



LESSONS ON RECRUITING LEADERSHIP



By Global Performance Coaching

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INTRODUCTION

Effective leaders help their organizations and individuals to do the right things. Good leaders empower with an inspiring vision and rally the team in a common direction. Great leaders do the same while overseeing the flawless execution of the right processes with a relentless pursuit of excellence.

Recruiting leadership is no different. Good leaders can often manage the team and provide direction, however great recruiting leaders thoroughly understand the game of recruiting – not as an art – but as a science. Science referring to systemized knowledge derived from observation. They fully understand that with out an in-depth knowledge of the recruiting process, the changes required for an organization to reach its full potential may never materialize.

This eBook was created with this in mind – it is a compilation of articles (many reprinted from The Fordyce Letter) that provide valuable insight to recruiters and managers who are interested in becoming “Great” leaders in the field of recruiting. This material is for those who wish to develop a complete understanding of recruiting, the processes and the techniques that will help their firm to achieve top success. Divided into 5 sections: *Working with the Generations, Effective Management, Metrics, Advanced Techniques & Skillsets*, and *Tools for Managing Success*, each selection of articles outlines a comprehensive set of information for key areas of recruiting based on the current trends, tools and techniques that are applicable to the relevant challenges faced in the market today.

“Leadership is the capacity to translate vision into reality.”
– Warren G. Bennis

Great recruiting leaders understand that reality in the world of recruiting is translating this information into numbers and achieving exceptional results.



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THE UNIVERSAL TRUTHS OF RECRUITING

There are a few things you can count on in this world. The sun will rise in the east and set in the west. What goes up must come down. The apple doesn't fall far from the tree. The funniest guy at your office

holiday party will regret it Monday morning.

In recruiting, as in life, there are absolutes. Unshakable truths that simply aren't negotiable. In our industry, they are the Universal Truths of Recruiting and those who learn them have a million-dollar advantage over those who doubt them.

Planning will be the foundation of your success or failure in recruiting.

A well thought-out game plan is essential in our industry. A great recruiter with a poor plan will only get low-to-average results. An average recruiter with a great plan will get great results. A great recruiter with a great plan will be at the top of his game with the earnings to prove it.

Your recruiting business must be open for business most of the day. When you are on the phone, you are open for business. When you are off the phone, you are closed for business. It sounds simple. But so many recruiters ignore this basic, obvious truth. If you aren't on the phones the majority of the day (4 hours of connect time), you might as well hang out a closed sign. Good recruiters know that the phones are their chance to spin hay into gold. They know that repeatedly checking voice mails, surfing the Internet and spending hours on paperwork are career killers. You can try to fool yourself with quality

calls versus quantity calls. But in this industry, less is never more. The brutal truth of recruiting is that more than half will leave the business within the first few months – because they aren't open for business long enough to stay in business.

If you don't set clear expectations up front, they will never be met. Sound familiar? "I haven't heard from my number one candidate in two weeks. She won't return my calls." Or, "I sent them three great candidates four days ago and I've heard nothing since even though I've called twice a day."

New recruiters experience frustration every day. The key to putting an end to this is control. We must stay in control of every search – and that is easy to do as long as clear candidate and client expectations are defined from the beginning.

In your initial conversations, outline how you work. Set ground rules: establish communication methods (email, phone), communication frequency, and expected feedback time frame. Be very clear, "For this professional relationship to work, we both have to be completely open and honest at all times. If anything changes on either end, we need to communicate that immediately. We can help each other succeed, but we don't ever want to waste each other's time."

They all lie (clients and candidates).

It may sound cynical, but it's the truth: clients and candidates lie. It's not a stinging indictment of the human race; it's just that people don't like to deliver bad news. As a recruiter you've worked hard for your clients and candidates. You've done a great job at building a good rapport and a strong relationship. They don't want to hurt your feelings by telling you the truth: this isn't going to work out. So they delay. They don't return phone calls or emails. They keep you hoping. They don't tell you they've decided to move in another direction. Or they lie.

