to leave work early! The ironic part of this is they could earn a tremendous amount of money as a result of their extra effort, but they are focused on the immediate gratification.

Not all contests will work in every office. There are many variables including: size of your company, age of your employees, tenure of your employees, etc. The contest ideas that make up this chapter are innovative, but most of all they have all proven to be successful. Each and everyone have tested positive. Review these ideas and contests, with as open mind as possible, for your own Sales Team.

CONTESTS

GRAB BAG

Description ~ The members of your sales team earn the right to select items out of a grab back when they reach their weekly RESULTS GOAL, for example one grab for each interview scheduled. Two grabs for s placement.

Materials Needed

- **Items put in boxes, gift wrapped and put in grab bag**
- **Large Grab Bag**
- **Or break $500 into $100, 2x$50, 5x$20, 10x$10, 1x$100**

Duration ~ One Week - Grabs take place on Friday afternoon.

Contest Rules

- **Weekly Results Goals are based on individual ratios and goals**
- **Make sure you purchased enough gifts in case everyone on your Sales Team hit their "result goals" all five days**
- **Results include: Interview totals placements, job orders, etc.**

TRAVEL

Description ~ Your sales team works toward one prize – a trip to a destination you select. The excitement comes in following individuals or team progress toward the destination on a map as production goals are met by your sales team members.

This could also be a "company sponsored event" where there can be multiple winners. It is best to survey your current team and see what destination would motivate them or, you could let the winner select a destination from a list you create. This could also be a trip to attend the Annual Conference for your Professional Association.

Materials Needed

- **Map showing your office location and a destination which will be the prize if goals are met. The map is mounted on a cork board with pins to indicate progress.**

Duration ~ Three months (minimum)

Contest Rules

- **A goal is set and as progress is reported daily, it is chartered on the map so that the contestants can see their progress toward their goal.**
- **This can also be run on a smaller scale, showing a map of your city with the destination being a theater, resort, sports arena, restaurant or other attraction.**
- **Have mid-point prizes along the way… perhaps a gift certificate to a nice restaurant along the route for the individual or team getting there first, and also a lesser prize for those trailing, maybe a MacDonald's coupon!**
- **As to the rules – they are up to you. The main objective is to have an agreed upon goal that can be measured objectively, and that daily reporting is made in the form of progress being indicated on the map.**

GUMBALL CONTEST

Description ~ You place a container on the desk of each member of your sales team. They earn gumballs each time they meet one of the goals you have set. The members of your team have no idea what they will be paid for specific colors of gumball.

Materials Needed

- **Gumball machine**
- **Colored gumballs**
- **Glass container for each member of your sales team**
-

Duration ~ Two to Four Weeks

Contest Rules

- **Each member of your sales team keeps the gumballs earned in the glass jar on their desk for the duration of the contest.**
- **At the end of the contest, announce the cash value of the colors. Everyone WINS which is always motivating. Those with the most gumballs don't necessarily get the most cash – some luck is involved. It all adds to the "fun" of this contest.**

SILENT CONTEST

Description ~ You keep your sales team in suspense and performance up at the same time by NOT announcing the details of the contest or the timeframe until after the contest is over. Your sales team is never sure if a contest is actually on or what is being measured, so all areas of performance remain high.

Materials Needed

- **Gift certificates and other prizes**

Duration ~ One week

Contest Rules

- **This is a silent contest, so it is not mentioned until after the contest is held. You should randomly choose one week out of any month and one result-oriented function of your employees that will be tracked and totaled. At the end of the month, and after the figures are calculated, the contest is then announced and the winner receives their prize.**
-

EVERYONE CAN WIN

Description ~ During the summer months, employees enjoy time off with their families and friends. This contest can have multiple winners. This contest is also very fair regardless of experience level.

Materials Needed

- **Chart outlining Rules**
-

Duration ~ Summer Months: May, June & July to earn time off during June, July and August

Contest Rules

- **10% above goal ½ day off the next month**
- **20% above goal 1 day off the following month**
- **30% above goal 2 days off the following month**
- **35% above goal 3 days off the following month**
- **40% above goal 4 days off the following month**

ENVELOPE PASS

Description ~ Everyone who schedules an interview is given one of two envelopes. As more interviews are scheduled throughout the day, the envelopes keep changing hands.

Materials Needed

- **Three envelopes – two empty – one containing money**

Duration ~ One week focused on an area that you need activity (i.e. interviews, job orders, new clients)

Contest Rules

- **The individuals who end up with the last two envelopes can keep their envelope or exchange it for the third envelope. Two envelopes are empty; one has money or a gift certificate inside. This contest is continued for five days.**

TICKET DRAW

Description ~ This contest is simple and effective. A roll of raffle tickets and some performance goals are all you need for fun and increased sales. As goals are reached, tickets are awarded and everyone looks forward to the drawing.

Materials Needed

- **Roll of duplicated ticket coupons**

Duration ~ One month

Contest Rules

- **Tickets are given out on a predetermined basis. At the end of the month, a ticket is drawn and the person holding the ticket is the winner. This is the type of contest that due to the luck of the draw makes it workable in a mix of experienced salespeople and rookies.**

INPUT FROM YOUR TEAM

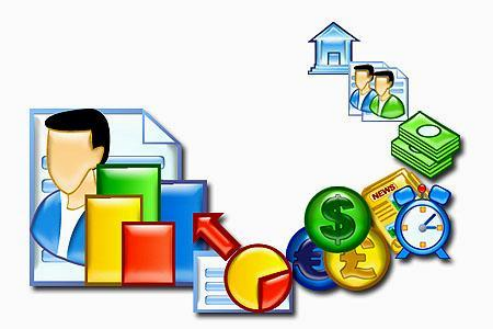
If you want to motivate your sales team, get their input on what contests would motivate and more importantly what prizes would motivate.

Try to customize rewards for contests:

- **For your working parents – run a contest providing two months of daycare**
- **Sports fans/men – tickets to a hot game**
- **Women – day at a SPA**

People are motivated by different prizes at various times in their life. The more you customize contests to hit the "hot buttons" of the members of your sales team, the greater the results you will enjoy!

Chapter Eleven: Keep Production Consistent



This chapter is going to focus on eliminating slumps. The ability to provide techniques that can prevent roller coaster production is an attribute of a great manager.

This chapter will provide you with techniques that will teach you how to motivate people to perform daily result-oriented activity that will create consistent production. These daily work habits will help you consistently surpass goals and objectives and eliminate slumps.

You owe it to yourself and the people who work for you to be extremely proactive so slumps will not become acceptable in your company.

This chapter will discuss the top 5 reasons for slumps, and will provide you with solutions you can implement immediately to alleviate them.

Prior to reading this chapter, take time to review the history of slumps in your company. Write down which recruiters have experienced slumps and how long they lasted. Also review your current solutions for handling slumps:

- √ **Are they accepted?**
- √ **Is the employee terminated?**
- √ **Do you have a process to turn this issue around?**

This information will give you a foundation and history of slumps within your office.

SUGGESTIONS FOR THIS CHAPTER:

1. **Read the entire Lesson**
2. **Review current employees experiencing slumps**
3. **Review their planners, statistics and ratios**
4. **Implement changes from this week's Lesson**
5. **Review the results**
6. **Consider additional changes to prevent future slumps**

BENEFITS:

1. **You will eliminate slumps in your office**
2. **Your company will consistently hit and surpass goals**
3. **Retention will improve among your revenue generators**

ELIMINATE SLUMPS

Although slumps can occur, even to top producers, they can be alleviated.

The Top 5 Reasons for slumps and solutions to prevent them from affecting the production of your office.

1. **CELEBRATING A RECORD MONTH**
   Most slumps follow a record month, or several record months. Think for a moment of all the results-oriented activity that takes place in a record month.

   Your recruiters are focused on:

   - **Presenting candidates for Existing Job Orders**
   - **Scheduling Interviews**
   - **Pre-Closing the Candidate**
   - **Pre-Closing the Client**
   - **Prepping the Candidate**
   - **Prepping the Client**
   - **Debriefing the Candidate**
   - **Debriefing the Client**
   - **Checking References**
   - **Scheduling second, third and/or final Interviews**
   - **Accepting a complete Offer**
   - **Pre-Closing the Candidate**
   - **Extending an Offer the Candidate Accepts**
   - **Informing the Client**
   - **Having the Candidate call the Client to Accept**
   - **Walking them through their Resignations**
   - **Offering samples of Resignation Letters**
   - **Staying in touch throughout the Two-Week Notice**

   Do you see 2 major areas of responsibility that are being totally ignored? The answer is:

   - √ **Recruiting Presentations**
   - √ **Marketing Presentations**

You can eliminate slumps if recruiting and/or marketing presentations are made consistently on a daily basis no matter how busy they are. When someone is having a great month, they can make extremely effective presentations.

As their manager, require certain minimum RESULTS each day to ensure that daily marketing and/or recruiting presentations are made. Your recruiters will thank you when they achieve consistent production.

2. WORKING THE WRONG JOB ORDERS

It is critical that your recruiters work the Hottest Job Orders you have in your office.

You need to closely monitor new recruiters on your team who have just started the marketing side of the placement process. When they take their first job order, they are excited and want to work their own order (whether it is a hot job order or not).

One way to get your sales team focused on the hottest job orders is to have consistent Hot Job Order meetings. Your recruiters need to work the hot job orders during prime time (9:00 – 11:30 a.m. and 1:30 – 4:00 p.m.). If they want to work an order that is NOT on the list, they would work on them around prime time, not during. This ensures that they are working the job orders that give them the greatest chance for success.

Criteria for a Hot Job Order Includes:

- **Thorough Job Specs**
- **A Target Date to Fill**
- **You have Identified the problems that exist as a Result of this Position Not being Filled**
- **The Salary offered is in line with the Experience Requested**
- **Detailed Benefit Information and Costs**
- **Interviewing Times**

Additional Criteria to Consider:

- **Clients who have hired from you in the past**
- **Clients who have a reasonable hiring process**
- **Clients who pay your invoice promptly**
- **Clients who are one of the HOT companies in your specialty**

BONUS TIP - Make sure your team covers their job orders. It is important to have two or three of your candidates in the final interview process. If you start with three candidates on the first interview and one is screened out prior to the second interview – your recruiters need to present more candidates. MUCK UP THE PROCESS or someone else will! Remember, at least two of your candidates should be in the final interview process.

3. REPRESENTING THE SAME "B" CANDIDATES

Your recruiters need to consistently recruit for top talent. Slumps often occur when your recruiters do one of two things:

- √ **Keep working with the same candidates that have been screened out before**
- √ **Only surface candidates from job boards and the Internet**

It is important to develop a strong referral system to ensure consistent candidate referrals. Most recruiters don't get referrals because, quite frankly, they don't ASK for them!

If you are working retained or contingency placements, most of your hiring authorities prefer to hire someone who is successful, with a stable work history and currently employed.

If you are working in the temp or contract segment of our profession, your clients want to hire the most qualified person who can adapt to their culture, and possess the skills and experience necessary to perform the responsibilities of their opportunity.

Set minimum daily standards for your sales team members who work the candidate side of the placement process. For example: Each day they must interview 3 new qualified candidates. That would necessitate at least 4 or 5 recruiting hits daily which would equate into 3 interviews!

4. NOT ENOUGH FOCUS ON SCHEDULING INTERVIEWS!

The INTERVIEWS SCHEDULED total is the most important statistic for you to manage. It is important for you to know the interview to placement ratio of each of your employees.

You can predict each employee's production by knowing their interview totals. There is a direct correlation between a low interview number and low production. You can't make placements if you have no candidates on interview.

5. ATTITUDE

6.

THE SOCIAL WORKER

I have heard it said time and time again that recruiters are SOCIAL WORKERS WHO LIKE MONEY. Most individuals who enter our profession truly want to make a difference, have an impact on the people they represent and help other people.

There are individuals who enter the recruiting profession not realizing that recruiting is a sales profession. If you have individuals who spend too much time counseling and too little time selling you have a choice to make as a manager. Often, this type of person would be much happier in a customer service type of position.

Recruiters have to be able to differentiate between candidates they CAN place and those who do not have the skills, experience or stability our clients want to hire.

As a Manager you have a decision to reach. You either need to terminate this employee or install an awning above their desk that says, "NON-PROFIT."

THE RECRUITER WHO QUITS AND STAYS

A slump can be an indication of an employee who has quit and stayed! This person can ruin the morale of your entire office. There are employees who "rest on their laurels of the past" and have become less than average producers.

As their manager, you need to monitor numbers as well as attitude. When you see a change in attitude, performance, attendance or body language, it is time for you to meet with this employee to determine the reason for the change.

Often this employee is wondering why you have not addressed their issues, because they have lost their passion for the business. Your other productive employees are wondering the same thing. It is an effective manager who recognizes these signs and either helps this person re-commit or terminates this employee.

THE NEGATIVE EMPLOYEE

Negative individuals have an extremely difficult time maintaining consistent production. They arrive at work every day expecting bad things to happen, and work all day proving themselves right. They normally experience frequent slumps.

If you have an employee who walks in the office and literally "sucks the oxygen out of the room" you have identified an individual who will have a very negative impact on the production of your entire team. This is also the person who:

- **Focuses on problems versus the solution**
- **Often participates in office gossip**
- **Does not hold themselves accountable for their results**
- **Will often stir up other employees**

As a manager, you are judged on your ability to succeed through other people. That is why it is so important to address attitude issues during your interviewing process, during training, during performance reviews and throughout your team's entire career with your company. One person cannot MAKE your office, but one negative person can BREAK IT!

Chapter Twelve: Handling Conflict

This chapter is going to focus on handling conflict in your office. The ability to expect and handle storms is a skill you must master when you are managing a driven, ambitious and competitive sales team.

The recruiting profession is one of the few sales professions that have human beings on both ends. To compound that, many offices encourage split business between the members of their sales team.

You may have split the recruiting and client development sides of the placement process which actually make your employees dependent on one another for success. This structure is a *problem just waiting to happen*! On the other hand, it is one of the most effective structures when you consider the impact on the bottom line!

There will always be questions about who gets credit for what, ownership of candidates and clients and timeframe for just about every function in our offices. This week's Lesson will give you techniques that work when conflict occurs. You will anticipate the issues, and solve them in a way that is fair to everyone involved.

SUGGESTIONS FOR THIS CHAPTER:

1. **Read the entire lesson**
2. **Write down current issues you are dealing with**
3. **Decide which area you need to address first**
4. **Make changes**
5. **Review the results**
6. **Consider additional changes**
7. **Review results**
8.

BENEFITS:

1. **You will learn to proactively anticipate conflicts**
2. **You will effectively handle any and all issues**
3. **You will gain the respect of the employees you supervise**

EXPECT AND HANDLE CONFLICTS

The staffing industry is becoming extremely competitive! Some of the most desirable personality traits for a recruiter include being: assertive, persuasive, persistent, tenacious and an over-achiever. Many staffing environments are commissioned sales which fuels the competitive spirit. It is no wonder that there are "flare ups," "conflicts" and occasional "storms" which must be handled! Your challenge, as the owner/ manager, is to confront problems before they affect your team and your bottom line!

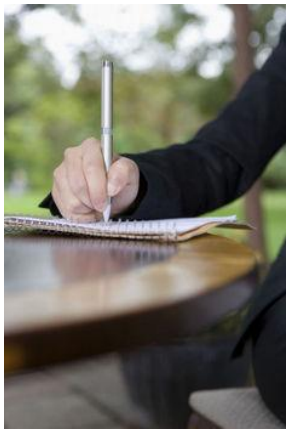
ISSUE ONE ~ Two recruiters representing the same candidate

This situation most commonly occurs when a senior recruiter has represented a candidate in the past, and a junior recruiter has recently and innocently recruited the same individual. If the candidate happens to be placeable, then there becomes the decision as to which of your two recruiters represents them. Typically, if the candidate is not placeable, there usually isn't the tension and often the senior recruiter will gladly give the candidate to the junior recruiter.

SOLUTION…

The solution to this storm is that every search firm must have a solid and detailed policy explaining what the guidelines are for candidate ownership. For example, one option is to set a very specific timeframe where the original recruiter has ownership of a candidate and provided the candidate is interviewing and active they "own" that candidate. If there has been no activity for a certain timeframe, then the recruiter no longer owns the candidate.
The important issue is to have a policy that is written and understood by all employees!

ISSUE TWO ~ A recruiter takes a job order from someone else's client account! This is an uncomfortable situation for everyone involved.



SOLUTION…

Again, your firm must have a written policy on how to determine who will take ownership of the job order. The most common policy for taking job orders is that the recruiter with the account is the recruiter that takes ownership. If a new recruiter writes a job order with a current client, it usually creates concern because the client company obviously gave the job order to the new recruiter. As a senior recruiter, this is an embarrassing situation. It shows a lack of an established, loyal relationship with that client.

The way to handle the situation is to have a meeting with both recruiters to explain why this scenario should be avoided. The manager might choose to get involved in order to show the client that it was a mistake and to reiterate that sometimes newer recruiters might not be aware of all of your firm's clients. If your recruiters establish those close relationships with their clients, this situation can be avoided or greatly minimized. It is a good idea to have an updated list of all of your clients and give that list to every recruiter on your team!

ISSUE THREE ~ The outside sales staff feeling that the inside recruiting staff is not properly covering their orders.

SOLUTION…

The best way to handle this is to bring the outside sales staff in to meet with you, their manager. You need to let them know that you hear their complaints and you are there to support them. In the meeting, you need to listen and take notes on why they feel they are not getting results from your recruiting staff.

Ask for the exact numbers to support what they are discussing with you. Ask them what they feel they need in order to get better results. Let them know that you will investigate their issues and get back to them with a solution. Tell them that in the meantime they need to continue their efforts.

Next, you need to look at the numbers of your recruiting team. You need to investigate the numbers that directly affect the sales team. How many of their marketing leads are turning into actual job orders. You also need to look at how many of the written job orders turn into placements. The answer to this storm will be in the numbers. The positive side to this scenario is that the numbers are what will determine which side of your staff needs your attention. You should meet with the side that has the lower numbers and explain to them why they are not seeing the results they want to see! As their manager you need to be honest, up front and most importantly fair to all individuals involved.

ISSUE FOUR ~ A recruiter sent a candidate who was not qualified.

This is something that may occur on a regular basis. Unfortunately, if you have a newer staff, this could happen more than once. If your recruiters are experienced you will decrease the amount of times you will need to handle this situation.

SOLUTION…

First of all, the recruiter agreed to send in the unqualified candidate. Therefore, once the recruiter with the client receives the feedback that the candidate was unqualified, the recruiter's immediate reaction will be disappointment and possibly a bit angry.