How do you achieve an honest dialogue with clients and candidates? Set yourself up to succeed from the onset of the search, “Communication is the most important factor in our relationship. We will both have good and bad news to share. No matter what the news is – in order for us to do our jobs properly – let’s agree to share all the information in a timely manner. It helps save time and focuses our energies where they need to be. If at anytime your interest level falls in this candidate or opportunity I need to know about it immediately. At the end of the day, our word and integrity is all we really have in life, don’t you agree?”

When that little voice in your head says something is wrong, there is!

You know the feeling. Your hair stands up on the back of your neck, or your stomach flip-flops. It’s your instinct, your subconscious, telling you something isn’t right with a client or candidate. It may be an unexpected response to a question when qualifying a job order. Or an inconsistent statement when questioning a candidate about his commitment level to a new opportunity. We hear it; that little voice saying something is wrong – and we better do something about it.

Many recruiters ignore their instincts because they don’t want to acknowledge bad news. Do not make that mistake! Anytime alarm bells sound, it is a wakeup call. Ask questions, “Wait a minute, I want to be sure I understood where you are coming from with your answer to my last question.” Or, “Has anything changed since the last time we talked?” Or, “Are you still a 10 on a scale of 1-10 on the opportunity?”

The recruiting gods are fair – as long as you have a positive attitude and consistent output.

We all have those weeks or months when everything seems to go wrong. A candidate who just said yes to a new position flips and accepts a counteroffer from his current employer. A fall-off happens

after 30 days with a new company and you haven't been paid yet. A client unexpectedly starts working with another recruiter. These things happen. The good news about recruiting is that it is essentially a fair business – as long as you work hard to keep it that way. Maintain a positive attitude. Keep a consistent pipeline of jobs and candidates at all times. Never forget you're playing a whole season, not just one game.

If you don't work with the hiring manager directly, you will spend double the time on the search to fill it. If you fill it.

HR departments.

We've all dealt with them. The ones who demand you work exclusively with them. The gatekeepers who never give you access to the hiring manager. You jump through hoop after hoop. It can feel like you're performing in the circus – doing all sorts of tricks but going nowhere.

In handling exclusively HR searches, the sense of urgency is typically reduced significantly – because they don't feel the pain of needing the “A” player. They don't own the problem, or even have a clear understanding of the true specifications of the position. They have the tendency to weed out great candidates in an administrative judgment, or worse, in an internal power struggle. This dead-end search is a frustration you can do without. If you must work with the HR department, make sure you have contact with the hiring manager. If not, decline the search.

If you think it's more important to you to fill a job order than the hiring manager, it probably is.

We've all been there before. Pour our heart and soul into a search and the hiring manager stops returning calls. It becomes apparent that filling the job order is far more important to you than to your client. What can you do? Be firm. If communication slows down or ceases completely – it's time to reset expectations. To do this, leave a voice mail

or shoot them an e-mail: “Due to the lack of response from you on this search, it seems as though this is a higher priority for me than for you right now. Anytime that happens, it becomes a no-win situation for us. Until I hear back from you and we reassess the urgency of this search for you, we are not going to make any further investment of time and money. Let me know when your sense of urgency changes – and we can get back to this in the future.”

Time kills all deals.



He who hesitates is lost in recruiting. Once a candidate expresses real interest in joining a firm, move. Take decisive action. This “White Heat” zone is only sustainable for a limited time. An offer needs to be made. No one maintains a strong, constant interest level for long – unless there is no real interest in the opportunity. Interest fluctuates like the stock market... up and down. Other factors will influence the candidate that can blow the deal quickly.

If you don’t cover the counteroffer early and often, you will lose most candidates to them.

Demographics.



A big word that means big changes for our industry. The supply of qualified candidates continues to dwindle as the demand increases for top talent. Shifting populations, aging professionals, and a growing economy mean that counteroffers will get better and better as employers fight to keep “A”

Players. That is why recruiters must address counteroffers early and often. Role play with your candidates. Make sure they understand that counteroffers are not a ticket to the corner office. Explain that in your experience, once a firm knows you’ve been looking elsewhere,

the trust is gone. The best move for the candidate is to move on. Educate every candidate about counteroffers, giving them skills and strength to address them – head on.

If the candidates sleep on the job offer, they will dream up reasons not to take it: The recruiter's nightmare.

Many recruiters and hiring managers think it's okay for a candidate to think about an offer overnight. It isn't. The candidate has already been in the interview process for a long period of time – typically two to six weeks. The potential change has been mulled over and discussed many, many times. If you've done your job right as a recruiter, all the pertinent issues have been covered by you – including compensation, benefits, etc. If you have already successfully addressed possible concerns, the only remaining question should be start date. There's no reason to sleep on it. The additional time will only lead to self-doubt – dreaming up reasons to resist change. From the beginning of your relationship, make it clear there will not be a night to think about it. There will be no need. You will make sure the candidate has all the information necessary to make a sound decision before the final interview.

You get what you pay for.

You don't visit your doctor and start arguing over fees, and your cli-



ents shouldn't devalue your professional worth that way either. Yes, we are in a service industry, but if a client company tries to negotiate fees – what are they really doing? They are saying very clearly they don't value your services. The more a client does this, the more difficult they will be to work with, and

they often present collection problems. If you have a client who won't accept a fair fee agreement, it may be time to end the relationship.

A few years ago, I haggled back and forth over fees for retained searches with a company president. After three days, we finally inked a deal that was more beneficial to the client than to me. I worked hard and made three successful placements. He refused to pay the agreed-upon fees. I had to get my attorneys involved to finally receive payment. The bottom line is: the more a company negotiates your fee down, the less they value your services, the more problems you will have. Recognize the real professional value you offer and respect yourself enough to insist your clients do too.

In recruiting, nothing should be left to chance.



New recruiters may think that you put a hiring manager and a candidate together – and magic happens. Nothing could be further from the truth. Placements do not simply appear out of thin air. The reason our clients pay us the big bucks is to make sure every detail is taken care of and that no

mistakes are made. Recruiters who aren't on top of every aspect of a search will find themselves out of a job quickly. It is imperative that we immerse ourselves in every search. Get to know every detail about candidates, from hot buttons to reasons for leaving current positions. Our clients rely on us to take the stress – and the risk – out of the hiring process. It is up to us to make sure the things happen that are supposed to happen. Period.

Your integrity will determine how long you stay in business.



It's simple: do what is right, all the time and every time, not just when it's convenient. We must live by the same rules we ask our clients and candidates to live by. If it's the end of the month and you need a placement: it's not okay to take a candidate from a client. If you discover potentially damaging informa-

tion about a candidate but withhold it from a client to earn the placement fee: that is dishonest. Your integrity, your standards, must be inviolate. This is the biggest factor in determining recruiting longevity... and long-term success.

Recruiting Standards

1. Always call candidates back to let them know where they are in the process.
2. Never take a candidate from a client.
3. Do not share confidential information with others.
4. Treat others as you would like to be treated.

Our industry is about people. And if there is one similarity we all have, it is that we are all different. But the Universal Truths of Recruiting give us the courage of their convictions: confidence based on these unshakable tenets. These industry truths allow us to live lives we love, and help others to do the same.



“As we look ahead into the next century, leaders will be those who empower others.” - Bill Gates



SECTION 1:
WORKING WITH
THE GENERATIONS



A TIMELESS STRATEGY FOR MANAGING A MULTIGENERATIONAL RECRUITING OFFICE

One week, you interview and hire a young woman who has energy, drive and a passion for recruiting. The next week, she walks in for her first day on the phones wearing a shirt that shows a large tattoo on her back. And she has her nose ring in.