That recruiter needs to go back to the recruiter who represents the candidate and discuss why the interview took place if the candidate was not qualified. This scenario is based on matching, or lack thereof, it is not really a manager's responsibility to get involved in a situation that can and definitely should be settled by your recruiters!

ISSUE FIVE ~ Two recruiters have candidates pending, one gets hired and the other recruiter feels their candidate wasn't represented fairly.

This is another scenario that will likely occur on a frequent basis. You are managing sales people and it is innate for them to want to win! It is also innate for them not to handle failure well.

SOLUTION...

Typically top producers are as fair as they can be but, they still want the production, and they still will tend to sell their own candidates better than other's candidates. It is also likely that they are selling their candidates better because they know more about their candidates and want to make the client aware of the match.

The storm for you as a manager will occur when you have a recruiter who will openly sell their candidate and not give a fair sales presentation of another recruiters candidate. If this is a reoccurring problem, you have no choice but to address your concern with your recruiter. If this recruiter is one of your top producers, you need to approach them cautiously, especially if they are working with their client that hires multiple candidates on a regular basis.

The reason you need to address it at all is because you don't want the other recruiters in your office to quit presenting their candidates. If they feel it is a waste of their time they will work other orders where they feel they have a chance at a placement. You don't want your top producer to become an island. Tell your top producer that you are, in fact, trying to support them and explain how they will want candidates from their team!

ISSUE SIX ~ A negative remark is said about someone in the office and they find out.

SOLUTION…

There is only one way to handle this situation. You as the manager must step in immediately following the negative remark. You need to go to the recruiter who made the remark and ask them what exactly warranted the remark. Once you feel you have an adequate answer, you then need to talk with the individual who suffered from the negative remark. Ask them if they are okay and ask them how they are feeling. Recruiters are salespeople and typically emotional by nature. Feelings tend to get hurt easily.

Once you have both sides of the story, take them both into your private office and let them work it out! They are professionals and they are adults. Stay near the office in case an argument should break out. When you put two recruiters in a private office they have no way of escaping what was said. They are told to resolve any and all issues before they return to their desk! Give them as much time as they need and before you leave the office, tell them that you are confident in their ability to deal with this problem. This conflict is one you can let your recruiters handle on their own!

ISSUE SEVEN ~ A recruiter feels their candidates are being unjustly screened out by another recruiter.

This is common and needs to be handled by your recruiters.

SOLUTION…

Encourage your team to ask questions of each other. This needs to happen in order for you to build a true team! They need to learn to communicate effectively. Honesty is the best policy.

If a recruiter feels their candidates are being screened by another recruiter, tension will build and your office as a whole will suffer. Your number of send-outs will decrease and so will your placements! Encourage your recruiters to ask each other why their candidates are being screened. It is part of the learning process and will eventually be what creates your Team of Top Producers! This is another storm you should let your recruiters weather.

ISSUE EIGHT ~ someone took a short cut which costs a co-worker a placement!

This conflict should involve the manager. Losing a placement affects your bottom line! Therefore, if a placement is lost, you should get involved to show your recruiters that losing placements and production due to short cuts is not acceptable.

SOLUTION…

The entire placement process is complicated and there are enough opportunities for mistakes. Therefore, short cuts are defined as a lack of performance on the part of one of your recruiters. The short cut should be used as a learning tool and it should be one example of what is not acceptable in your office. Remind them how difficult it is to make a placement and remind them how painful it is to take production off of your production board!

Most of these *CONFLICTS* will be avoided by the existence of an Employee Handbook or Operations Manual. Obviously, some problem areas such as derogatory comments about a co-worker, dishonesty, and unfair screening of candidates are not solved by a Policy Manual. Let's discuss these types of storms first.

In order for you to handle conflict you must have a reputation for being fair, consistent and totally objective. If these characteristics do NOT describe you, then these are areas you need to improve. In any type of conflict the ultimate goal is to orchestrate a win/win solution. Unfortunately, that is not always possible. You must also remove the *personalities* involved in the conflict and reach your decision based on the facts presented.

SIX GUIDELINES FOR SOLVING *CONFLICTS*

√ **Meet with each person involved individually and let them reveal their version of the facts. Take notes and at the end of the meeting recap your understanding.**

√ **Bring all parties involved in the conflict in your office and discuss the RULES.**

√ **If the storm involves another franchise office you need to deal with the franchise owner before you talk to anyone in their office.**

- **When one person is talking, the other must listen**
- **Any objections should be directed at YOU, not each other**
- **You will make the final decision**

√ **Discuss the facts that led up to the conflict, utilizing your notes from the individual meetings. Ask for a confirmation of the accuracy of these facts. Make any changes, where necessary.**

√ **Allow each person to ask three questions. Questions reveal the REAL issues and help lead you to the solution. Answer the questions raised again, clarifying your understanding of the issues.**

√ **Inform all parties that you can understand their "points of view," but from your prospective, this is how this situation is going to be handled:**

- **Outline YOUR SOLUTION.**
- **Explain the reasoning behind your solution.**
- **Stress the importance of moving past this one issue, and rebuilding TRUST between everyone in the office.**
- **Ask the people involved how they plan to solve the problem (specific examples).**
- **Explain how a cohesive Team is vital to the overall success of the company and the part they play on that Team.**
- **Announce you are leaving the room for five minutes. You would like them to talk, shake hands, and then return to work.**

√ **In an upcoming morning meeting, this conflict will be discussed with the entire staff. Names and specific details are NOT discussed. You give an overview of the issue and share your solution. The reason for doing this is that your employees will now have an understanding of how you will react**

to challenging situations! You may show compassion, great understanding or possibly even a low tolerance level for certain issues. These are important revelations to the people who work for you.

In an attempt to avoid STORMS, you need to author your own Company Policy Manual. This manual should be given to all of your employees upon hire. They are asked to read it within the next 24-hour period. Next, they then must sign and return the letter attached to the manual, stating that they have read and understand the contents. Finally, the manual is given to each employee to use as a reference when issues or questions arise.

If a conflict arises that is covered by your Policy Manual you must always follow those guidelines in your decision making process. Consistency in your decisions can greatly enhance the level of respect you will earn with your employees. There are several sections which should be included in your Policy Manual. Again, this must be customized to the disciplines, specialties, size, and company culture of your recruiting and staffing firm.

It's important for you to realize you can't prevent or control what happens. But you do have 100% over how you choose to react. Both parties involved in the issue also have the same opportunity… they can choose how they react! This is a skill that all recruiters and managers in our profession need to MASTER!

Chapter Thirteen: Profits and Projections

This chapter is going to focus on a very important topic ~ Goals are the key to reaching your profits and your projections. As an owner/ manager you are affected by your financial conditioning. It is important for you to understand how this conditioning can limit your success and the level of success attained by your sales team.

Once you have mastered this chapter, it is important to share this knowledge with every individual you manage. Individuals accomplish their goals for their own reasons, not yours. Once you teach them how to raise their individual financial thermostat, they will actually set and attain higher goals.

This chapter will review what impacts financial conditioning, how to raise your financial thermostat and how to master the skills to become a better receiver. Most individuals in our profession are social workers who like money. You are excellent givers and have always prided yourself on the belief that it is better to give than to receive.

That statement is mathematically incorrect. In order for there to be a giver there has to be a receiver. The adage, "It is better to give than to receive" was a saying that originated in Scotland. The original adage was, "It is better to give than to HAVE to receive," but by the time it was altered and generations were raised with a scarcity mindset. The information in this lesson will change your life by changing the way you view success.

SUGGESTIONS FOR THIS CHAPTER:

1. **Read the entire chapter**
2. **Review your own financial conditioning**
3. **Raise your personal financial thermostat**
4. **Teach others what you have learned**

BENEFITS:

1. **You and your team will set and achieve higher goals**
2. **You will have a clear picture of what you want out of life**
3. **You and your team will attain levels of success you never thought possible**

4. You will be very successful in your position as a owner/ manager

GOALS AND FINANCIAL CONDITIONING

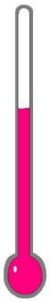
The saying, "If you think you CAN or if you think you CAN'T, you're right" is especially true when it comes to setting and attaining goals.

"YOU ARE YOUR OWN LOTTERY!"

When you are in sales – you ARE your own lottery! You are the person who controls what you earn. I don't know an owner who would ever approach a recruiter, and say, "You've made enough sales this month, you better stop!" Before we discuss the attainment of goals, it is important for you to understand the financial conditioning you have had throughout your entire life.

YOUR FINANCIAL THERMOSTAT

T. Harv Eker refers to a person's financial thermostat. When you attend his seminars, he has you imagine that you were in a room that was set at 70 degrees. If you open the window in the winter the room would become colder and the thermostat would run until the room again reached 70 degrees. If it was summer, the room would get hotter until the air conditioner brought the temperature back down to 70 degrees – because the thermostat is set at a specific temperature.



Imagine for a moment, that you possess a personal financial thermostat. What level of income is your comfort level? I have seen recruiters who produce $20,000 each month consistently. They are capable of much higher production but more than likely if you micro manage that recruiter for a month and she produces $30,000 she will only produce $10,000 the month after –Because this recruiters comfort zone average is $20,000 per month.

How would your life change, if your highest annual income became your monthly income? Can you imagine the impact this would not only have on you, but also on the people you love? What price are they paying for you NOT achieving the wealth you are capable of achieving.

FINANCIAL CONDITIONING

To go back one step further, what was your financial conditioning? Can you finish these sentences?

1. **Money doesn't grow on _____.** **(Trees)**
2. **Money is the root of all _____.** **(Evil)**
3. **We can't _____.** **(Afford that)**
4. **Do you think I'm made of _____?** **(Money)**

Do any of these sound familiar? If you want to attain Financial Freedom you need to identify, understand and ultimately change your financial conditioning. If you connect the word RICH with selfish or self-centered, that attitude alone will hold you back. If you hear about an athlete or actress earning millions of dollars and find yourself criticizing their good fortune – it's important to realize you

can't criticize what you want. You need to be pleased for those who have money. If someone else achieves this level of worth, you can too!

Were you told that if you work HARD, you would be SUCCESSFUL? That is also a statement that is not necessarily true. We all know workaholics that are not successful. It's about building a wealth team around you, so others can help you attain your Financial Freedom goals.

If I had to pick the question and statement that had the greatest impact on everyone attending the Wealth Training session, they would be:

- **"YOU ARE YOUR OWN LOTTERY"**
- **"HOW WOULD YOUR LIFE CHANGE IF YOU'RE HIGHEST ANNUAL SALARY BECOME YOUR MONTHLY INCOME?"**

BECOME A BETTER RECEIVER

There is a tremendous abundance of wealth and opportunities available to you worldwide. The Internet has made this a Small, Small World.

We all want to make a difference and truly help the people we represent. On the other hand, most individuals in our profession are NOT good receivers. This is a skill you must acquire if you really want to attain your Financial Freedom Goals.

Imagine you are standing in a torrential rain storm and you put up an umbrella. The umbrella prevents you from getting drenched, but it does not stop the rain. Compare the rain to opportunities for unlimited wealth. If you put up your umbrella, by not being a good receiver, the opportunities do not disappear – they go to someone else.

You need to write down the quality of life you want and expect it to happen. State those positive affirmations throughout your day. The life you envision when you are asleep at night becomes your reality when you open your eyes. There is a direct correlation between what you expect to happen and what actually DOES happen.

It's not enough to just dream about what you want, you must EXPECT it to happen. Write down ten specific affirmations with a timeframe of completion. You need a very specific Financial Freedom Day.

For example:

My net worth by 12/31/2012 will be $15 million.

The more specific you are, the more likely you are to achieve your goals.

Many of you have heard about the book *The Secret*. The concepts mentioned in this book have been around for decades. The bottom line is, "what you conceive and believe – you will achieve."

When opportunities present themselves, you need to be ready. When someone extends a compliment to you just say, "thank you." If you focus on the issues and negatives of your life, that is what will continue to come into your life. If you focus on the life you intend to create, endless opportunities will enter your life and have a positive impact!

You will be amazed how rapidly opportunities present themselves when you are ready to take advantage of them. If you don't make any changes, you will continue to get the exact same results you are currently experiencing. To become a better Receiver you need to review:

- √ **Identify what you are doing that is an effective use of your receiving ability (continue doing these things)**
- √ **Identify what you are doing that is sabotaging your ability to receive (stop doing these things)**
- √ **Replace those actions with ideas from this chapter**

If you are NOT a good receiver and do not decide to stop certain actions you naturally take, you will not be able to take advantage of the unlimited opportunities that will present themselves. Extremely successful individuals are great receivers, without exception.

"Wealth does not CHANGE YOU, it makes you more of

What you already are!"

If you HAVE more; you also can GIVE more! Think of the impact Bill Gates, Warren Buffet, Sting or Oprah would have had if they were poor? When you learn how to become an effective receiver, eventually you have more to give!

GOALS

As an owner/ manager you are trying to accomplish the goals that you have set for yourself. You are also assisting your sales team in effectively setting and attaining their goals. In most recruiting firms, owner/managers are also involved in production. Is it any wonder that often you feel pulled by conflicting priorities?

Most individuals don't attain their goals because they have not defined their goals. This also applies to the individuals who work for you. It is important to teach these skills to the members of your sales team. They may also have to adjust their financial conditioning and thermostat. It is this conditioning that could be preventing them from attaining Big Biller status in our Profession. You could change their lives forever!

Tip #1
Set Goals that are mutually agreed upon by you and your employee.

Tip #2
If your current sales team cannot achieve the levels of production that have been set by you the owner of your firm, you need to do one of two things:

- **Upgrade your current team**
- **Add additional team members**

Tip #3
Tie Goals into the WIIFM of each individual. People do things for THEIR REASONS – not yours you also need to identify what attaining your company goals means to them. And how does this help you attain your personal, financial and business goals?

Tip#4
It is important to know the Business, Educational and Personal Goals for each member of your sales team.

Tip #5
Manage by numbers! Sales is a numbers game. Once you have calculated the individual ratios for each member of your sales team, you can now inform them of the exact "results" they need to achieve, on a daily basis, to achieve their goals. It takes the guesswork out of your job. If they want to give themselves a "raise," you can show them exactly what they need to do to accomplish that goal.

Tip #6
Have different goals for the various levels of experience and talent you manage. Some individuals will never be BIG BILLERS but will provide you with profits and consistent production throughout their career.

Having defined goals can have a greater impact on your life than you can imagine. Most people don't get what they want because they don't know what they want! Become very specific about your specific goals, date them, raise your Financial Thermostat, understand your Financial Conditioning and be prepared to turn your dreams into your Reality!

Chapter Fourteen: Conquer your Fear

This chapter is going to focus on an emotion that has a dramatic impact on people. FEAR! To fulfill your management potential and develop your business and your sales team, you need to address the topic of FEAR. If we dissect the actual word "FEAR" we can see that it stands for the following:

FALSE …EVIDENCE… APPEARING… REAL

We all know how the saying goes….. "ALL WE HAVE TO FEAR IS FEAR its SELF"

Being a good recruiter/ manager/ business owner is demanding, time intensive and sometimes brutal. Fear can literally paralyze someone from functioning and prevent any chance of attaining success.

We are in a sales profession that guarantees a high level of rejection. When individuals first enter our profession, there is the underlining fear of failure which comes with any career move. Even your experienced employees can experience the fear of failure if they experience inconsistent production.

We will discuss the seven main types of fears that may affect you and your team. Identifying them, acknowledging them and, knowing how to handle them will make you a more effective manager.

You owe it to yourself and the people who work for you to learn how to effectively manage individuals working for you who are being held back by one of these FEARS.

SUGGESTIONS FOR THIS CHAPTER:

1. **Read the entire chapter**
2. **Identify fears you may currently be experiencing**
3. **Write out a plan to effectively overcome your fears**
4. **Identify the fears of the individuals you supervise**
5. **Prioritize areas needing attention first**
6. **Make changes as necessary**
7. **Teach others how to effectively handle their FEARS.**

BENEFITS:

1. **Once you face your fears you will be a more effective manage**
2. **Showing your employees how to handle their fears will help them attain a new level of success**

UNDERSTANDING THE SEVEN TYPES OF FEARS

The role of the working manager in the staffing and recruiting profession is extremely complex. You must wear several hats every day and priorities can change with every telephone call. You need to challenge yourself daily to develop the management and leadership skills discussed in prior lessons of this Strategic Management Training.

In addition, it is very important that you address the subject of fear, when it comes to the development of your sales team. Fear can literally paralyze someone from functioning and can prevent any chance for their success.

Think for a moment of the last time you made a career change! The entire process can be overwhelming. When you hire a new recruiter, they are given initial training. This training is usually an information overload! The first day after training, most new recruiters are sitting at their desk in an office filled with experienced recruiters, and they don't know where to start! This is one example of a situation which may induce fear.

That is why you were given the TOP PRODUCER TUTOR this software program is designed to eliminate that problem. By doing the 80 days of training it helps your recruiters to develop good work habits as they learn and produce.

There are 7 main types of fear which may affect you and your sales team:

1. **Fear of POVERTY**
2. **Fear of DEATH**
3. **Fear of ILL HEALTH**
4. **Fear of LOSS OF LOVE**
5. **Fear of OLD AGE**
6. **Fear of CRITICISM**
7. **THE FEAR OF FAILURE**

These are the 6 fears that can affect any individual. Which three fears would initially be the most common when a recruiter first starts their new job with you? The obvious answers are:

Fear of POVERTY
Fear of CRITICISM
Fear of FAILURE

FEAR OF POVERTY

Your new hire has accepted a position that often does not offer a substantial base salary. The possibility of unlimited income has been discussed from their initial interview. Too often they are not informed that they *could* earn minimum wage if they are not successful. The reality of attaining a substantial income level is still questionable. Your recruiter has been told that it will take some time before they will become profitable and enjoy earning bonuses and commissions. It is easy to see how the fear of poverty might affect this person.

This fear of poverty also affects experienced recruiters who are struggling with their production levels. When a recruiter hits a SLUMP, they often lose confidence, which just fuels the problem. As their manager, you must show them precisely how to work out of this situation. Your answer cannot merely be, "Make more calls!" I've always questioned that advice. If someone is not succeeding and yet they are making a high level of calls – it is apparent changes must be made to the type of call they are making. Making more *bad calls* will not turn things around for this recruiter!

If you have a top producer who is experiencing a slump and their income level has been dramatically reduced, it is only a matter of time before they will resign. You must set minimum daily result standards for all your recruiters. This can eliminate slumps.

In the past, many staffing firms would lose good employees when they would pay a salary for a period of time and then convert the person to draw vs. commission. The fear of straight commission often overwhelmed an otherwise successful employee. For this reason, many staffing firms began to pay base salaries with lower commission percentages. If your employees are worried about how they will pay their bills, it becomes impossible for them to FOCUS on their job.