Not a big deal to her peers, but your top performer is a Baby Boomer who absolutely refuses to have anything to do with her. He sees her as a flake, and until she proves herself, your senior employee isn't going to lift a finger to help the newest member of the team make it.

It's a scenario we see more and more playing out in business: three generations with very different priorities, skills and needs all on the same team. In a recruiting office, where mentoring is essential for new team members to succeed, the risks are high. If employees have built-in barriers to one another, the cost can be devastating in terms of morale, turnover, and lost productivity.

As an Executive Recruiter who has made hundreds of successful placements, who counsels other companies on how to manage the generational mix, it should be simple. But it isn't. It is hard work to make a multigenerational recruiting office thrive.

As an industry, we can't afford not to. Generational harmony is an absolute necessity. Cyclical economic growth continues to create more jobs, and our workforce is shrinking. Qualified professionals are at a premium, and supply is limited. According to projections, there will be 4.3 million more jobs than talent to fill them by 2011.

This is great news for recruiters, but unless we have a strategy in place to attract and keep “A” Players on our own teams, we can’t compete in the long run. Job orders will remain unfilled; desks will be empty. A recruiting office is only as strong as the people on the phones, and if generational conflict is allowed to poison the work environment, productivity ultimately suffers.

Baby Boomers (born between 1946-1964) have defined the workplace for 30 years. At 46 percent of the workforce, they are still the dominant force in our businesses. Boomer recruiters are the backbone of many offices, and are the majority of owners/managers. They rock the phones... they have better conversations with candidates and clients thanks to their excellent communications skills. They cultivate deeper professional relationships and value them. But along with these gifts, Boomers also possess an inherent distrust of the up and coming generations. That has to change.

Over the next few years, the majority of professionals will be Gen X (born between 1965-1977) and Gen Y (born post-1977). These younger workers will be able to pick their team carefully, tailoring careers to suit their lifestyles. Does your office have a strategy in place to guarantee they will choose you? It is no longer enough to find, attract, and hire good people. Every member of your team had better be equipped to motivate, train, and accommodate them.

At my firm, Jonathan Scott International (JSI), my managers know they’ve got to keep pace with Gen X and Gen Y or we will lose them. Interestingly, the hiring process itself is different today than when I opened my office eight years ago. Sometimes I feel like I am the one being interviewed when talking with potential employees. But I am willing to work through differing expectations because great things are coming from Gen X and Gen Y. That is why I’ve developed and

implemented multigenerational-friendly management training programs for recruiting firms of all sizes.

To retain our account executives and project recruiters, most of whom are Gen X or Gen Y, we keep our bullpen hopping. Flat screen TVs broadcast CNN, and the sound system is cranked up, playing the hippest music on satellite radio. A putting green is in the corner and the occasional beach ball is in the air. We make sure our recruiters don't go home saying they're bored. That is the first step out the door for them. We vary routines, have contests, and pay for monthly entertainment.

Managers are trained to provide the constant feedback Gen X and Y crave without hovering. We get the most out of every hour in a workday because we are committed to the work-life balance that younger generations require. Regular overtime is a deal breaker with them.

My advice is to other owners and managers is to break the day up, keep it stimulating. Try dividing the workdays, maybe marketing and recruiting in the morning in one part of the country, and tackling a new part in the afternoon... anything to keep it interesting. Remember, your younger recruiters grew up with a remote control in one hand, a Nintendo control in the other, while music was playing in the background. Make sure you are engaging them in multiple ways so their jobs aren't perceived as monotonous.

Where does all this leave the reliable Boomers? Some people say you can't teach an old dog new tricks, but I've found if you train and motivate people right, it's the new tricks that keep them happy. Part of my job is to educate my Boomers so we can close the talent revolving door.