As an owner/manager it is your job to generate profits for your company. You need to set minimum daily expectations and you need to manage by numbers, so you can detect problem areas early. You don't want to lose one of your top producers because they have started to develop habits that prevent them from success.

In most recruiting firms there are those who are over-achievers who consistently surpass their goals, there are average consistent producers and then there are those employees who are struggling. Your employees FEAR the possibility that some day they would be one of the employees who are struggling.

You've heard the saying "Money Makes the World Go Around." Money or the lack thereof is the one thing that has the greatest impact on the quality of a person's life. Money merely provides an individual with more choices. Manage by numbers and you won't have your employees quitting due to their fear of poverty.

As an owner the day you realize that you control the success or the failure of you business, is the day that you will take full reasonability for your actions. The fear of poverty can cause you do two things.

One stop thinking of what you can't do. And two do the things that you have to do to make things happen.

It is said that in this world there are two types of people, the ones that make things happen, and the one that wonder what happened. Make you goal to become the top franchisee in the UMS Healthcare system. This way everyone wins.

FEAR OF CRITICISM

The next fear, which is very common in any sales profession and especially in recruiting, is the fear of criticism. Many recruiting and staffing firms have an OPEN office concept where mistakes can be heard by co-workers. It is important that you create an environment that is supportive and encourages mistakes as an acceptable method of learning.

The profession is not brain surgery, but it takes months to learn the placement process as well as how to be an owner and a recruiter at the same time. Become a consistent producer. It takes time to develop the habits of top production, and master running and operating a business.

One of the greatest challenges is that our sale has people on both sides. These people have been known to stretch the truth and they don't necessarily want to hear your opinions or listen to your advice. Your recruiter fears criticism from you their manager, but also fears criticism from their candidates, clients and co-workers.

As a manager, one of your greatest challenges is integrating your senior and junior level recruiters. It doesn't take long for your junior recruiter to realize they are being watched and judged by your top producers. Often co-workers can provide the highest level of criticism to a new employee. They can also be critical of individuals in your office who have not achieved their level of success. You need to monitor this criticism in order not to lose potentially good producers.

The fear of criticism hits an all time high during performance reviews. You need to set up this process as a positive experience. This review process should give you the opportunity to recognize achievements. If problem areas are identified, you need to provide advice and specific steps this person can take to improve. Try to identify training that would assist this person and identify talents they might not be currently utilizing. So often your employees have hidden talents that can help you achieve your goals and vision.

FEAR OF THE LOSS OF LOVE

You might be wondering why I've listed the fear of the loss of love next. When you hire an individual, your decision was based on several factors. Two of them were:

1. **You felt this person had top producer potential**
2. **You liked this person**

Your employees don't want to disappoint you at any level of experience.

In this profession you are continually judged on your ability to produce profits for your company. This is a highly competitive, high pressure environment where you can be a HERO one month and the lowest producer in the office the next month.

No one wants to intentionally disappoint the authoritative figure in their life. This need for approval starts early in life with relationships with parents, siblings, family members, teachers, and friends and eventually is transferred to co-workers and then managers. If you manage by numbers and monitor results-oriented activity daily, the production levels will become consistent and your employees *won't disappoint you!*

FEAR OF ILL HEALTH, DEATH AND OLD AGE

These fears can become realities for your employees, especially in their personal lives. They do greatly impact their ability to produce. When these situations arise, you need to LISTEN to the problems and UNDERSTAND where this person is coming from. You cannot SOLVE these fears, but you can help your employee work through them.

Once you become aware of the six types of FEAR you will recognize situations where they impact the individuals you supervise. Follow the advice in this Lesson and you will effectively teach your employees how to overcome their fears, while they achieve a higher level of success.

THE FEAR OF FAILURE

This not only a fear that you have as a business owner, it is also a fear that all of your recruiters have. No one wants to fail; we all want to be successful. One of the fastest ways to fail as a business owner is to let your employees that are negative take up your time talking to you about things that they feel are wrong. These could be things that they feel their family are doing that they feel they are not being supported in what they are doing, it could be that they feel that other recruiters are not helping them etc. These are the kind of people that you want to stay away from, don't listen to them, they will only drag you down and make you have sound thoughts about what you are doing. It seems that they time their calls when you are not having to best day. Stay positive no matter how bad things get, because if you turn negative you will lose all hope of turning things around.

Give this same advice to your staff. It will help them stay positive.

Chapter Fifteen: Ten techniques that make a good manager

This chapter is going to focus on HOW TO BECOME A GREAT MANAGER.

It is NOT the Manager who works the hardest or longest hours that is the most successful. It is the Manager who develops consistent habits in order to build a team of *High Achievers*! You are now judged on your ability to teach others what has made you successful while in many cases still working your own desk. It is critical to your success to learn how to effectively build a team who will generate profits for your company.

SUGGESTIONS FOR THIS CHAPTER

1. **Read all Ten Techniques.**
2. **Select the Three Techniques you found most useful.**
3. **Pick one Technique to implement this month, one next month and one the following month (It takes 21 days to form a new habit).**
4. **In order to implement a new Technique, you need to figure out what you are going to STOP doing, in order to make room for this new Technique. What is NOT working that you are currently doing?**
5. **Review your Results and then select three from the remaining seven tips. Continue this process until you have implemented all Ten Techniques into your regular routine.**

BENEFITS:

1. **You will develop consistent, effective Management Habits.**
2. **You will be better able to juggle your endless responsibilities.**
3. **Your production, as well as your team's production, will drastically improve.**
4. **You will create self-motivated, independent Sales Professionals under your leadership.**
5. **Time Management techniques will add hours to your day.**
6. **You will work less and achieve more!**
7. **Management will become an enjoyable experience.**

TEN EFFECTIVE MANAGEMENT TECHNIQUES…

Owners and Managers in the Recruiting Profession wear several hats every day. In order to remain productive, you must focus on the areas that will provide you with results. In many smaller offices the Owner may also function as the Manager which adds even more responsibility.

Too often Managers become *firemen* or *parents* to the individuals they manage. As a Manager, you are now judged on the performance of others. This is a much different challenge than being judged only on your ability to individually produce.

"Give a man a fish – he can eat for a day

Teach a man to fish – he can eat for a lifetime"

It is easy to do things *for* the people you supervise instead of *teaching* them what to do. It is, however, in your best interests and theirs to teach what you know to the individuals you manage.

BE HONEST

- **Start with the Employment Interview – most positions in recruiting firms are SALES positions. Most of our SALES are accomplished over the telephone. Our job also includes cold calling.**
- **Explain specifically WHAT YOU EXPECT in writing. This would also include minimum standards of performance.**
- **Define YOUR role and what the individuals you supervise can expect from you.**
- **It's important that your employees know you will deliver the good, the bad and the ugly news in order to keep them informed.**

DEVELOP STRONG, CONSISTENT WORK HABITS

- **During Prime Time – close your Open Door Policy. If you are a Working Manager, you need to allow yourself time to work your desk. Even if you just take the hours of 9:00 a.m. - 11:30 a.m. to complete the majority of your outgoing calls, you will see a dramatic difference in your personal production.**
- **Lead by example - SHOW them how it is done. The answer to improved performance is not always to make more calls! Role playing can sometimes be the best way to teach new techniques.**
- **When asked questions, always ask for their answer or solution first, prior to providing your solution. You do not want your recruiters to become an extension of you. You want them to become stand alone independent producers!**

SET REALISTIC AND SPECIFIC GOALS

- **Try to individualize goals based on years of experience and abilities.**
- **Track ratios and statistics as well as per desk averages. This way you can accurately predict the daily results each recruiter must attain in order to achieve their income goals.**

- **Mandate that your recruiters track their daily stats.**
  KEY IN ON *HOW* TO ATTAIN GOALS vs. *WHY*
- **Teach your recruiters early in their career to strategize their plan each month to achieve their personal goals.**
- **Teach your recruiters to smell money, identify the hottest job orders and work those orders!**
- **Offer concrete solutions not theory. If you want your team to attain their goals: role plays, write scripts, monitor calls and record your sales team on tape.**
- **Track Progress, make adjustments and enjoy the results.**
- **Identify what motivates each member of your sales team.**
- **Work on their attitudes so they truly believe they can attain the goals they have set.**

If they think they can then they can and if they think they can't – they're RIGHT!

PLAN YOUR DAY AND MANDATE PLANNING FROM EVERYONE YOU SUPERVISE

- **If you want to improve your time management skills, start to plan daily! It's amazing how much more you will accomplish when you know exactly what calls you are going to make the following day!**
- **On your planner, you should have your production priorities as well as your managerial priorities.**
- **Require that planners be completed BEFORE your recruiters leave each evening. Every single day, early in the morning or at the end of the work day, conduct a short meeting to check Planners. Make revisions and suggestions on their planners so they KNOW this is where you put some of your focus. The Planner also holds your recruiters accountable for their daily activities.**

People have a tendency to accomplish what you
INSPECT vs. EXPECT

STREAMLINE REPORTS

- **Ask only for reports you NEED in order to help this person succeed. You need to focus their efforts on the data you need to calculate their individual statistics, ratios, production, etc. Develop reports that focus more on daily RESULTS vs. daily activity.**

- **Share the purpose of your reports to encourage 100% participation of your sales staff. Always stress the WIIFM (What's In It For Me) so they understand not only the purpose of the report but also how the results will benefit them personally.**

- **React to the results of reports submitted. Most individuals in sales are not detail oriented and will do anything to get out of completing paperwork. For this reason, they need to know you are READING and REACTING to the data they are compiling for you.**

BECOME EXTREMELY ORGANIZED

- **Maintain Master Files on Everything! Never give an original copy of anything to another person.**
- **You don't need an excellent memory to be an excellent Manager. You just need to know where to retrieve information.**
- **Delegate some of these organizational tasks if this is not one of your strengths. You need to focus where you provide the greatest results.**
- **Develop a follow-up system that ensures the tasks you have delegated are being accomplished.**

PROVIDE CONSISTENT TRAINING

- **Realize EVERYONE in your office needs training. You should include your front desk person, your accounting person and your sales team.**
- **Involve your recruiters in conducting training and ask for their suggestions for topics they would like to cover.**
- **In addition to teaching the fundamentals of the placement process, train your team on proper attitude, technology, sales techniques, negotiating and other subjects that will help them attain peak performance.**

BECOME THE BEST LISTENER IN THE OFFICE

- **Listen for the "HUMMMMM" in your office. There is a certain level of "noise" in a successful staffing firm. Your greatest enemy is silence!**
- **Listen to UNDERSTAND where your employees are coming from vs. always listening to SOLVE. You will get great insight into what will motivate this individual and eventually make them one of your success stories.**
- **When you are listening to someone, NEVER interrupt until they are finished speaking. Hold your calls and take notes on the conversation. This is common courtesy and will show your employees that their conversation with you is a priority.**
- **Pay special attention to the questions you are asked by your employees. Questions normally reveal what is most important to them or where they have concerns.**

MONITOR INTERVIEWS SCHEDULED ABOVE ALL ELSE!

- **The main job of any recruiter is to Book Send-Outs! This is the one most important number for you, as a manager, to monitor. In order to have a send-out, they must have a candidate and a job order, so when they focus on send-outs everything else falls into place.**

DEFINITION OF A SCHEDULED INTERVIEW:

Your Candidate being interviewed (Either in person or by phone)

By one of your Hiring Authorities

Only Count FIRST INTERVIEWS.

- **Realize you can predict what type of month the members of your Sales Team will have by monitoring this one number!**
- **Mandate Send-Out Hot Sheets. This is a sheet that lists the company name, company contact, phone numbers, candidate name, phone number, position title, where in the process they are and the results of interviews. Put these sheets on a clip board on everyone's desk and tell them their job is to fill these sheets with interview activity. Copy these sheets at the end of each month. If you have a recruiter leave, you have a record of activity they generated with every client and candidate they represented.**

At the beginning of this chapter we suggested you select THREE of these Ten Techniques to implement in the next 90 days.

NUMBER 10 is without a doubt the most important…….

Chapter Sixteen: 20% of your staff gives you 80% of your production

This chapter is going to focus on understanding and teaching the 80/20 rule to the individuals you supervise. It will also help you make best use of your time. The 80/20 rule is also known as the Pareto Principle, named after the economist who is credited with establishing this principle. This principal applies to you as a sole proprietor, in all of the modular's when we refer to the recruiter we mean you the owner if you are working alone, in your home or small office.

The recruiting profession is very time intensive and each telephone call can change priorities. Anything you can do to improve time management skills will have a very positive impact on increased performance. This Lesson will help you apply this principle to your endless responsibilities as a manager or owner working a desk.

It will show you how to effectively implement this principle to increase the level of success and productivity of your business. The 80/20 rule applies to every aspect of your life.

It is important that you always ask yourself the following: "IS THIS BEST USE OF MY TIME?"

When you implement the Pareto Principle, you will enjoy improved sales, morale and profits.

SUGGESTIONS FOR THIS WEEK CHAPTER:

1. **Apply the 80/20 rule to yourself**
2. **Refocus your efforts on your top talents**
3. **Teach your employees how to implement the 80/20 rule**
4. **Help them refocus their efforts on their top talents**

BENEFITS:

1. **You will accomplish more**
2. **The individuals you supervise will accomplish more**
3. **Sales and profits will increase**
4. **You will make BEST USE OF YOUR TIME**
5. **Your employees will make BEST USE OF THEIR TIME**

THE 80/20 RULE

Italian economist Vilfredo Pareto observed in 1906 that 80% of the land in Italy was owned by 20% of the population. Later, he observed this noteworthy ratio seemed to apply to other parts of life. One example was in the area of gardening: 80% of his peas were produced by 20% of the peapods.

Over time, this concept has come to be known as the "Pareto Principle," or the "80/20 Rule." Interestingly, another of Pareto's most noteworthy and controversial theories was that human beings are not, for the most part, motivated by logic and reason, but rather by sentiment and emotion.

Answer these questions as the 80/20 Rule applies to your company:

- **Does 20% of your sales force produce 80% of your revenues?**
- **Do 20% of your products account for 80% of product sales?**
- **Do 80% of your visitors see only 20% of your web site?**
- **Do 80% of customer complaints arise from 20% of your products or services?**

We waste a tremendous amount of time on trivial tasks. That means that you and your employees are busy whether it is important or not, and sales are made whether they are profitable or not.

This is a critical point, especially if you specialize in temp, contract or blended services. Your employees must understand you are in business to make a PROFIT. They must be aware of what margins are needed to insure profits!

Before we discuss the 80/20 rule further, it is important again to mention the WHO you have on your sales team. Recruiting is a sales profession and you need to evaluate if the members of you or your team have the talents required to succeed in sales.

The following observations have merit:

- **A handful of customers, out of many, produce the bulk of your revenues.**
- **A handful of your candidates produce the majority of your sales.**
- **A handful of your salespeople produce the majority of your new business.**
- **Most issues and problems come from a few employees.**
- **Most absenteeism can be narrowed down to specific individuals.**
- **Truly great performance is achieved by a few easily identifiable individuals.**

- **Truly poor performance is achieved by a few easily identifiable individuals.**

We tend to ignore these realities and often give our top producers the most difficult clients, instead of focusing their talent in areas where they could generate extraordinary production!

Examples that prove this rule is present in every area of life. Consider the following:

- **You only wear 20% of the clothes in your closet**
- **You only wear 20% of the shoes you own**
- **You only use 20% of the items in your bathroom**
- **You only use 20% of the tools in your garage**
- **You only use 20% of the items in your kitchen**
- **You only use 20% of the items in your desk**
-

Listed below are steps to follow. Instruct the individuals who work for you to do the same.

STEP ONE ~ Determine the 20% of what you do that gives you 80% of your results. This helps you identify your Top Talents.

Can you imagine what would happen if you spent the majority of your time focused on utilizing your TOP TALENTS?

STEP TWO ~ Next figure out what you are doing that is NOT best use of your talent. What activities are you performing that are a waste of your time and talent?

You need to STOP doing these activities NOW and replace these ineffective habits with NEW IDEAS that will help you achieve a higher level of performance.

STEP THREE ~ Identify a specific change you can make to proactively improve your level of performance; continuing to focus on your greatest talents.

If you do things the SAME WAY – you will get the SAME RESULTS. In order to improve your level of success, you must be open and willing to implement new techniques. Stop saying "that wont work" Make it work. I've learned one think in life. If you really want something to work, you will find a way to make it work.

STEP FOUR ~ Implement the change you have identified for twenty-one consecutive working days so this becomes a new habit. If you don't consciously work at a new habit for twenty-one days, when you're under pressure you will go back to your comfort zone.

It takes 21 days of repetition to replace an old habit with a more effective new habit

STEP FIVE ~ Put small signs on your computer, monitor and desk that say…"Is this Best Use of My Time?"

You owe it to yourself and the people you supervise to always focus on utilizing your Top Talents.

You need to always focus the rest of your life on Best Use of Your Time!

STEP SIX ~ Repeat Steps Three and Four

There are obviously tasks that must be accomplished that are not best use of your time. Whenever possible, delegate these tasks to support personnel who are detail-oriented and enjoy these types of responsibilities. If there isn't enough in the budget to hire an additional person to delegate these tasks to… consider hiring an intern to assist you.

If you truly want to improve your efficiency, I would like to suggest you make a $400 each month investment in yourself. Hire a personal assistant at $10 an hour for 10 hours each week.

You delegate the following to this assistant:

- **Tasks you should not be performing at work**
- **Personal tasks that are not "Best Use of Your Time"**

Examples: **Cleaning your House**
Grocery Shopping
Filing
Data Entry Updating Interviews

During these ten hours you will focus your time and energy on BEST USE OF YOUR TOP TALENTS. You will be amazed how your level of efficiency and performance improves.

This concept works very well when you are managing top producers or running your own business. Most owners and managers worry about losing these high achievers who generate the highest revenues and profits for their company.

The 80/20 rule also applies in retaining your "Rainmakers". Build a support team around these individuals who will then perform tasks that are not best use of your big biller's time.

Most "Rainmakers" are very skilled at developing strong relationships with clients and have fine tuned their closing skills. They can attain even higher levels of production when you provide them with a candidate specialist to surface top talent for their open orders. When their production continues to escalate, you might consider including a researcher on their team. By building this team around your big billers, you are implementing the 80/20 rule.

Once you have successfully learned and mastered this rule, teach STEPS ONE – SIX to the individuals you manage. When your entire office is focused on implementing the 80/20 rule, you will see great improvement in productivity, efficiency, morale and of course PROFITS!

Chapter Seventeen: You can't be everything to everybody

This chapter is going to focus on the skill of delegation. Delegation is an essential element of an owner/manager's job. This chapter will cover the delegating myths, the process, selecting the tasks to delegate, choosing the right person for the job, and recognizing challenges and risks involved. Learn how to delegate, motivate, develop your staff, and build loyalty.