Boomers didn't grow up with a computer, the Internet or a cell phone. They tend to be slower with technology. This can be off-putting for

both Gen X and Gen Y. To soften the blow of being given computer software training by a kid his grandson's age, encourage a Boomer to view the relationship as symbiotic. The Boomer is gaining valuable technological expertise, while providing mentoring to his younger co-worker.

Baby Boomers' identities have traditionally been tied to their careers. They want financial success and they are willing to work hard to get it. Capitalize on this by making sure their progress is tied to the success of the younger team members.

At JSI, we conduct daily, high-participation morning meetings. I find that my younger employees look forward to starting their day with meaningful input and my older ones learn to enjoy it. We use this time to focus on the teamwork necessary to meet our corporate goals. This ultimately enhances everyone's careers.

Three different generations. In some ways, they came of age in three different worlds. But today's reality demands that they perform as one. Recruiters who can adapt—adopting a new millennium management philosophy, will move into the future stronger than ever, energized and strengthened by the mix that is the multigenerational workforce.

As recruiters we know the timeless truth of the workplace: Talent drives performance. The companies who attract and keep exceptional people, whatever their generation, get exceptional results.



“The very essence of leadership is that you have to have vision. You can't blow an uncertain trumpet.” - Theodore M. Hesburgh



ESTABLISHING VALUE IN A MULTIGENERATIONAL WORKFORCE

Today it's a candidate's market, full of bountiful opportunities and lots of choices. The best candidates know exactly how valuable they are, and that isn't good news for our industry.

Candidates are often so intoxicated with their own worth they do not see the need for outside advice or help. They've got the power, and they aren't afraid to use it. Exceptional offers are being turned down on a record basis. Candidates are growing increasingly selective. It's becoming more and more difficult to keep control of our candidates and the hiring process.

I don't know about you, but I have experienced a growing sense of entitlement within the talent market, at all levels.

If you're frustrated, you're not alone. I recently talked to a colleague who has billed over 400K annually for two decades in pharmaceutical recruiting. He said the past 10 months have been the least rewarding of his entire career. "Candidates aren't returning my calls," he said. "They're accepting counteroffers and falling off in huge numbers."

This is a conversation I'm having with recruiters all around the country. We're losing our influence with candidates, and we need to reestablish our relevance in a very real way. But how? What do we do on our end to remain vital in a high demand, low supply market? This trend requires a new approach. It is time to move from the tactical recruiter to the valued career coach and trusted business advisor. And how is this accomplished?

By developing a thorough and true understanding of our candidates. By recognizing their hot buttons—the reasons they are considering a change, their likes and dislikes concerning their current positions, and getting a handle on their dream jobs. But this is not new; this is what being a good recruiter is all about.

Don't be fooled. There are new variables in this familiar equation. They are Generations X and Y, and along with the Baby Boomers, they make up a volatile generational mix. In order to attain success today, recruiters must acknowledge and understand the unique values, needs, and desires of these distinct generations.

A one-size-fits-all approach to recruiting is no longer viable. We must now consider a candidate's generational profile to ensure success in changing professional relationships and work environments. Not just typical characteristics, but what drives them and motivates them. What is behind their decision-making processes?

With three generations in the workforce, each with unique worldviews and varied work styles, it becomes increasingly difficult to completely understand a candidate's true individual needs. It is our job to make sure there is harmony and understanding between the recruiter and the candidate, despite potentially very real differences. Our goal is to avoid fall offs and turn downs, to make solid placements that are win-win for both client and candidate. To do this, it is imperative we have strategies in place that make it easier to navigate this generational minefield.

Three generations make up over 90 percent of our workforce: Baby Boomers, born between 1946 - 1964, Generation X, born between 1965 - 1981, and Generation Y, born between 1982 - 2002. As recruiters, we must take the time to learn about each generation's likes and dislikes, strengths and weaknesses, and work and communication styles in order to make successful placements.

A short overview of the generations can be used as a helpful guideline:

Baby boomers are hardworking, competitive team players with a youthful self-image. They tend to be more optimistic than their younger counterparts. They are often stereotyped as old fashioned, rigid and averse to change. Boomers have a get-it-done attitude in the workplace. They respect authority and value accomplishment. They communicate best through a structured network. They crave rewards and career advancement and are motivated by other's recognition of their hard work. They are highly loyal employees and for them, work comes first.

Recruiters can influence Boomers by appealing to these characteristics. Tell them exactly what impact they will have on an organization. Share the company's vision and how the candidate is well-suited to help them accomplish it. Appeal to the Boomer's natural love of a challenge by bringing positions to them that will help them shine.

Generation X'ers value work/life balance, so when presenting a position to them, make sure to outline the ways in which it will be congruent with this philosophy. Gen X'ers have a self-reliant and practical approach to the workplace. But they are often seen by others as slackers, selfish and cynical. They can be casual and direct in their approach to co-workers and managers, but they have the potential to contribute great things to the right team.

Gen X'ers enjoy a flexible workplace, where rules aren't too rigid and the atmosphere is collaborative. They thrive in a job that offers a balance of fair compensation and ample time off. Gen X'ers most definitely do not possess the employer loyalty of the Boomers and can be job hoppers. To successfully work with this inwardly focused generation, appeal to their individual career goals. Tell them why the position you are presenting is the best next step in their careers.

Explain precisely what's in it for them. X'ers really want to continue to grow professionally, so make sure you inform them of any training and development they would receive in the opportunity.

Generation Y'ers are the team builders. They are the ultimate at multitasking. They are technologically savvy and ready for fun. They are perceived by the older generations as disrespectful, lacking focus, and too dependent on technology, but these youngest workers are highly desirable team players. They are eager to please and respond very well to public praise. They will work hard to get the job done, but they are deadline, not schedule, focused. When presenting a position to Gen Y, keep in mind they value their autonomy. When polled, Gen Y'ers cited their number one priority as a good salary followed by advancement opportunities. When recruiting them, make sure your client companies understand they may have to pay more for this rising generation.

Gen Y is less inclined to pursue formal leadership positions, so you may need to do some fast talking to get them to see the value of taking on more responsibility. They seek varied experiences in life and in work. Explain how the opportunity will give them the chance to broaden their skills and vision. To successfully recruit them to an organization, show them how it will help them to achieve their personal and professional goals.

You will find that Gen Y'ers do not hesitate to bring their personal life to work. Make client companies aware of this. Gen Y'ers tend to be more loyal than Gen X'ers, but their ties are to the people they work with. Remember, they will get the job done but they aren't going to hang around the office just to put it in old-fashioned "sweat equity." Terms that appeal to this generation are job sharing, telecommuting and compressed work weeks. Don't try to force an old-fashioned, 9-5 opportunity on a Gen Y'er. You're setting yourself, your candidate,

and your client up for failure.

The key to success in this changing market is to recognize and address the two critical issues. The multigenerational workforce lends a new twist to traditional methods. You must work to become as familiar with your candidates and their unique generational traits, as you are with any position and client company. It is no longer enough to treat people the way you would like to be treated. Chances are they will have very different preferences. It's up to you to understand each profile, and to honor it with every individual and every interaction. Secondly, the talent shortage gives increased value and power to candidates. Now is the time to establish a career coach relationship with your candidates. Make sure you are seen as knowledgeable and trustworthy. Bring value to the process - develop a true understanding of what their needs are and how you can influence and assist their decisions. Work to build solid relationships where you are seen as a vital part of the process which will allow you to have influence in decision making. Don't waste your time and your credibility by presenting the wrong opportunities...because in today's brutal market, you probably won't get a second chance.



“If your actions inspire others to dream more, learn more, do more and become more, you are a leader.”

- John Quincy Adams





IT'S A BRAVE, NEW WORLD: UNDERSTANDING MILLENNIALS IS KEY TO RECRUITING SUCCESS

You and I know that people make a business. It's still true, but the workforce is evolving and yesterday's human capital strategies don't appeal to today's youngest professionals. The once-golden management philosophies we've relied on for generations have tarnished with age.