Too often owner/managers in our profession feel like hamsters on a wheel. There never seems to be enough time to get everything done. Many managers and owners in our profession work a desk and their normal skill sets are focused on DOING rather than DELEGATING. If you have ever heard yourself say, "If I want something done, I need to do it myself" this week's training is aimed at you.

You need to focus on growing your business, you need to utilize the 20% of your skills that give you 80% of your results, and delegate everything else! If you ARE your business; you have greatly reduced the value of your business. You need to teach others, so you can continue to learn and grow.

SUGGESTIONS FOR THIS CHAPTER

1. **Read this chapter and compare your stages of delegation to the stages suggested.**
2. **Select the one method that will provide you with the greatest results.**
3. **After twenty-one days, move on to an additional method.**
4. **Streamline your workload to increase the amount of time available for essential managerial tasks.**

BENEFITS:

1. **Delegating benefits you, your employees, and your company.**
2. **Unnecessary activities are eliminated from your task list.**
3. **You can focus your attention on the tasks only you can do.**
4. **Time can be set aside to think.**
5. **Delegating effectively will strengthen your performance.**
6. **You will fine tune your management and leadership skills.**
7. **Delegating, if done properly, can be a great motivator.**
8. **Delegating is an effective retention tool.**

DELEGATE OR FAIL

If you are to be effective as a manager, then you must utilize one of the most important tools of management – delegation! The most successful individuals who delegate are self-disciplined managers who are efficient at choosing the right tasks to delegate, and are able to monitor results and provide feedback. The inability to delegate is one of the leading causes for management failure.

DELEGATING MYTHS & REALITIES

1. **You can't trust anyone else to do YOUR work.**
2. **(You can't afford NOT to. Your success depends on it.)**

3. **You lose control of the task and outcome if you delegate.**
   (Delegation involves trusting another person with a task for which you remain responsible.)

4. **You are the only one with all the answers.**
   (You will be amazed at the answers and creative solutions you will hear from employees.)

5. **You can do the work faster and better.**
   (Initially this might be true, but once you transfer duties to someone else, they could become more proficient than you.)

6. **Delegation dilutes your authority.**
   (It has the opposite effect, delegation proves your ability to lead and develop the talents of others.)

7. **Your recruiters will be recognized for doing a good job which will take the recognition away from you.**
   (As a manager you are now judged on the performance of the individuals you supervise versus your personal success.)

8. **Delegation decreases your flexibility.**
   (Delegation gives you more time and enhances your flexibility to focus on result-oriented tasks.)

9. **Your recruiters don't understand the Big Picture.**
   (They will, if you communicate it to them. You need to share the goals, objectives, and long range plans of your business.)

10. **Your employees are too busy to take on more duties.**
    (It is invigorating to take on a new challenge. Most recruiters waste more time than they realize and will even put in extra hours to do tasks they enjoy.)

11. **Employees resent being given more responsibility.**
(Delegation can be a motivational tool you use to single out individuals with talents you know you can utilize. You can identify these additional talents through your performance review process. If your recruiters do NOT use talents they possess, they will eventually quit. Additional responsibilities can enhance retention)

THE FIVE STAGES OF DELEGATION

- **Analysis ~ It's a proven fact that you get 80% of your results from 20% of your efforts. You need to analyze the 20%, spend more of your time focused on those areas and delegate the other tasks that are not the best use of your time.**

- **Selection ~ Review the talents of the individuals on your team and select your delegates. You must make sure they are allowed autonomy to undertake the tasks in their own way and report back to you on the progress.**

- **Briefing ~ When tasks are identified, the parameters of each should be clearly defined. Proper briefing is essential because you cannot hold people responsible for undefined or vague tasks.**

- **Control ~ Monitoring of some kind is essential, but should be used for mentoring and coaching rather than interference.**

- **Appraisal ~ Appraisal is the final stage. You need to determine how well the person has performed the delegated tasks. What changes if any need to be made to improve performance (on either side)?**

When you follow these stages, you have now EMPOWERED the person you have delegated to get the job done. They sense the level of trust you have placed in them and will meet and often surpass the standards you have set.

Too often managers delegate a task and then micro-manage the entire process. You should make subtle changes during the monitoring and appraisal stages of delegation and then let the task go.

Whenever someone says, "I just don't have time" …..then… hire a team! You already have a team working for you; you just need to delegate those tasks which are not best use of your time! We all have the same 168 hours every week – delegation will help you drastically improve your time management skills while you focus on the 20% of your efforts that give you the greatest return on your time.

KEY REASONS TO DELEGATE

- **Increases your time**
- **Reduces stress**
- **You delegate to motivate**
- **Your success depends on it**
- **Your job is to concentrate on areas only YOU can do**
- **Recognition is one of the greatest ways to RETAIN key employees**

Knowing how to effectively delegate is a talent you must master. It's important to realize that if you are not successful when you first start to delegate tasks – it is a learning experience. You can always make changes and adjustments. A successful person is never judged on the number of their successes, but by the number of failures they overcome! Don't be afraid to make mistakes. The art of delegating is not easy to learn – but it will change your life forever and launch you to new levels of success.

All great managers, business owners and leaders surround themselves with outstanding talent. They also delegate responsibilities to these people. You need to do the same!

Chapter Eighteen: Focus

This chapter is going to focus on your ability, as an owner/manager, to FOCUS your actions and the activities of the individuals you supervise. The one common denominator of the truly BIG BILLERS in our profession is that they are extremely FOCUSED. They know exactly what they are going to work on every single day. They instinctively know how to work what is closest to the money, FIRST!

Successful people fail more than unsuccessful people because they try more! This chapter will outline steps to improve your focus as a manager. In turn, you will teach this important skill to the individuals you supervise.

We have included some stories that prove it is not necessarily the most talented, most educated or the person who works the hardest that WINS. It is the person who understands the importance of FOCUS.

When you develop the ideas in this chapter, you will also enjoy improved morale, production and profits!

SUGGESTIONS FOR THIS CHAPTER:

1. **Read the entire chapter**
2. **Evaluate the areas addressed**
3. **Select which ideas to implement first**
4. **Review the results**
5. **Implement additional ideas**

BENEFITS:

1. **You will accomplish more**
2. **The individuals you supervise will accomplish more**
3. **Sales and profits will increase**
4. **Focus will improve all aspects of your company**

THE IMPORTANCE OF FOCUS

Definition of FOCUS:

"Maximum clarity or distinctness of an idea;

The concentration of attention or energy on something"

In our profession multi-tasking is seriously over-rated. Too often, jumping from priority to priority is misinterpreted as multi-tasking. The individuals who have achieved the $1 Million level of production in the staffing and recruiting profession are well planned and FOCUSED!

As you read this Lesson, take note of how often your attention is taken away from your main areas of focus. Observe the individuals who work for you. Notice and document how well they stay focused on results-oriented activity versus the urgent issues. In our profession, every incoming call can be a distraction.

As a manager, you are judged and often compensated on your ability to motivate other individuals to want to attain new levels of success.

When you study BIG BILLERS in our profession, they are focused individuals who don't rely on other people to validate who they are. They allow their accomplishments and actions to speak on their behalf. When it comes to change and risks, they don't seek guarantees; they only seek opportunities to succeed. A top producer is independent in every way and knows where to focus their energy.

If you are supervising new hires, have them observe where the top producers in your office are focusing their efforts. Top producers know how to smell money and only work with candidates and clients who can make them money.

Ask yourself

- √ **When was the last time you wanted something SO BADLY, that you were willing to FOCUS all your time and energy on it?**

- √ **When was the last time someone who worked for you wanted something SO BAD, they were willing to FOCUS all their time and energy on it?**

It is a proven fact that you and your employees will get RESULTS in the areas of life that get the most ATTENTION. The reality is also very accurate in the working environment. Your employees can't FOCUS on forty priorities simultaneously and expect to attain success in all of them.

The following is a list of distractions that can prevent your employees from focusing during Prime Time:

- **SWITCHING GEARS**
  - **During recruiting presentations**
  - **During marketing presentations**
  - **Stopping after successful calls**
  - **Not following your planner**
  - **Working on the urgent activities versus the results-oriented activities**

- **CO-WORKERS**
  - **Sharing successes**
  - **Sharing failures**
  - **Asking questions not involving a close**
  - **General discussions**
  - **Asking about orders versus reading them**
  - **Sharing interviews with the entire office**
  - **Personal issues**

- **PERSONAL CALLS**
- **EMAILS**
- **CONDUCTING RESEARCH DURING PRIME TIME**

In the Recruiting Profession, we have people on both sides of our sale. Our product talks back, they change their minds, they are no-shows at interviews, their salary demands often escalate faster than the speed of light, they want our undivided attention whenever they call and they disappear after interviews without calling us, just to mention a few of the incidents your employees deal with on a daily basis.

THERE ARE THREE KINDS OF PEOPLE:

1. **THOSE WHO MAKE THINGS HAPPEN**
2. **THOSE WHO WATCH THINGS HAPPEN**
3. **THOSE WHO WONDER WHAT HAPPENED**

Knowing where to FOCUS will help you and your employees MAKE THINGS HAPPEN!

One of the most important areas to mandate to ensure FOCUS is daily planning. If your employees plan each day, they dramatically increase their chance of success.

As a manager, you need to continually emphasize the importance of FOCUS during Prime Time:

9:00 – 11:30 am and 1:30 – 4:00 pm

Obviously, if your company works several time zones, you have the benefit of increased Prime Time.

THERE ARE SEVEN AREAS THAT SHOULD BECOME FOCUS PRIORITIES:

AREA ONE ~ Close Clients, Candidates and Placements

a. **As a Manager, you want to get your entire team focused on WHAT IS CLOSEST TO THE MONEY!**
b. **Be AWARE of all final interviews.**
c. **Assist wherever you can to CLOSE PLACEMENTS.**
d. **Everyone in the office should have the names of everyone involved in the close.**

AREA TWO ~Focus your Entire Team on Scheduling Interviews

a. **If you want to focus your team on ONE AREA that will give you the greatest RESULTS, get your team focused on scheduling more interviews *(your candidate interviewed by a Decision Maker).***
b. **Mandate INTERVIEW HOT SHEETS. You can predict production by closely monitoring Interviews scheduled**
c. **Each day ask, "Where is your interview today?" *(To ensure they are working the Hottest Job Orders and are FOCUSED on Scheduling Interviews)***

AREA THREE ~ De-Briefing CANDIDATES/CLIENTS

a. **Feedback after interviews must be a priority activity. (*You debrief the MOST INTERESTED PERSON first.)***
b. **Utilize a De-Brief form to help your team with their future preps.**

AREA FOUR ~ Candidate Presentations to Clients

a. **If your team doesn't have placements or send-outs booked, their top priority must be presenting candidates to your clients to book send-outs.**
b. **This activity is a prime time focus area because it is easiest to contact clients and candidates during this timeframe.**

AREA FIVE ~ Identifying and Understanding the Hottest Job Orders

a. **Mandate that your sales team get a target date to fill.**
b. **Mandate they get three interview times when they write a job order, ensuring send-outs**

c. **Have your team email a copy of their job order to everyone involved in the interviewing process to make sure they are all on the same page. (*I have an established office and 50% of the time changes are made by our clients)***

AREA SIX ~ Surfacing new Talent Daily

a. **Make sure your sales team is surfacing new talent daily.**
b. **Mandate that your sales team cover job orders. (*A minimum of two to three of YOUR Candidates on FINAL INTERVIEWS!)***
c. **Develop a process so your recruiters don't waste time on candidates they will NEVER place in a job!**

AREA SEVEN ~ Marketing Presentations Daily

a. **Have your sales team market the skills of candidates daily. Use the MPC Presentation Form.**
b. **Develop a marketing process your sales team follows to develop new clients. Utilize the 12 Step Marketing Plan Sheet.**
c. **Focus your team on landing the clients your candidates want to work for! *(Ask every candidate where they want to work.)***

ADDITIONAL TIPS TO KEEP YOUR TEAM FOCUSED

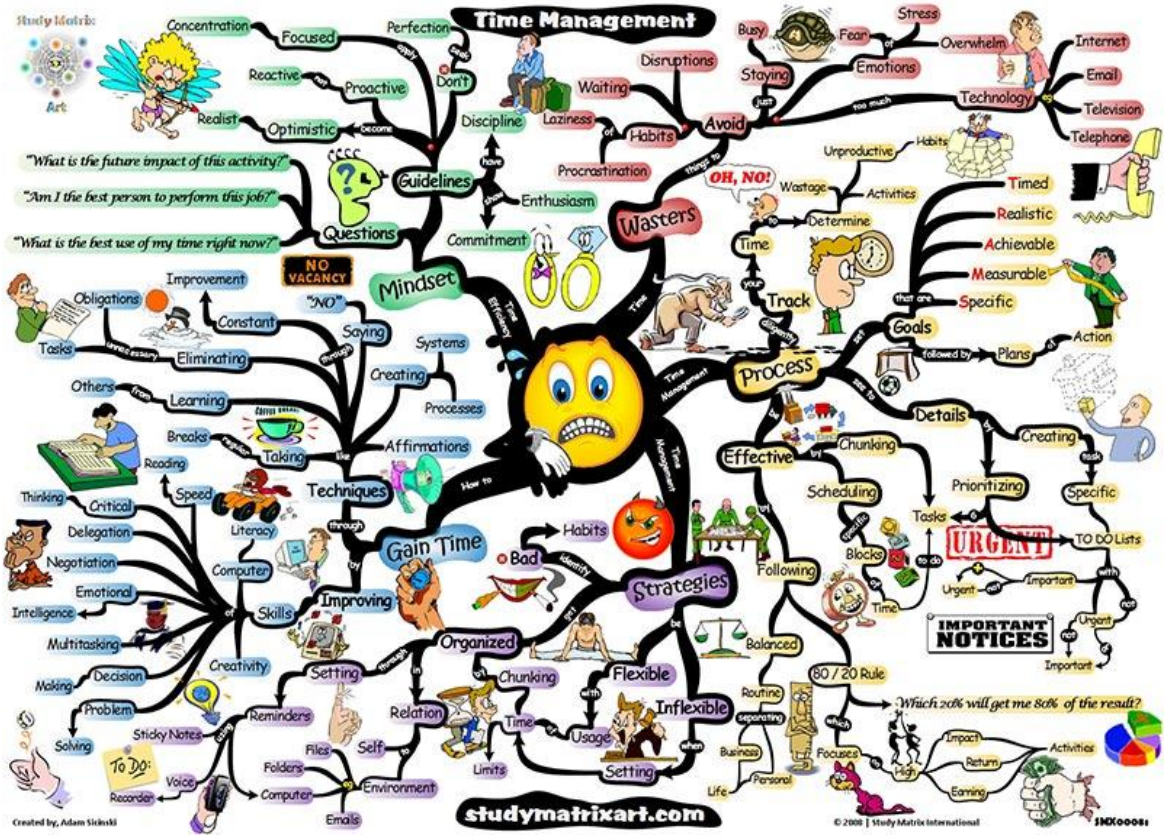
PRIME TIME TIPS

√ **When an offer is coming down, include all recruiters involved in this placement in the conversation.**
√ **When your team is successful in closing the placement, have them celebrate by getting back on the phone!**
√ **Have your team write down de-brief information, rather than verbalize it so it can be passed out and used for future preps.**
√ **When candidates are presenting on job orders, write down why they are screened out, rather than verbally discussing it.**
√ **In order to keep your team focused teach them:**
- **"SO WHAT – NOW WHAT?"**
- **And NEXT!**

Your team needs to overcome rejection and focus on where they can enjoy results!

Teach the skill of FOCUSING to your team and you will enjoy greater production, sales and PROFITS!

Chapter 19: How to manage your time



This chapter focuses on improving your Time Management Skills. It is NOT the Manager who works the hardest or works the longest hours that is the most successful. It is the Manager who makes the most productive use of their time! Can you imagine the positive impact it would have on your PROFITS, if everyone stopped wasting time and focused most of their efforts on the top 20% of their talents?

SUGGESTIONS FOR THIS CHAPTER:

1. **Read all of the Time Wasters and Solutions**
2. **Select one timewaster under each of the Four Headings**
3. **Roll out ONE SOLUTION per month to each of the four targeted areas. (It takes 21 days to form a new habit)**
4. **In order to implement a new technique you need to put a STOP to the Time Waster and replace it with a Solution**
5. **Repeat this process until you have rolled out the entire list of Time Waster Solutions to your employees**
6. **Commit to personally implementing the Time Waster Solutions for Managers listed in this week's training.**

BENEFITS:

1. **Your office will develop better Time Management skills**
2. **You will be able to juggle your endless responsibilities better because you will actually have more time**
3. **Your production, as well as your team's production, will improve and most importantly your profits will increase!**
4. **You will create a team of Sales Professionals who become proficient Time Managers**
5. **Time Management techniques will add hours to your day**
6. **You will work less and achieve more!**

TIME WASTERS AND SOLUTIONS

We all have the same 168 hours in a week. Why do some people seem to accomplish so much more than others? Are they smarter, faster, more educated or just lucky? The answer is, "none of the above." They have a plan and they focus on getting things done!

There are thousands of recruiters and owners who work incredibly hard, but the HOURS WORKED don't equate to their income or profits. It's NOT about how long you work; it IS about planning out your day.

Time management is the greatest challenge of the Recruiting Profession. Too often we are controlled by the incoming calls vs. the outgoing calls, and priorities can change with each call.

If you do not arrive at your office knowing what you need to get done, the URGENT tasks will overshadow the IMPORTANT tasks!

The Five major Time Wasters for you and your recruiters:

1. **Candidate**
2. **Client**
3. **Recruiter**
4. **Management**
5. **Negative Gossip via the grapevine**

The Candidate, Client, and Recruiter Solutions should be shared with the Recruiters who want to improve their effectiveness. The Owner/ Manager Solutions should help you develop additional Time Management skills.

CANDIDATE TIME WASTERS

TIME WASTER #1 ~ Taking endless calls from unqualified candidates that you will never place.

SOLUTION ~ Be honest with the candidate you cannot place and give them other options, resources and solutions. It is the most unqualified candidates that become your stalker callers when they have expectations that you will help them. You cannot become a social worker unless you want to hang an awning above your desk that says, "Non-profit recruiter." A good website to refer them to that will give then advice on how to do a job search and assist them with their career is http://www.yourcareerdesigner.com.

TIME WASTER #2 ~ Taking status calls from good candidates just wanting an UPDATE on their file.

SOLUTION ~ Tell every candidate you interview that you set the hours between 4:00 p.m. – 5:00 p.m. to take their calls regarding changes in their resume, or updating you on their interviewing activity. This will cut back your incoming calls by 75%.

TIME WASTER #3 ~ Screening candidates you will never place.

SOLUTION ~ Send your Profile Form or Application in advance, before you screen them. When you review the paperwork and don't see stability, skills or experience, do a courtesy screening call on the phone. Provide them with alternatives and don't give them false expectations. You can lead them to http://www.yourcareerdesigner.com. This is a website filled with free information for job seekers.

TIME WASTER #4 ~ Becoming friends with your candidate.

SOLUTION ~ There is a fine line between building rapport based on trust and becoming friends. Often friends will take advantage of your friendship and will think you will understand when they do something they know you won't like. After you place them – then become friends!

TIME WASTER #5 ~ Talking too much during interviewing, preps, debriefs, etc.

SOLUTION ~ You have one mouth and two ears for a REASON! You need to LISTEN twice as much as you talk. So often your screening, preps and debriefs take much longer than they should because you are talking too much. Top Producers in our profession are GREAT LISTENERS!

TIME WASTER #6 ~ Interviewing for ONE SPECIFIC search

SOLUTION ~ You need to conduct a GENERAL screening call with every candidate. You need to make sure you understand what will motivate them to go through the trauma of change and accept a new opportunity! If you interview them for one specific search, you have slanted your questions and now must re-interview them if they do not accept that one position you presented.

TIME WASTER #7 ~ Surprises.

SOLUTION ~ In the Recruiting Profession, we DON'T LIKE surprises. You need to keep talking to your candidate throughout the entire placement process, because events in their lives CHANGE. Also, the answers get more accurate as trust levels improve.

TIME WASTER #8 ~ Starting from scratch with each candidate

SOLUTION ~ Make sure the information on your screening sheets and in your ATS are filed in a manner that are retrievable and that they are always parsed correctly. Therefore, you don't start every call from scratch.

TIME WASTER #9 ~ Working with candidates who are "window shopping".

SOLUTION ~ It is a waste of time to represent candidates who are not serious about their search. To find out the real reason they are talking to you, ask every candidate to list five things they would change about their current job if they were their boss. If the reasons are only money and advancement, they might use a job offer as leverage with their current employer to get a counter-offer. If they can't think of anything they would change then they are window shopping. Get back on the phone and recruit a serious candidate!

TIME WASTER #10 ~ Working with a high maintenance candidate.

SOLUTION ~ When a candidate is difficult to work with early in the placement process, it normally does not get any better later in the process. It is important for you to be able to establish rapport with the candidates you represent. You don't have to like your candidates, but you do have to develop a working relationship based on trust.

CLIENT TIME WASTERS

TIME WASTER #1 ~ Non-specific Job Specifications

SOLUTION ~ Show the client the WIIFM (What's In It For Me) and see if they give you specific details up front. It will save them a lot of time in the long run. Also, email a copy of your job order to everyone in the hiring process to make sure that they are all on the same page.

TIME WASTER #2 ~ Working orders that are NOT hot!

SOLUTION ~ In order to determine the hottest job orders, you must have the following:

- **A specific target date to fill the order**
- **Interviewing Times**
- **Name of individual to confirm the interviewing times**
- **Pain for the client that exists due to this position being open.**

TIME WASTER #3 ~ Obtaining a search from a non-decision maker.

SOLUTION ~ You need to make sure the individual giving you the assignment or job order has the authority to take the order and agrees to pay your fee or margin.

TIME WASTER #4 ~ Client is not selling their company or opportunity.

SOLUTION ~ You need to PREP your clients on the hot buttons of each candidate and discuss the candidate driven marketplace.

TIME WASTER #5 ~ Working an order outside of your specialty area.

SOLUTION ~ Provide your clients with a referral to another recruiting firm who DOES specialize in that area. This could become split business.

TIME WASTER #6 ~ Losing your client when the hiring manager you have been working with resigns.

SOLUTION ~ Penetrate every account! You should have at least THREE contacts with each client.

TIME WASTER #7 ~ Accepting MISSION IMPOSSIBLE

SOLUTION ~ Explain up front what needs to be revised in order for you to work on the search. For example, less experience, more money?

TIME WASTER #8 ~ Long Interviewing Processes that KILL DEALS!

SOLUTION ~ Give specific examples where time has KILLED DEALS in the past. Do all that you can to combine interviewing processes, get the target date to fill the opening.

TIME WASTER #9 ~ Working Nationwide Markets.

SOLUTION ~ Select the five or six geographic areas which represent your main areas of profit.

TIME WASTER #10 ~ Having to start from scratch if your clients dry up.

SOLUTION ~ Always market to upgrade and add to your existing client base!

RECRUITER TIME WASTERS

TIME WASTER #1 ~ Personal Issues brought to work.

SOLUTION ~ Leave your baggage outside the door of your office. You should not bring personal issues into the workplace. When you are at work you need to focus on work!

TIME WASTER #2 ~ Discussing every HIGH and LOW with your entire office.

SOLUTION ~ Don't cost your co-workers money by taking them away from their profit center. Learn to keep things to yourself.

TIME WASTER #3 ~ Arriving at work with a NEGATIVE ATTITUDE

SOLUTION ~ You have to arrive at work expecting to WIN and to SUCCEED! You don't want to suck the oxygen out of your office.

TIME WASTER #4 ~ Asking Endless Questions

SOLUTION ~ Write your questions down and ask your manager at 11:30 a.m. or 4:30 p.m. for their assistance. During prime time, stay on your phones in order to make money.

TIME WASTER #5 ~ Getting nothing out of a Recruiting or Marketing Presentation.

SOLUTION ~ Your main goal is to get a job order. Your second goal is to get information that will assist you with your next call. You can obtain job order leads when you are recruiting. You can also identify new sources when you are marketing. You can obtain a new client or candidate when checking references.

TIME WASTER #6 ~ Verbally presenting a candidate to your co-workers

SOLUTION ~ Utilize a Candidate Presentation Form. You will provide selling points as well as providing reasons for leaving, salary, interview availability, etc.

TIME WASTER #7 ~ Asking a co-worker if they have a candidate that MATCHES an order.

SOLUTION ~ Fill out the presentation form which will help you develop matching skills.

TIME WASTER #8 ~ Expecting your co-worker to prep your candidate on their Job Order.

SOLUTION ~ Have a section on the job order in your ATS with highlights of every de-brief, allowing even the most inexperienced recruiter in the office to conduct a thorough prep.

TIME WASTER #9 ~ Presenting "B" Candidates or candidates who are NOT closed on money!

SOLUTION ~ Get back on your phone and recruit an "A" Candidate who will go on the interview with a serious level of interest.

TIME WASTER #10 ~ Arriving at work with NO PLAN.

SOLUTION ~ Fill out your planner every night BEFORE leaving work.

TIME WASTER #11 ~ Focusing on the number of calls you make each day.

SOLUTION ~ Focus on the results you need to achieve on a daily basis in order to hit the production goals you have set.

TIME WASTER #12 ~ Talking to the SAME people over and over and over again.

SOLUTION ~ Talk to at least 20 NEW people every single day, no exceptions!

TIME WASTER #13 ~ Not covering the topic of counter-offers.

SOLUTION ~ Cover counter-offer throughout the entire placement process! Provide articles that support why counter-offers are a bad idea. Also, include your clients in this process as well.

TIME WASTER #14 ~ Deserving more, settling for less and blaming OTHERS.

SOLUTION ~ You have 100% control over how you react to every situation!

TIME WASTER #15 ~ Not knowing your stats.

SOLUTION ~ Know your personal stats and know your personal ratios. With these numbers you can accurately predict your production!

TIME WASTER #16 ~ Desk Dance! (Shuffling papers, sending and receiving email, organizing, filing – not making the Best Use of Your Time)

SOLUTION ~ Enforce an interview hot sheet and systems that must be utilized! Also, enforce prime-time hours, no exceptions!

MANAGEMENT TIME WASTERS

TIME WASTER #1 ~ Your Open Door Policy.

SOLUTION ~ Close your Open Door Policy during prime time!

TIME WASTER #2 ~ Wondering IF you should fire someone.

SOLUTION ~ Realize the question is not IF, it's WHEN are you going to fire them.

TIME WASTER #3 ~ Having your recruiters too dependent on you.

SOLUTION ~ Teach them what you know and don't do it for them! Have a structured training program that teaches them the Placement Process.

TIME WASTER #4 ~ Hiring ducks and expecting them to be Eagles!

SOLUTION ~ A Structured Hiring Process.

TIME WASTER #5 ~ Disorganization.

SOLUTION ~ You must develop SYSTEMS that help organize not only you but also your entire office.

TIME WASTER #6 ~ No boundaries, specific goals or list of expectations.

SOLUTION ~ Your team needs to understand all the above. Write down a list of what they can expect from you and what you expect from them. They need to know MINIMUM STANDARDS!

TIME WASTER #7 ~ Not making the BEST USE OF YOUR TIME.

SOLUTION ~ Quit doing tasks you should delegate. Focus on the 20% of your talents that give you 80% of your results!

TIME WASTER #8 ~ No time to manage and work your desk.

SOLUTION ~ Set a certain time each week when you work ON the business, not IN the business.

TIME WASTER #9 ~ Not taking time for your own personal education.

SOLUTION ~ Set a budget for your own personal growth, training, coaching, etc. You deserve it!

TIME WASTER #10 ~ No time to work your desk.

SOLUTION ~ Set aside the hours of 9:00 a.m. – 10:30 a.m. uninterrupted to work your desk.

NEGATIVE GOSSIP THE GRAPEVINE

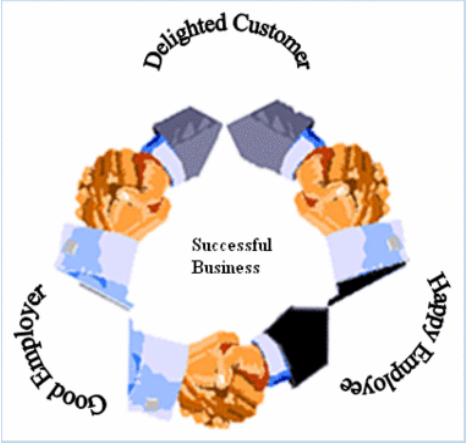
SOLUTION ~ Don't listen to people who have only negative things to talk about. They will only drag you down to their level, these people don't like being on the bottom alone that's why they make the calls they do.

Ask yourself how can these people have so much time on their hands?

Why aren't they working their desk?

Avoid these people; they will not be of any help to you. They will only cause you to fail. There is nothing more devastating to an organization, then GOSSIP, and unfounded truths. Negative people and gossip has been proven to be nothing more than someone's perception, and in almost 99% of the time their perception is unfounded and wrong. By the time the people that they are talking to find this out it's too late, the damage is done. Be aware guard yourself and your remove yourself from these people… when you do, you're going to find you and your staff will be better off.

Chapter Twenty: Retention is the key to profit and success



The training in this chapter is for both sole proprietors and offices with a sales staff.

This chapter is going to focus on how to "Retain Your Top Producers" (sometimes that's you!). Losing Top Producers is one of the greatest fears of most OWNER/MANAGERS in our profession. Your Top Producers have a great impact on your ability to hit your goals, which then enables you to hit your company profit goals as well.

Top Producers can be more difficult to manage and can be high maintenance at times, but often set the pace for everyone else in your office. This chapter will outline eight specific methods to retain your high achievers while creating an environment of high achievement in your office.

It's very important that you learn how to attract, hire, train and retain these Top Producers. Many of the ideas shared in this chapter will help you elevate them to even greater levels of performance. There are many recruiters who produce $1 million+ so the bar has definitely been raised.

SUGGESTIONS FOR THIS CHAPTER:

1. **Read this entire chapter and compare the methods listed to your current practices as a manager.**
2. **Survey your sales team to identify what specifically motivates each one of them.**
3. **Create a quarterly *PERSONAL CHALLENGE* program and then meet with your owner to discuss the possibility of implementing this type of program.**
4. **Review how you currently recognize, motivate and reward your Top Producers. Consider some of the suggestions contained within this Lesson.**

BENEFITS:

1. **You will create contests that motivate your entire team.**
2. **You will create contests, recognition and compensation enhancements that will help retain your Top Producers.**
3. **You will help create a very positive company culture.**
4. **You will help your Top Producers attain greater levels of success.**
5. **You will retain your Top Producers.**
6. **You will attain your revenue and profit goals.**

HOW TO RETAIN TOP PRODUCERS

Have you ever looked out at your revenue generators and realized you were managing a *Dream Team*? If you are an experienced manager in our profession, you may have been fortunate enough to reap the benefits of a strong and solid job market with goals and record profits being attained.

When the job market is strong, some recruiters are successful by splitting fees with your Top Producers. These Top Producers know how to smell money and focus where they know they will get results. In many cases, your average producers do not have a track record of top performance and their production will level out regardless of market conditions. They often don't have the tenacity or high expectations of a Top Producer. Top Producers always strive to improve their level of success.

Regardless of market conditions, as a manager you have endless responsibilities and revenue goals to accomplish. The owner of your company is in business to make profits. You are judged on your ability to attain company goals by effectively managing your sales team.

The single most important skill you must master is how to retain your Top Producers. There are obviously countless other management responsibilities, but your Top Producers have a dramatic affect on the bottom line of your company.

You don't make someone a Top Producer; you *hire* them. They are proven overachievers who enter our Profession, learn the placement process and then achieve top production. When you review what an individual has done in their past, you have a good indication of what to expect in their future. When you are expanding your sales team, identify individuals that have a track record of high achievement. Always check references to verify their level of success in each of their past opportunities!

Top Producers are confident individuals. During their initial interview with you, they were attempting to identify the WIIFM (What's In It For Me) factor. They were looking for an opportunity to continue the path of personal success that they have already established. Even in the early stages of their recruiting career, these potential Top Producers become a powerful force in your business and office.

They are masters at influencing others and figuring out how to negotiate the best deal for themselves. The good news is - as they figure out how to break production records in your office, they are generating sales and profits that make you look good!

Often Top Producers are:

- **Driven**
- **Excellent Planners**
- **Organized**
- **Intelligent**
- **They know their rations and numbers**
- **Can be selfish**
- **Have specific goals written down**
- **Risk Takers**
- **Extremely competitive**
- **Focused**
- **Outgoing**
- **Professional**
- **Have high energy**
- **Believe failure is NEVER an option**

Top Producers like and often need recognition. As the manager of Top Producers, it is your challenge to find out what motivates each individual Top Producer. It is imperative that you observe, listen and learn about each of the Top Producers you have on your team. The better you understand their *hot buttons* the easier it will be for you to manage them. Top Producers can at times be high maintenance and you need to be prepared to effectively provide solutions for all issues.

Retaining Top Producers is a challenge for many recruiting firms. They can actually make or break a month or even a quarter, which gives them a sense of power. They often set the pace for your entire sales team. Your other recruiters watch and learn from watching these Top Producers succeed.

Watching someone attain extremely high levels of production and income show your other employees what is possible to achieve. This is so much more effective than just telling them about what is possible in our profession.

Top Producers often eventually end up with bad work habits! They know WHO to call and HOW to call, so they don't have to make near as many calls as the average or new recruiters in your office. They also get greater results because they have established very strong relationships with their clients and candidates. You need to inform your other recruiters to make at least three times as many calls as your Top Producers. Top Producers can adapt an attitude that you can't *make it without them*. Obviously, that is not true but it is only through established systems and processes that your company will not be devastated if you do lose a Top Producer.

You need to expect and effectively handle *storms* that occur when a Top Producer is not happy with someone or something in your office. As you are listening to their issue, it is difficult not to have their record breaking month in the back of your mind. You must be consistent and fair to your entire sales team. The better you understand what motivates each Top Producer in your office, the faster you can offer an effective solution. Solving issues quickly is obviously in the best interest of your entire sales team and a healthy bottom line for your business.

The following are eight methods to help you retain your Top Producers.

CREATE A POSITIVE ENVIRONMENT

You are only as strong as the weakest person on your sales team! There are many things you can do as a manager to promote a positive environment. It starts with your office, the working environment of your team, the technology you have provided them with and the company culture of your business. Top Producers excel to their highest levels when they are surrounded with competent high achievers and are managed by a person who gives them the opportunity to exceed expectations. So often you can set the tone and positive attitude of your office. Do your best to encourage everyone on your team and always maintain a positive attitude as their manager. It's important for you to realize you can't control WHAT happens in your office, but you have 100% control over how you choose to react and often it's best to choose NOT to react! When a Top Producer realizes you are creating a positive environment, they will reward you with their peak performance.

DEVELOP HEALTHY COMPETITION

Create a competitive environment by also have monthly, weekly and even daily contests. Top Producers love to win! Contests can be individual or you can create teams, combining your top producers with new hires or possibly a recruiter who is currently struggling. Team contests are great because they help build cooperation among your sales team. Automatically your Top Producers will train and encourage their partners to produce because they selfishly want to win the contest.

Instant gratification contests are also very effective motivators and can help you attain your sales and profit goals. Target the areas needing attention with this type of contest. There have to be minimum standards to qualify and you also benefit from the efforts of individuals who don't win. Simple contests like $100 for the recruiter who books the most send-outs by the end of the week, or whoever makes a placement, gets to leave Friday at noon. Remember, many contests do NOT have to cost you money. One of the most popular contests in my office is TIME OFF.

Don't try to figure out what will motivate your team – just ask them. Once you have this information, you KNOW what you have to do to get your Top Producers and the rest of your team to new levels of success.

DESIGN INDIVIDUAL CONTESTS

Individual contests are a great way to motivate your staff! Design contests that everyone on your Sales Team can win, from your newest hire to your Top Producers. You design different levels of performance for the various levels of experience in your office. This motivates everyone in your office and will help you attain the sales goals you have set.

One good way to accomplish this is by allowing each individual on your team to challenge you four times a year. This is where they plan to *far exceed* their goal for one month, or one quarter and you agree on the *reward* if they achieve this goal. Examples of Rewards: One additional week of vacation, one month of day care paid, ability to leave at noon on Fridays. (Notice two of these didn't cost you any money!)

Top Producers love this type of competition because they are competing against themselves. They have also set their own goal and they have chosen something that they really want! Top Producers know that their challenges must be approved. You will find that they often will set their goals higher than you might have set for them. Top Producers aim high and they expect to be rewarded for their results. Adding incentive on top of their salary, commission, bonus plans, etc. will only increase their loyalty to you and to your firm.

In this chapter we are focusing on retaining your Top Producers. However, this type of challenge also motivates your new hires and average producers. Never forget people do things for THEIR REASONS, not yours!

GRADUATED COMMISSION SCALES

Another great way to retain your Top Producers is to have a graduated commission scale that increases as production numbers increase. You want your recruiters to approach you and ask to remove their comfortable salary and place them on a graduated commission schedule where they can earn more money as they achieve higher levels of production. Top Producers are risk takers who have a tremendous amount of confidence in their own abilities. If you do not offer creative compensation packages, your driven recruiters might lose their motivation and could leave your firm for one of your competitors, offering more lucrative incentives. The graduated commission scale is an excellent way to keep your office motivated and to keep your Top Producers striving for higher levels of production. Make sure that you have calculated what you can *afford* to offer your Top Producers while still protecting the profits of your company. You don't want the result of the graduated commission schedule to result in your company losing money.

INCORPORATE RECOGNITION

Top Producers are almost always Type "A" Personalities and they like to be rewarded for their success. I think TAPC (Texas Association of Personnel Consultants) does a great job of recognition through the State Awards that are presented at their Annual Conference.

It is impossible to predict the type of recognition that will motivate your Top Producers. The best way to find the answer is to go directly to your Top Producers and ask them. Recognition could be as simple as a plaque, having a private office, working flexible hours or some days virtual. Again, the recognition rewards need to motivate. You should customize recognition to meet the needs of the members of your sales team.

Your company can also have a set Recognition Program for everyone with additional customized recognition rewards. You have so many responsibilities on your plate as a manager, don't try to figure out an effective recognition program, just ask your team. Meet with your owner and create a recognition program that will especially reward the Top Producers on your team.

CONSIDER SPECIAL *BENEFITS*

Top Producers can be one of your firm's greatest assets. They need to be rewarded for their part in providing you with profits in addition to their compensation plan. You should go out of your way on a consistent basis to make sure your Top Producers feel appreciated. You may check with your owner to see if there is an opportunity to offer your Top Producers stock options, a share of company profits or other forms of equity. Having a vested interest in your company is very motivating especially when it addresses the WIIFM of your Top Producers. Again, people do things for THEIR reasons not YOURS. This gives them a sense of ownership and they now feel like they are not just working for you, they are now partnering.

MAKE YOUR TOP PRODUCER A *RAINMAKER*

Another opportunity you could offer is to build a team around your Top Producer. Many of the $1 million producers are *Rainmakers* who only work the client side of the Placement Process. They focus on the 20% of their talents that give them 80% of their results. They have a team under them who do some of the following tasks:

- **Research**
- **Compile Recruiting Plans**
- **Recruit Candidates**
- **Conduct Initial Interviews**
- **Reference Checks**
- **Matching**
- **Presenting on Existing Job Orders**

To gain this privilege, the Top Producer must have attained a very high level of consistent personal production ($400,000+) prior to them benefiting by this type of team. Often, owners will deduct a portion of the cost of a Researcher out of the compensation of Top Producers in the office. Your Top Producer handles all the *closing* elements of the placement. They maintain strong client relationship and work the candidates after the top 3-5 candidates have been identified. This type of arrangement can more than double the production of a proven

Top Producer. You need to set up minimum performance standards that must be met in order to maintain this type of arrangement.

The *rainmaker* arrangement is effective in retaining your Top Producers because this type of team would be very difficult to recreate.

MUTUAL RESPECT

Create mutual respect and you will build loyal relationships with your Top Producers. This may seem like a simple concept but is one that should never be taken for granted. Loyalty is built over time and once it is achieved it should be nurtured and reinforced. Your Top Producers are very aware that they can take their Top Production and name their price to most of your competitors. The current job market is in desperate need of qualified, experienced, proven, successful recruiters! Ask for their professional opinions and implement their good ideas. Again, loyalty is extremely important in the recruiting profession and it is your job to keep your Top Producers loyal to you, your company, your vision and your goals!

As a manager, you are now being judged on your ability to motivate others to peak performance. Retaining your Top Producers is one way to achieve your goal.

Chapter Twenty One: Negotiate to Win

This chapter focuses on your ability to negotiate. We will guide you through the ten times you negotiate throughout the placement process. You will also learn how to master the ability to create a WIN/WIN solution. If you want to hit your production goals, your ability to negotiate is critical.

Recruiting is a sales profession that is complicated by human beings on both sides of the sale. You will need to utilize your negotiating abilities with your candidates, clients and co-workers.

This lesson will also cover the sensitive topic of negotiating your fee. You are required to follow the procedures of your firm, but the methods outlined will help you handle this topic much more effectively.

You will learn how to fine tune your own negotiating skills so you can then effectively teach negotiating techniques to your team. Your company is in business to make a profit. Utilizing strong negotiating techniques prevent you from leaving money on the table.

SUGGESTIONS FOR THIS CHAPTER:

1. **Read the entire chapter**
2. **Review the ten times you negotiate in the placement process**
3. **Identify which negotiating area you need to address first**
4. **Make changes**
5. **Review the results**
6. **Repeat steps four and five**

BENEFITS:

1. **You will become more AWARE of when you need to negotiate during the placement process**
2. **You will close more deals**
3. **Your employees will close more deals**
4. **Your company will make more sales**
5. **The results will be higher profits**

NEGOTIATE TO WIN

In our profession, there are countless times when you will need to utilize your negotiating skills. The placement process requires that you master the techniques and strategies of negotiating. Your ability to negotiate will have a direct impact on your success or your failure in any sales profession!

Listed below are TEN TIMES YOU WILL NEGOTIATE during the placement process:

- **Negotiate a time when you can screen or profile your candidate to get a complete application in addition to their resume.**
- **Negotiate with your clients to get a detailed job order.**
- **Negotiate with your candidates so they see the value in taking time off work to interview with your clients.**
- **Negotiate with your co-workers to have them present your candidates to their clients.**
- **Negotiate with your clients to utilize your service vs. your competition.**
- **Negotiate a FULL FEE, but always inform your client of the VALUE of your services.**
- **Negotiate with your client to give you specific interviewing times when they give you a job order/search assignment.**
- **Negotiate with your staff and to convince them why your job order should be on the Job Order HOT LIST, or included in a recruiting blitz.**
- **Obviously when you get an offer for one of your candidates, you negotiate several issues:**
  - √ **Salary**
  - √ **Start Date**
  - √ **Vacation Time**
  - √ **Signing Bonus**
  - √ **Relocation Package**
  - √ **Benefits/Stock Options**
  - √ **Any Additional Perks**

- **Negotiate with YOURSELF on a daily basis. You need to challenge yourself in order to attain what goals you have set. You should negotiate with yourself regarding what you need to do in order to SUCCEED! Making small decisions every day will impact your overall performance. You need to negotiate with your tasks in order to stay on track with money making activities. You also negotiate your time to avoid not Making Best Use of Your Time! You need to negotiate your plan for the day and then stay committed to that plan.**

Webster's definition of NEGOTIATE is as follows:

"To deal with successfully; transfer to another consideration"

In order for any type of negotiation to be successful, both parties involved must feel they have WON. You must try to achieve WIN/WIN solutions! This WIN/WIN solution will be determined by the following:

- **Your ability to set yourself up as an effective negotiator both to your candidates and your clients, very EARLY in the placement process.**

- **Learn to ask leading questions when you are negotiating. These leading questions are strategically utilized in order to influence an outcome. This is a very important strategy to master because you will use it on a daily basis.**

- **You must learn to manipulate the results YOU want, while the parties involved are convinced THEY are making the choice which is BEST FOR THEM. Make sure that you are influencing them toward a decision that is GOOD FOR THEIR CAREER. If you are responsible for a BAD CAREER CHOICE, you have not only negatively impacted this person, but possibly their entire family as well! Strong ethics on your part will ensure a long and successful career!**

- **Always remember WIIFM (What's In It For Me) during any type of negotiating. The other person involved in the negotiation must feel as if their needs have been understood and ultimately met. It is a normal desire to want to feel as if you have won any given situation. Keep in mind, the people you negotiate with feel the same way. Again, the ultimate goal is a WIN/WIN!**

- **FINE TUNE your listening skills. There is a reason why you have one mouth and two ears! Recruiters love to talk and often talk too much. If you are talking too much, you are not listening to what people are saying. So often recruiters become guilty of SELECTIVE hearing. You often hear what you want to hear, and neglect to address any signs that may hurt your placement possibility.**

- **When negotiations blow up in your face, there have usually been several red flags you chose to ignore! Make sure you address any and all concerns. This will prevent offer turn downs, no starts and dissatisfied clients and candidates.**

YOUR JOB IS TO ALWAYS

DO THE BEST JOB YOU CAN!

- **Keep in mind, it is NOT your job to agree or to disagree with what your clients or candidates want and decide. Your job IS to determine how you will:**
  - **Satisfy the needs of your clients to ensure repeat business.**
  - **Find an opportunity that answers the HOT BUTTONS of your candidates to ensure referrals. The candidate you place who is happy with their new opportunity is one who will send you the most referrals. Also, remember you will only receive referrals if you ask for them!**

SHOULD YOU NEGOTIATE YOUR FEE?

Negotiating fees has always been a very sensitive discussion. There is not one answer that will apply to all situations regarding fees. The economy/job market will definitely have a direct impact on how you negotiate your fees.

Higher fees, even increased fees, can be negotiated when it is a candidate driven marketplace. If top talent is difficult to find, your clients will pay higher fees in order to hire the best candidates. In a candidate driven market, top producers effectively negotiate high fees and walk away from lower fees because they know how to "SMELL MONEY!"

On the other hand, if candidates are in abundance and your clients can attract top talent by simply running an ad in a newspaper or on-line, it is more difficult to negotiate higher fees. However, in any fee discussion remember your clients want one thing - they want VALUE for money spent.

Regarding fee discussions, you must first abide by the policies and procedures of your firm. Again, in a candidate driven market there is NEVER a need to negotiate your fees. You must see the value in the services you provide so you are comfortable discussing fees.

NEGOTIATING SALARY

When you take a job order, there is a salary level quoted. You are not being fair to your candidates if you accept a low ball offer. You should negotiate on their behalf to get them the best offer possible. You are also literally taking money out of your own pocket if you don't negotiate the highest offer possible. Always keep in mind that both your candidates as well as your clients will take their direction from you. The better you are at negotiating, the better offers and higher fees you will attain.

ADDITIONAL TECHNIQUE

Here is a technique you might want to try when negotiating a full fee. Relate your client's request for a discount to the product or services THEY offer.

Example: If you place General Managers, Food and Beverage Managers, and Chefs across the country and they ask for a discounted rate:

Recruiter: **"Our Company would like to book a retreat at your property for five days.**

Client: **"We're pleased to hear you have selected our hotel, I will personally assist you with the details."**

Recruiter: **"I was hoping you would offer..., could you tell me what your suites cost per night?"**

Client: **"I could give you the suites for only $150 per night."**

Recruiter: **"That's fair, but I was hoping you would discount your rates, you see I'm only willing to pay $25 per night."**

Client: **"That's ridiculous, why would I give you a $150 room for only $25 per night?"**

Recruiter: **"But that is exactly what you're asking me to do! Aren't you asking me to give you VALUE for the dollars you will spend? If I can attract a General Manager who has the following: can increase your occupancy, maintain rack rates, and attract food and beverage sales, does it really matter what you pay for the placement fee?"**

This approach definitely helps your current and prospective clients understand your fee percentage. When you relate the request for a discount to their business, they then can justify paying the fee that you have quoted.

Many staffing firms have a solid policy that fees are NEVER REDUCED under any circumstances! If that is the policy of your staffing firm, you must work within those parameters. If you don't work under that policy, you may want to adopt it on a personal level.

IF YOU DO REDUCE YOUR FEES, YOU NEED TO LEARN THE FOLLOWING TECHNIQUES:

Recruiters need to STOP COUNTING BY "FIVE!" This is a mistake that many sales representatives make on a regular basis. In the recruiting profession, this concept is widely used and it costs recruiters thousands of dollars! For example, when we are asked for our fee, the dialogue may sound like this example:

Our fee is 30%. Your prospective client then states that the 30% fee is too high. A well trained recruiter will attempt to overcome the price objection.

- **If there is no success, then a recruiter will try to negotiate to a 25% fee.**
- **If the client does not agree with the 25% fee then the recruiter finally quotes a fee of 20%. Do you realize the difference, between a 25% fee and a 20% fee? IT IS NOT 5% - IT IS 20%!**

When you reduce your fee by 20%, you also reduce your commission by 20%! That should be a sufficient enough reason for you to start counting by ONE instead of FIVE. 29% is less than 30% and 24% is less than 25%. You should always attempt to negotiate your fee by single percentages. There is a lot of negotiating room from 30% to 25%.

Utilize all of the percentage numbers and you will have more room for your final acceptable percentage. The more you negotiate, the more your prospective client feels as if they are "getting a better deal!" Another possibility is to choose to reduce your fee to a flat dollar amount.

Often your client doesn't expect as much as you're willing to negotiate. It is more effective if you go in to a negotiation with an outline in mind. Most individuals enter negotiations with NO PLAN, which gives you an automatic advantage.

You have to expect a positive outcome from your negotiating experience. If you expect the negotiation to be a challenge, you prove yourself right and often sell yourself short. The result is that you negotiate a fee lower than your prospective client expected.

Make sure when you are negotiating that you are listening. Silence may be uncomfortable but it is the PERSON WHO SPEAKS FIRST WHO LOSES! Allow for silence but always wait to hear what is said before you speak.

Another problem that occurs is that it seems most recruiters are willing to reduce their fee for MULTIPLE JOB ORDERS. A job order does not increase your production and it does not make you money! If a client gives you five job orders and you are willing to negotiate to a lower fee, what happens if you only fill one order? You have now filled a position successfully. However, you have filled it with a very low fee due to your original agreement which was based on multiple orders, not placements.

A much better approach would be considering a reduced fee for MULTIPLE HIRES instead! Therefore, you are guaranteed multiple placements and your reduced fee agreement won't hurt your production. This arrangement is often a WIN/WIN and both you and your client feel as if you had a fair agreement!

WHEN NEGOTIATING DURING YOUR MARKETING PRESENTATIONS

One unethical strategy you need to be aware of is the client who is not really a client! There are companies that will continue to give you a consistent flow of job orders, but never hire anyone! THESE COMPANIES ARE NOT CLIENTS! A client is only your client if they give you a workable job order and you fill their job order successfully. You must be careful of the following two possible scenarios:

- **They could be giving you job orders to prevent you from recruiting out of their company (they understand that they are either a client or a source).**
- **They could be filling their database with your candidates. They will wait the appropriate time period, and then contact your candidates directly.**
- **They avoid your fee and still have access to the candidates that you found, recruited and presented to them. For this reason, you should always block out all contact information on any resumes that you submit. This is especially important when you are presenting to new clients or when you are marketing an MPC in order to get a job order/search assignment.**

NOTHING EXTERNAL TO YOU HAS ANY POWER OVER YOU

~ Ralph Waldo Emerson

Some other important issues that affect the economy as well as our ability to negotiate with our Clients, Candidates and Co-Workers:

- **Unemployment Rates**
- **Baby Boomers have always CONTROLLED trends. Future trends will follow this generation**
- **The GLOBAL ECONOMY and FREE TRADE AGREEMENT are taking our companies and talent pool to other countries**
- **With the advancement of technology, many individuals are opting to work from home, in a virtual office setting**
- **With the new emphasis on a BALANCE between the quality of life and work, many people are opting for part-time, contract, temporary, flex hours, job sharing, and other working alternatives**

The greatest news…. we are in the BEST PROFESSION in the BEST TIME IN HISTORY! You must feel confident in your abilities so you can teach your employees how to enter all negotiations expecting to win.

If you implement any of the techniques in this chapter, you as well as your employees will negotiate effectively and your Bottom Line will BENEFIT.

Chapter Twenty Two: When all else fails, Rebuild!

This chapters training is going to focus on how to rebuild your Sales Team. There is nothing more gut wrenching than to build a great sales team and have one of your top performers walk out the door.

It's also upsetting when someone resigns that you know you should have terminated, but didn't, because you cared for this individual and wanted to give them a chance to succeed. You are not in business to provide jobs for your employees; you are in business to MAKE A PROFIT! You must always keep that goal as your top priority.

As harsh as this may sound… everyone who works for you is a temp (unless they are family members)! If a better opportunity crossed their desk, they might consider it and resign. That is why you must become proficient at rebuilding your sales team. Most people in your office will not retire from your firm, which is reality!

The employees who quit and stay can literally suck the oxygen out of your office. If you've ever wondered WHEN to terminate an employee, it is when you start to ask yourself if you "should" fire this individual. Now it's not a matter of "if" but "when." You also lose respect from the rest of your sales team because they know their co-worker is not meeting minimum standards.

SUGGESTIONS FOR THIS CHAPTER:

1. **Read this week's training and then review the five techniques for rebuilding your sales team.**
2. **Select the one technique that will provide you with the greatest results.**
3. **After twenty-one days, move on to an additional technique.**
4. **Make sure you know the type of person your team needs you to hire.**

BENEFITS:

1. **Possible new hires will be in your pipeline.**
2. **A succession plan in place.**
3. **Systems in place to protect your business when a member of your sales team resigns.**
4. **Resignations will become less gut wrenching.**
5. **You will stop filling a desk!**

Rebuilding Your Sales Team

One of the most important elements in rebuilding your sales team is your own attitude. You are a human being with feelings and an ego. That is the reason resignations can be gut wrenching! Don't you just cringe when one of your employees starts out a meeting with the words, "You are the best person I've ever worked for…" We start reacting the same way our clients do when they are faced with a resignation. Our otherwise intelligent, logical way of reacting to things seems to disappear. The roller coaster of emotions then begins…

DISBELIEF & ANGER

- √ **How could he do this to me after all I've done for him or her?**
- √ **I didn't even know he was unhappy with his job, why didn't he just tell me?**
- √ **I can't believe he just quit and without notice (knowing you probably would not have accepted one).**
- √ **If he really felt that I was one of the nicest people he'd ever worked for and he was grateful for the experience, then why did he resign?**
- √ **I've trained him for the past six months and now he quits, just when they are starting to produce.**
- √ **They will be sorry they left, where can they get a better opportunity?**

SUSPICION

- √ **The day he or she took off for a doctor's appointment, I bet they were interviewing.**
- √ **Did I have her sign the non-compete agreement?**
- √ **I bet their going to work for one of our clients.**
- √ **I bet their going to work for one of our competitors.**
- √ **We'd better do an audit on her computer and check if they have downloaded any of the databases.**
- √ **We need to call her clients and candidates now to reassign them to another recruiter.**

RESOLUTION

- √ **This is for the best; he or she wasn't a team player.**
- √ **This is really a blessing in disguise.**
- √ **He or she wasn't working up to their potential.**
- √ **His or her attitude was becoming negative.**
- √ **I just wish I had fired them.**

YOU MUST ALWAYS BE INTERVIEWING

You need to interview when you do NOT have an opening! You never know when your next top producer will be in the job market. When sales people call your office – talk to them. Ask how much they like outside sales and if they don't, interview them as they are selling to you.

If you find an eagle, someone with a history of high achievement, you can always make room for someone, or you can upgrade individuals on your team who are not profitable.

Individuals are leaving their various professions everyday to become Recruiters. The reputation of our profession is better than it has ever been. Colleges are currently reviewing and trying to approve recruiting as an accredited degreed program. You owe it to yourself to always interview for your office.

DESIGN AN INTERNAL REFERRAL PROGRAM

Your next recruiter should be a referral from your current sales team. If you have created a productive environment where people can flourish, you won't ever have to recruit employees. Prospects will be calling you because of the reputation of your firm! Remember the power of word-of-mouth advertising.

It's also important to remember that people do things for THEIR reasons, not yours. It is a good investment to bonus your employees if one of their referrals comes to work for your firm. If you want this person to become an automatic mentor of the new employee, offer them an additional bonus at the six month and twelve month anniversary dates of this new hire. When there is a vested interest your recruiter will want to see this new hire succeed, and will do everything they can to mentor this person.

CREATE A SUCCESSION PLAN

You need a succession plan for every position in your office, including YOUR position! Unless you expect everyone who works for you to retire from your company – turnover is inevitable. Cross training is THE key in stabilizing any profitable organization. You also need to have two contacts for every client, so your business does not walk out your door with one of your recruiters. Recruiting is a sales profession and you are dependent on the individuals who are the front line sales team.

Remember, everyone who works for you is a temp. Your back office team is also critical to the smooth operation of your business. You should have an operational manual for each position in your office which is updated every six months by the person in the job. This helps a seamless transition when you hire someone new.

You also need to write down a detailed exit plan for yourself. Who is going to succeed you? Do you have an exit strategy? If you don't have a detailed exit strategy in place, you are making wrong decisions today.

IMPLEMENT REPEATABLE SYSTEMS

It is vitally important for your office to have systems that everyone on your sales team follows. If you have someone on your sales team leave, the other recruiters in your office can take over the activity of this person's desk seamlessly.

Candidates and clients often have a strong loyalty to their recruiter vs. your firm. You need systems in place to keep the name of your firm in front of your client and candidate database regularly. This can be a newsletter, articles, podcasts, teleconferences, blogs, blind lists of current opportunities or lists of your top MPC's (Most Placeable Candidates). You should also be sending out surveys to develop an "outside/in" way of viewing your business – through the eyes of the people you serve. This survey should also ask what additional services your clients and candidates would like you to offer. You never need to figure out value added services – your clients are glad to tell you what they want!

WELCOME THE BENEFITS OF GROWTH AND CHANGE

There is one thing you can always be certain of... change will happen! Change and growth are connected and you need to always focus on the benefits vs. the challenges of change.

No one can make you feel any type of emotion; you choose your emotional state! If you hear yourself saying, "That recruiter is driving me crazy." That is not a true statement. You are allowing them to drive you crazy. It's empowering to realize you can choose "not to react." This prevents you from being sidetracked or upset.

It is reality that everything in nature is either living or dying. If you're staying the same – you're dying. Change needs to be viewed as something healthy for your business. If you are experiencing high levels of turnover, you need to ask yourself these three questions:

- **What do I CONTINUE doing? (Actions that enhance retention)**
- **What do I STOP doing? (Actions causing turnover)**
- **What do I START doing? (New techniques, strategies and actions)**

Your clients want you to be more consultative. Your candidates want you to be their lifetime agent. Your employees want you to create the type of entrepreneurial environment where they can flourish.

Chapter Twenty Three: Introducing your new hires to your current staff

This chapter is going to focus on how to Integrate Senior and Junior Recruiters. The greatest expenses incurred by most Recruiting Firms are payroll and other employee related costs. A sound process to integrate new hires into your existing sales team is critical to your success. Your existing recruiters can make or break a new hire. As a Manager you are judged on your ability to attract, hire, train and retain top producers that generate profits for your company. Your current team has to understand how these new hires will become an asset vs. a liability to them.

Think back for a moment on the number of new hires that have left because they were never accepted or mentored by your current sales team.

SUGGESTIONS FOR THIS CHAPTER:

1. **Before you read this week's lesson, review your current process for integrating your new hires into your current sales team. Do you have an integration process?**
2. **Read all seven suggestions.**
3. **Select one suggestion that you will implement first.**
4. **Continue to implement the remaining six suggestions as you integrate your new hires into your existing team.**
5. **Track the longevity and success of your new hires once you have implemented an integration process.**

BENEFITS:

1. **You will increase retention of your new hires.**
2. **Your new hires will become productive faster.**
3. **The Senior Recruiters on your team will realize the benefit of hiring additional team members.**
4. **Your current team will have a vested interest in the success of the new hires.**
5. **The integration process will enhance your effectiveness as a franchise Owner/Manager.**

How to Integrate Senior and Junior Recruiters

Have you ever delayed hiring a new employee because you didn't want to take the time to mentor and train? If you are an Owner/ Manager who still works a desk, have you ever NOT hired because your production might suffer?

Those are the same thoughts that go through the minds of your current sales team when you announce you are hiring additional team members. They view the new hire as a liability that may be a distraction and could cost them money.

It is important that you focus on consistently increasing profits for your firm. One of the ways to accomplish this is to hire additional members for your sales team. As a result, it is imperative that you implement methods that will effectively integrate your new hires into your current team.

METHOD ONE:

Initially, have your new hires or Junior Recruiters work only one side of the Placement Process. Have them focused on Recruiting *Top Talent* for your existing hot job orders. When they start to surface *Top Talent*, your existing sales team will start to view them as a valuable resource. It is also a great learning experience when a new hire presents a candidate to an existing top producer. If the candidate is not a match, your experienced team has no problem telling your new hire what they missed. By having your Junior and Senior Recruiters work together right away, your Senior Recruiters will help fine tune matching skills. Your new hires must be able to take and learn from constructive criticism.

METHOD TWO:

If you have an experienced, successful Recruiter you feel would be a good trainer, appoint them as your new hire's mentor. Offer them a bonus based on the new person's production for their first 6 to 12 months of employment. People do things for THEIR reasons not YOURS! Your experienced Recruiter now has a vested interest in helping your new person succeed!

METHOD THREE:

Think back for a moment when you were in school. Some of the first friends you made were the individuals who were in the same classes as you, had their locker next to yours, participated in the same sports or extra-curricular activities as you did. Review for a moment the dynamics in your current office. Often your employees get comfortable with the individuals who work near their desk or office. It is a good idea to change things around in order to take your team out of their *comfort zone*.

This change will result in additional benefits:

- **When you move someone logistically, they often purge the mess out of their desk. You will be amazed what they find in their desks.**

- **They will become more familiar with other members of your team. You don't want to end up with "clicks" in your office.**

- **You will benefit by more split placements among the members of your team. The better the rapport between the members of your sales team, the higher their trust level builds resulting in more split business.**

If you do decide to move people around, be prepared for very vocal objections. Most people don't like to be taken out of their *comfort zones*. Make sure you stress the "what's in it for them" which is why you decided to make the changes.

METHOD FOUR:

When you hire new individuals for your sales team, they can take up much of your time. Often, your senior people resent the attention you are giving to your new hires. (They don't want you to micro-manage them, but there can be resentment.) It is important to point out the strengths of the various members of your current sales team. You should do this when there is an audience present – especially the person you are complimenting. When you point out an outstanding skill, this person will get even better in that area because they know people are watching and listening to them. In morning meetings, highlight the strengths and suggest that everyone else observe this Recruiter in their area of strength.

METHOD FIVE:

It is a great idea to have your Senior Recruiters conduct training. It is one thing for your Junior Recruiters to hear you or a professional trainer share techniques with them. It is often more effective if they hear the same information from one of their peers. This also dramatically improves the presentation skills of your Senior staff members which in turn, will help them grow in their career.

If you have a Senior Recruiter who does not like to speak in front of a group, suggest they join Toastmasters or offer to provide them with training on public speaking. It will help your business, if your Recruiters are willing to speak in front of groups comprised of prospective candidates or clients. I've often asked my recruiters to speak on their weakest areas as well. This forces them to improve on their weakness in order to train others in a specified area.

METHOD SIX:

You need to show your Recruiting staff how additional hires will help your business attain the goals and objectives you have set for the entire team. Make sure they know and understand your VISION!

METHOD SEVEN:

Teach your new hires and Junior recruiters habits they should adapt that will earn the respect of their more experienced co-workers. Some of the habits are listed below:

- **Respect the prime time of their co-workers and you the Owner/Manager. They should not ask questions during those specific hours of the day.**

- **Study all new job orders written each day and bring any questions to the morning meeting. This will show they are attempting to keep well informed of the hottest job orders in the office.**

- **Conduct any and all research on non-prime time hours.**

- **Understand they will make at least FIVE TIMES more calls than the top producers they observe. The experienced Recruiters know WHO to call and HOW to make good calls. You should not mirror their work habits.**

- **Keep their daily statistics. Numbers don't lie and will help them focus on what daily results they need to accomplish in order to attain their goals.**

- **When they present a candidate on a hot job order, include at least one reference check. This extra effort along with a hard work ethic and honesty will earn the respect of your co-workers.**

- **Be open to constructive criticism, it will dramatically reduce their learning curve.**

- **Work on the same job orders as the top producers. They know how to *smell money* and only put their efforts where they know they will achieve results.**

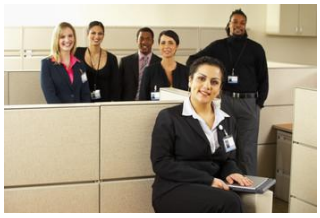
- **Their job in three simple words is to BOOK SEND-OUTS! Make sure that is where they put their primary focus and efforts.**

- **Talk to thirty (30) NEW PEOPLE every single day and they can't fail at this career.**

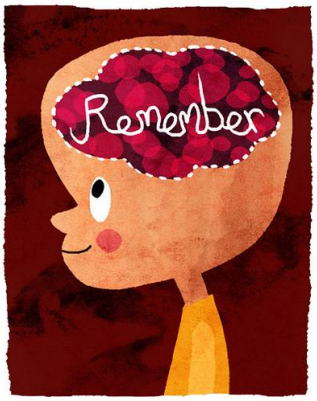
Once your new hires and Junior Recruiters learn the habits outlined above, they will become integral members of your sales team. Monitor and manage their statistics daily.

Recognize possible *phone fear* and help them work through any initial apprehensions. Role-play as much as you can with your new hires. It is much more effective to SHOW THEM, rather than just TELL THEM. The answer isn't always to make more calls. If they are not making effective calls and they make more of them then they will still get the exact same results

When they start out on the recruiting side of the business, they earn the respect of their co-workers and enjoy early success – there is a greater chance they will become productive members of your current sales team!



Chapter Twenty Four: Top of Mind Awareness



This chapter is going to focus on creating TOMA - Top of Mind Awareness. TOMA means being at the forefront in prospects minds when they think of the type of services you have to offer. The objective is to get candidates and clients to think of you first and foremost when they are ready to buy.

This chapter will outline easy to implement techniques that will help you establish and maintain Top of Mind Awareness. This chapter will cover topics including:

- **Understanding today's buyer**
- **Understanding top of mind awareness**
- **Learn how to maintain this awareness**
- **How to identify your best prospects**
- **How to educate with newsletters**
- **Techniques to gain TOMA**

SUGGESTIONS FOR THIS CHAPTER:

1. **Read the entire chapter**
2. **Review your current marketing program**
3. **Create a new marketing plan**
4. **Decide which area you need to address first**
5. **Make changes**
6. **Review the results**
7. **Consider additional changes**
8. **Review results**

BENEFITS:

1. **You will become a preferred vendor to your clients**
2. **Your prospects WILL think of you FIRST when they are ready to buy**
3. **Your marketing plan will provide better RESULTS**
4. **TOMA will help you increase sales and profits**

CREATE TOMA – Top of Mind Awareness

TOMA simply means being at the forefront in your targeted prospects minds when they think of the services you have to offer. The objective is getting them to think of you first and foremost when they are ready to buy.

According to Sales and Marketing Management, the average sale takes twelve (12) impressions to close. The good news is 90% of your competitors give up after the fourth contact.

TODAY'S BUYER

It is important that you understand realities about today's consumers:

- **They're SKEPTICAL. Dishonesty has become part of every profession. Consumers don't know how to find somebody they can trust.**

- **They're CAUTIOUS. They don't want to make a commitment until they see the whole picture. Gather all the facts. Think through their decision.**

- **They're TIRED of SELLING and SALES PRESSURE. From phone sales to junk mail, consumers are fed up.**

- **They're BUSY. So busy, in fact, that they often don't take time to solve a problem until it becomes a priority. Or, until somebody offers them a quick and easy solution.**

- **They're CONFUSED. Never before have consumers had so many choices. When they think about solving a problem, they don't know what to do, where to look, who to believe or who to trust.**

Today's consumers go to great lengths to arm themselves with information. They think the more information they have about a product or service, the better decision they will make.

Factor the statistics into your marketing strategy. When consumers plan to make a purchase, when would you guess they finally sign on the dotted line?

Here are the numbers according to Chilton Research:

- **15% - Bought within the first three months**
- **24% - Bought within four to six months**
- **34% - Bought within seven to twelve months**
- **27% - Bought more than twelve months later**

Could this be one reason that you don't land clients you are targeting?

TOMA has the greatest impact when clients decide to utilize your services because they know your name and perceive your company as a leader in your profession. Gaining top of mind awareness should be the number one goal of your publicity efforts. In fact, when done correctly, effective publicity will not only lead to higher fees, greater credibility and increased business, it will also help you develop name recognition and make you stand out in the eyes of your prospects.

The following is how professionals use publicity to enhance their top of mind awareness:

1. **Develop your hook**
   No one wants to hear the same old message over and over again. That's why you must develop a hook, a unique angle that sets you apart from your competition. The more you make your message unique and different from the *old way*, the more recognition and attention you'll attract.

2. **Write Articles**
   Getting published in a magazine or trade publication is an excellent way to become perceived as an expert. Articles allow you to reach hundreds of thousands of people for FREE, and you'll earn credibility. Make your articles stand out by emphasizing your hook and giving the readers useful information they can implement today.

3. **Make Phone Calls to Editors, Reporters and Producers**
   Phone calls are the most effective way to build rapport with the media. By talking with an editor, reporter or producer, you can learn exactly what they need and will customize your message for their audience. We interview for a living and know the power of asking the right questions.

   Ask questions such as:

   "What are your readers or viewers looking for?"

   "What angle do you want the story to take?"

Make changes to your initial idea based on the answers you receive. The more you customize your message to their particular audience, the more likely you are to be their next guest expert or featured author.

Think for a moment how many topics you could address as the manager of a search firm. Business owners, job seekers and hiring authorities are great targets for your areas of expertise.

4. Send faxes, emails and direct mail

When you are trying to reach a large audience in a short period of time, fax, email and mail outs are ideal. They allow you to quickly and easily target key people who will get you the most publicity. Some examples of items you can fax and/or mail are press releases, a special promotion, announcements of a new referral program, new area of specialization, sampling of current opportunities (to targeted candidates) or sampling of your top candidates (to your targeted clients).

When you utilize Direct Mail to gain TOMA try the following techniques:

- **NEVER use Business Size Envelops**
- **Utilize an invitation size envelope or unique container. For example: tubes, bubble lopes, zippered bank envelope or other creative packaging.**
- **Hand write the Address Label**
- **Do not have your COMPANY NAME on the return address, list only the street address.**
- **Put the words "PERSONAL & CONFIDENTIAL" on the left hand corner of your mailing piece. That is the only type of mailing piece that an Administrative Assistant will NOT OPEN. So your marketing piece is opened by the decision maker you are targeting.**
- **Send something that your targeted clients will want to KEEP and preferably put on their desk.**

Remember, in this age of a rapidly changing economy, your publicity will make prospective clients take notice. Furthermore, the frequency of your name being heard over and over again will help you create TOMA.

Top of Mind Awareness is about owning the space that your service occupies between your prospects ears. That way, when they're ready to buy, they think of YOU FIRST!

There's nothing worse than creating an appetite for what you have and then having your prospect go somewhere else to eat! That won't happen to you if you plan and consistently execute your efforts to create TOMA.

HOW TO MAINTAIN - Top of Mind Awareness

Today's buyer uses an information oriented decision process. This process includes:

- **Gather Information**
- **Review Alternatives**
- **Choose One Alternative**
- **Evaluate the Decision, after the fact**
-

Today's successful business professionals use this approach:

"Get in at the beginning of the process, when the consumer is gathering facts relating to

their problem or need… And STAY THERE!

The most effective way to accomplish this, once you have identified your targeted prospects, is to stay in touch through many different mediums including: telephone contacts, direct mail and email.

Your goal must be to create an awareness of WHO you are and WHAT you offer, so when your prospect finally decides to buy, they immediately think of you. You may be asking yourself,

"How do you keep from making a pest of yourself?"

The answer is to be helpful. We all want and need information so we can make an informed decision. Decide that YOU will become the source of that information. Your goal is to become the best listener in the lives of the people you serve and to also become a trusted advisor.

We all appreciate help, especially when it's given without any strings attached. As you are educating your prospect in an unthreatening manner and environment, you are creating TOMA in your prospects mind.

IDENTIFY YOUR BEST PROSPECTS

Your best prospects are always:

- **Your present BEST CLIENTS and**
- **Other people that LOOK LIKE THEM**

You should be able to identify your BEST customers. Review the past 18 months and write down where you have had SUCCESS. Your best customers are the ones who have HIRED from you, not the ones who have only given you job orders.

Once you've identified your most profitable customers, use their demographic profile to find more clients and candidates that look like them.

EDUCATION WITH NEWSLETTERS

The following information has been provided by Wilson Cole

If I could only utilize one marketing item and I had to choose, I would choose to create newsletters for a multitude of reasons. We have done an email newsletter for years and the results have been impressive. We have also used our newsletters to help promote our Teleconferences, grow our email database, find new prospects, connect to existing clients and we have even developed a way to get a flood of testimonials from our clients that we can use with all of our marketing materials. Let's cover first things first.

Newsletters give you a way to demonstrate your knowledge to the industry. Once a month you get to write an article to display your expertise. OK, that is a no-brainer and every one does that. You do not have to stop there. Let's say you write the article and you call other vendors in your industry that do a newsletter as well, and you say, "I will let you write an article in my newsletter if you allow me to write in yours." Now with the same article, you get twice the return.

Also, there is a marketing concept that I truly believe in and practice. The concept is that if you contact your clients more often, they will buy more often. Once again, this is not rocket science but let me ask you a question. How often do you systemically follow-up with your clients and teach and nurture them? So often, business owners are too busy tracking down the next deal they forget or worse yet, take their existing clients for granted (which is the NUMBER ONE reason your clients switch to other services).

If you want to really expand your email database, call that same vendor that you are swapping articles with and ask them to swap email addresses with you. Think about that for a moment. If you did that with just a few other vendors you could take a two hundred and fifty email list and have it expanded to several thousand email addresses overnight.

Think about how many more clients and prospects you could get in front of at NO COST! Also, if you use a very informative newsletter about industry news, then you will not be viewed as Spam.

Newsletters also give you an opportunity to cover topics that take up your recruiters' time with questions from your clients. Let me give you an example. In our collection company, clients would always get frustrated once an account went to legal action because they did not understand the legal system. Although the legal system is a very effective way to collect money, it is also a very slow process. I personally have had more fun watching paint dry.

With that being said, we always cover the legal process with our clients that have an account in our legal forwarding department. This alleviates their frustrations and addresses their concerns. Let me explain our transformation. We went from 5 to 10 calls a week and a satisfaction rate of 56% to less

than two calls per month and a satisfaction rate of 89%. Moreover, our staff in our Legal Forwarding Department now can focus on the work at hand without the interruption of the same questions.

You may not have a Legal Forwarding Department, but I am sure you have a department that answers the same three questions every day. Think about how much more productive your staff could be if you answered those questions in mass. In addition, your clients will be happier! The fact is that for every one client that calls in and asks a question, there are at least five that are not happy, but do not call and ask.

The best part of using a newsletter follows. In your newsletter, I recommend that you have a featured client section. This section is where you profile one of your clients. You simply ask them to be your featured client for this month's newsletter and you send them a form with several questions.

This form should be in the following format. You want the clients name and address; also have them send you a picture of themselves. You want them to tell you how long they have been in business and what their biggest success was and what they wish they could redo and change. Then, you ask them how your company has helped them with their need. Let me repeat that. You asked them to write about how your company has helped them!

What you have just done is acquired a wonderful testimonial without having to seem like you requested one. Everyone enjoys talking about themselves. They will be in a wonderful frame of mind when they come to your section. Then, they will give you the best testimonial you could imagine!

Now you can take that testimonial and use it with your website, sales material, and simply using it in your newsletter. Now, when your clients receive your newsletter, they will learn a few things from others in their profession and they will be reminded why they use your company. Not to mention, the prospects will see companies that have used your services and think, "Hey, I will give these guys a shot!" This one thing will acquire more testimonials than anything else you can do.

You can also use your newsletter to promote next month's Tele-class, as well. You should test special offers to see if anyone has interest in it before you spend a lot of money to promote the idea. You can use it to generate additional revenue, too.

We have sold advertising space on our newsletters and have generated tens of thousands of dollars in found cash. We then reinvest that money into marketing and grow for free. It does not take money to make money. It takes thinking outside the box and thinking three dimensionally to make money, and then simply reinvesting it into marketing and watching your company really grow!

Top of Mind Awareness is your ticket to create a successful business. The more publicity you generate and the more people are aware of you, the higher your chances for being the "top choice" of your prospects and clients.

Top of Mind Awareness (TOMA) has an extremely positive impact on your BOTTOM LINE.

Chapter Twenty Five: Techniques to reduce problem areas

This chapters training is going to focus on Techniques that will dramatically Reduce Problem Areas. There is nothing more frustrating than no-shows, fall-offs no-starts and counter-offers that are accepted! It is the Owner/Manager who develops consistent systems that will drastically reduce these problem areas. These owner/managers will also experience the highest level of success! The recruiters you supervise CANNOT take shortcuts. You will never totally eliminate these problem areas, but when the information in this week's training is implemented, you will not deal with problem areas often!

SUGGESTIONS FOR THIS CHAPTER:

1. **Read the entire chapter.**
2. **Select the Three Ideas you found Most Useful.**
3. **Pick one Technique to implement this month, one next month, and one the following month. (It takes 21 days to form a new habit.)**
4. **In order to implement a new technique you need to figure out what you are going to STOP doing, in order to make room for this new technique. What is NOT working that you are currently doing?**

BENEFITS:

1. **Your team will make more placements that stick!**
2. **Your team will interview more thoroughly and will re-interview their candidates throughout the entire placement process.**
3. **Your production, as well as your team's production, will increase.**
4. **Your recruiters will not accept these problems as things that *just happen*! They will learn they can drastically reduce these problem areas.**
5. **Your recruiter's follow-up with placed candidates will improve, resulting in future referrals.**
6. **You will have happier candidates and happier clients!**
7. **You will also improve the retention of your sales team.**

REDUCE PROBLEM AREAS

SECRET NUMBER ONE

Gatekeepers don't want to be treated rudely! Sounds cruel, but often you are very apparent in your attempt to get past them to talk to the *important* person. It shows in your demeanor, your voice, as well as what you actually say to them.

You need to treat the gatekeeper with a level of respect, align them and ask for their help!

SECRET NUMBER TWO

If you started out your conversation with "HOW ARE YOU?" you may as well have just said,

"I AM A SALES PERSON – SCREEN ME OUT!"

Never ask a person how they are, give your name and ask to be connected.

SECRET NUMBER THREE

The friendlier you are the better. Good Morning, my name is _____ and I'm trying to reach _____. Would you please connect me? (short/polite)

My name is _____, would you please connect me with _____ (first name of contact). This informal method makes you sound like you're a personal friend of the person you are trying to reach.

I was wondering if you could help me. (Wait for positive response) - I was actually referred to _____ but didn't get their direct line, would you please transfer my call to his/her extension?

SECRET NUMBER FOUR

Don't hang up or panic when the normal next question is asked, "What is the purpose of your call?"

Suggested answers would be:

- **I was actually referred to them**
- **I'm calling for a referral**
- **It's personal**

The less *official* you sound, the better results you will get

IF ALL ELSE FAILS…

SECRET NUMBER FIVE

Gatekeepers go to lunch, most likely between the hours of 1:00 p.m. – 2:00 p.m. At that time, there is quite often a secretary filling in who would rather be anywhere else than filling in for the gatekeeper. They have a tendency to just put calls through. Being the Gatekeeper is not their job!

SECRET NUMBER SIX

Call very early in the day or after 5:00 p.m. When you call after hours, the phone system will often identify who is still available to take calls. When you call early, the gatekeeper has not arrived and the decision maker will usually pick up their own phone.

SECRET NUMBER SEVEN

Keep track of the names of the gatekeepers. When you call in a second time use their name, thank them for helping you in the past, and ask to be connected.

THESE TIPS WILL HELP YOU GET PAST GATEKEEPERS!

Before we discuss PROBLEM AREAS you need to understand these realities about candidates.

Candidates ……

- **Will go on interviews on their own**
- **Will go on interviews through other sources**
- **Will get a counter-offer from their current company**
- **Will talk to other people about their interviews**
- **Will consult their spouse, significant other, friends**
- **Will increase both money and demands as the process progresses**
- **Will sometimes *bend the truth* if they think it will help**
- **Sometimes are just shopping to see what salary level they can achieve**
- **Don't care about your opinions**
- **Will not necessarily listen to your advice**

OUR GREATEST NIGHTMARES….

Rather than discuss the reasons for problems, let's discuss the SOLUTIONS!

NO-SHOWS

1. **During interviews listen more, TALK LESS.**
2. **Ensure them you feel confident about your ability to place them.**
3. **Discuss your process, the importance of keeping you informed about interviewing activities, feedback and how you take your direction from them!**
4. **Always schedule your prep the night prior to their interview.**
5. **Call the day of the interview to wish them luck.**
6. **Let them know you are sending in your best *three* candidates.**
7. **Give them your client's timeframe to interview and hire.**
8. **Explain how this client will not reschedule interviews, and why it benefits them not to reschedule.**

NO STARTS/OFFER REJECTS

MOST RECRUITERS DO A POOR JOB OF

KEEPING IN TOUCH,

***AFTER* THE PLACEMENT IS MADE!**

1. **Always keep informed of all interviewing activities – tell them the information helps you fine tune your search efforts.**
2. **Teach them how to Benjamin Franklin close on paper. Draw two "T's" on a paper representing your two choices. The pauses and madness's of each. Your decision will be apparent as you take your decision making process out of your head and write it down.**
3. **Know the facts of both opportunities better than they do.**
4. **Try to place them in one of their dream companies.**
5. **Have sample letters of resignation that you can share.**
6. **Have them call you once they hand in their resignation.**
7. **Ask to get a reference check from their current employer (to make sure they did resign).**
8. **Keep in touch – keep in touch – keep in touch!**
9. **Have your client take them to lunch, complete paperwork and stay in touch with them during their two week notice.**
10. **Keep in touch – keep in touch – keep in touch!**

COUNTER-OFFERS

1. **You need to sell against counter-offers in every conversation starting with your initial interview – (give them something in writing).**
2. **Check at least one friend as a personal reference check.**
3. **Stress the lack of trust issue associated with counter-offers.**
4. **Ask them point blank, "What would you do if your current company were to give you a counter-offer?"**
5. **Keep in touch almost daily during their two week notice.**
6. **Realize there are new counter-offer trends:**
   - **On day thirteen of a fourteen day notice**
   - **One month after they start their new job**
   - **Three months after they start their new job**
   - **STAY IN TOUCH!**
7. **Have your clients share their policy on counter-offers during final interviews.**
8. **Have articles off the Internet you can share. As the labor shortage continues, counter-offers will increase!**
9. **Never allow a candidate to extend their notice longer than two weeks (unless relocation is involved).**

FALL-OFFS

1. **You must keep in touch with your placed candidates daily before they start, twice a week for the first thirty days, once a week the second month, and twice the third month.**
2. **Maintain your negotiator status if problems do arise.**
3. **Ensure that your candidate has realistic expectations.**
4. **Advise your client of any problem areas.**
5. **Make sure your candidate has stopped all other job searching activity.**

In addition to the solutions mentioned, you must continue to learn about:

- **Trends**
- **The Economy**
- **Sales Techniques**
- **Negotiating**

This will help you know what approach is the *right* approach for each candidate!

LET'S ALL PREPARE FOR LESS NO-SHOWS, FALL-OFFS, NO STARTS AND COUNTER-OFFERS!

Chapter Twenty Six: Leaders Manage Leaders

This chapters training is going to focus on how to effectively manage other managers. The ability to identify mentor and manage other leaders are traits of a great manager. To fulfill your highest potential, you should also be helping others to develop their potential as possible future managers.

You need to learn how to motivate people to work for you productively and work with you to achieve common goals and objectives. Great managers are only as good as the people they manage! Initially the only person you manage could possibly be yourself. As you advance in your career, you are promoted to management and eventually could end up managing other managers.

This chapter will discuss eight management values that you can begin to implement in your company almost immediately. As a manager, it is important that you remember your responsibilities including the management of three areas: people, things and finances.

Managing other managers obviously focuses on area one. You owe it to yourself and the people, who work for you to learn, practice and master the skills of effective management.

SUGGESTIONS FOR THIS CHAPTER:

1. **Read the entire chapter**
2. **Review your current management style**
3. **Write down clear, precise management goals**
4. **Select one of the eight values and start implementing this management technique**
5. **Review the results**
6. **Consider additional changes**

BENEFITS:

1. **Your ability to effectively manage managers will enhance your growth as a leader which of course will impact your income potential.**
2. **You will be able to achieve your personal and business goals while you help the owners of your company achieve their vision.**
3. **As you help other individuals advance in their management positions you will also grow and advance.**

HOW TO MANAGE MANAGERS

If you are a manager who is responsible for an office, a number of offices or you work as well as own your company, you will most likely oversee managers now or in the future.

By the time you attain this level of responsibility, you realize that managing other managers is more than answering their email, conducting performance reviews and having the final decision making capability. At this level, you have the opportunity to build a management team and tap a resource that benefits you, your direct reports and your company.

It is extremely effective to take independent managers and build them into a management team that will join you in creating and fulfilling a defined vision. When you build a management team, you have the opportunity to collectively utilize the energy, skills, intellect and wisdom of that team to achieve a greater level of success.

Why would you want to build a management team?

If you have ever said, "I just don't have time." It is time to build a team.

It makes sense to bring managers in your company. With the cooperation of a management team you can:

1. **Have a focused vision that will drive decisions**
2. **Have a decisive culture that will become idea rich**
3. **Best practices spread**
4. **Achieve goals and increase profits**

How do you start to build an effective management team?

In your one-on-one meetings with each manager, you need to reveal your intention to build a management team. Explain the advantages you see for them as well as your company. Be honest about any concerns and ask for their support in moving to this new management model. Answer their questions and address any apprehensions.

Set a date for the initial team management meeting. Since you are creating this team and you supervise the managers, you are the team leader. You should discuss your vision, mission and specific goals. As the meetings continue, issues and topics closer to the day-to-day work life will emerge. Decisions and action items can be tested against the vision to make sure your team is properly prioritizing.

Over time, your management team will gain a business and company perspective that they would not gain working independently. Their skills are fine tuned as they observe how other managers in your company handle situations. Your management team will learn from the wisdom and ideas of other managers.

What management behaviors and practices improve with teamwork?

When you hold regularly scheduled management group meetings, communication improves and you will also enjoy other outcomes:

- **Decisions will be reached after always considering the impact they have on the vision of your company.**
- **Innovations and best practices are shared, and will be adopted by managers throughout your company.**
- **Your managers will build peer relationships which will enable them to share ideas and obtain opinions on important issues.**
- **Identifying additional talent within you company and future promotions will be accomplished with more accuracy and consistency, with input from your entire management team.**
- **Divisive rivalries between managers are less likely to occur.**
- **Change management will become more effective when your managers work with you to define the plan, and develop the rollout and communication to all employees.**
- **Standards and professionalism will be reinforced.**
- **Training goals will be agreed upon and implemented throughout your entire company, with exceptions for individual development needs.**
- **A team management concept helps alleviate storms and surprises that can derail progress.**

What problems come with creating a management team?

The greatest barrier to team management growth is trust. Trusting you and trusting each other is hard for many people. As a management team learns to work together, your team develops its own identity. When a manager leaves and a new person is promoted, it is important to ask one of your senior managers to mentor your new manager to help integrate them into your team.

As a manager, it is important that you also study effective techniques utilized by other successful managers. Throughout my entire career, I have studied great coaches who also utilize techniques that will greatly enhance your management capabilities.

How you approach your management responsibilities, will greatly affect the results you achieve. Overseeing other managers can be one of the greatest growing experiences of your career. It also can be a very frustrating experience – the choice is yours.

The following eight values are implemented by successful managers:

VALUE ONE – HAVE A PASSION FOR EXCELLENCE

Teach your managers the following:

- **Don't just fill a desk; hire an over-achiever**
- **Establish and follow a hiring process**
- **Establish performance standards**
- **Set policies and procedures that promote excellence**
- **Make a commitment, as an Owner/ Manager, to always review new technology and systems that can help your managers and their direct reports become more productive**
- **Plan for profits**

VALUE TWO – SEE CHANGE AS AN OPPORTUNITY; NOT A THREAT

Change is the only certainty and should be embraced for its opportunities. Your managers will look to see how YOU handle change. Therefore, it is critical that you embrace change.

Teach your managers the following:

- **Your employees will take their lead from YOU**
- **They must realize the only sure thing is CHANGE**
- **They must stay ahead of technology**
- **Stay involved to anticipate change**

VALUE THREE – BE OPEN TO IDEAS FROM ANYWHERE AND COMMIT TO "WORK OUT" SESSIONS

"Work Out" is an initiative to encourage the participation of all your employees in generating ideas for the company.

All employees:

1. **Address problems**
2. **Propose solutions**

At the end of these "work out" sessions, management will:

1. **Implement**
2. **Reject**
3. **Agree to look further into the proposed solutions**

These Works Out sessions empower your entire workforce and guarantees the endless pursuit of the BEST IDEAS.

VALUE FOUR – LIVE QUALITY – STRIVE TO LEAD vs. STRIVE TO MANAGE

When you are overseeing managers, you must fine tune your leadership abilities because you are now functioning as the team leader for the management team you have created.

- **Expect the best and BE the best**
- **Remember people do what you INSPECT not EXPECT**
- **In today's market you NEED good ideas from everyone, and can't afford a management style that suppresses or intimidates**
- **Create a COMPELLING VISION of the future and then unlock the potential of your managers and employees – INSPIRE THEM**

VALUE FIVE – CREATE A CLEAR, SIMPLE REALITY–BASED VISION AND COMMUNICATE IT TO EVERYONE

You must know where you are going in order to get there and lead the managers you are supervising.

- **Know your company vision for the next 10 years**
- **Understand your role in that vision**
- **Understand the role of the managers you supervise**
- **Identify the role of your employees**

VALUE SIX – HAVE AN ENORMOUS AMOUNT OF ENERGY AND THE ABILITY TO ENERGIZE OTHERS

WALK your TALK, back up your words with actions and enthusiasm! People believe and react to what they SEE and FEEL more than what they are TOLD. Your attitude can greatly affect the success or failure of your management team and company.

As a manager or team leader, you do not have the luxury of being DOWN or UPSET in front of other managers or employees. Obviously, this does not refer to those times when you are handling an issue with a manager or employee behind closed doors. You must realize, however, that you often set the tone for your entire office!

You don't have the luxury of sharing your concerns, issues or problems with your team. Your job is to stay enthusiastic, positive and provide stability to your team.

<u>VALUE SEVEN</u> – SET AGGRESSIVE GOALS, REWARD PROGRESS AND UNDERSTAND ACCOUNTABILITY AND COMMITMENT

The staffing and recruiting profession is a SALES profession! One of the easiest ways to ensure success in sales is to monitor and understand your numbers. An important part of this process is to assist your managers when they are setting achievable goals for the employees of your company.

When you are in the progress of setting goals, keep the S-M-A-R-T formula in mind:

S	**=**	**SPECIFIC**
M	**=**	**MEASURABLE**
A	**=**	**ATTAINABLE**
R	**=**	**RELEVANT**
T	**=**	**TIMELY**

<u>VALUE EIGHT</u> – BECOME THE ULTIMATE LEARNING AND TEACHING ORGANIZATION AND STRIVE TO MOTIVATE AND MENTOR

If you want to know where your managers and recruiters need training, just ask them! Then design your training programs around their needs.

Include your managers and employees as trainers. If you have someone teach their area of weakness, this area will become their focus and you will see improvement.

Provide training in other areas including: sales, legal, technology, telemarketing and marketing, negotiating, closing, time management, stress management, etc.

You need to make a lifetime commitment to self-improvement and education.

Whether you are currently managing managers, employees, or just yourself, take time to do the following:

- √ **STEP ONE - Take time to review what you are doing that is providing you with the highest level of results. Continue doing these things!**

- √ **STEP TWO - Take time to review what you are doing that is a waste of your time and not providing you with results. Stop doing these things!**

- √ **STEP THREE - Replace the actions that are a waste of your time with a new technique you have learned in this chapter.**