Recruiters everywhere are growing increasingly frustrated with the Millennials (born between 1980 and 2000). I recently had a veteran recruiter tell me he's given up on the entire generation. After one too many mis-hires, he plans to ignore them and solely recruit Boomers and Gen Xers. While that may sound tempting to those of us who've been burned by the inconsistent Millennials, it is a short-sighted business plan. Millennials are a generation roughly the size of the Boomers—and will be just as influential. Very soon there will be no large-scale recruiting success without them.

Like all recruiters, we deal with generational issues on a regular basis at JSI. We've come a long way, but we still experience the occasional failure.

We recently had a young candidate interviewing with a major hospital for a healthcare IT position. He was two years out of college with solid experience within the hospital's area of focus. We received an offer of 80K annual salary for him, which was a jump of 28K. Imagine that leap in your early career!

Relocation was required but it incurred no cost of living adjustment and the hospital agreed to cover all moving costs. Throughout the interview process, we'd had positive feedback from our candidate so we thought

we had a done deal. But after agonizing for two weeks, the candidate still couldn't make up his mind. Not surprisingly, the hiring manager got fed up and pulled the offer. When the candidate found out, he seemed relieved. It turned out he was still living at home with his parents, and he didn't want to leave the comforts provided by mommy and daddy. Lesson learned.

Millennials are young. In some ways, thanks to societal forces, they're younger than any other adults have ever been. But with a thorough understanding of their unique generational identity, recruiters can manage Millennials to achieve great success. Are you ready?

Meet the Millennials

The oldest Millennial is just 27 years old. They're very different from their older co-workers. They come into any organization exceptionally high expectations. Our national obsession with children, which resurfaced in a big way in the 1990s, has endowed them with a very strong sense of self. They grew up confident that they were the center of their parents' world and they bring that assurance to the workplace. They have been highly valued all their lives and they expect it to continue—even from their employers.

These are not people who will remain in unpleasant or disappointing surroundings for long. They demand much from their workplace and their boss. Work is a means to an end. That's it. Whereas Boomers define themselves by work and Gen X values work-life balance, Millennial see work and life as inseparable. The two are intertwined, meaning they bring life to work. It's not uncommon for a Millennial to be texting a friend while on the phone with a client or even during a meeting. They are accomplished multi-taskers, having spent their lives perfecting it, and they see it as an asset.

This is the first generation to grow up with digital media. They prefer to communicate via texting, instant messaging and email, not chatting on

a traditional phone. They understand and utilize technology. They are the driving force behind the surge in social networking tools.

They are notoriously indecisive—thanks to their parents. Millennials have never had to make any major decisions thus far in life. Doting, well-meaning parents have called the shots until now. The result is that even the most assertive Millennial will have trouble making a final decision on anything.

How to Recruit and Work with Millennials

Become their trusted advisor: help guide and mentor them

As recruiters, it's essential that we establish the right relationship with Millennials. They need our guidance to set and meet career goals. Remember that although they look like adults, they can be childlike in their decision-making. Position yourself from the beginning of your relationship as a lesson instructor or a coach/mentor. They've had a lot of those growing up and they implicitly trust those roles. Make it clear that you're there for them long term, and your goal is to help them achieve their goals.

Set professional expectations early:

They're used to older adults calling the shots. Don't be afraid to outline rules up front for your recruiter/client relationship. Define how you will work together: "As a recruiter, I have a role and responsibilities, just as you as a candidate have a role and responsibilities. We both need to live up to these to be successful." Make sure they have a clear understanding of things like realistic compensation, decision time frames, returned call times, interview processes, etc. They need your guidance here. Set expectations early, to avoid unpleasant surprises later.

Establish preferred communication methods:

This can be a big adjustment for experienced recruiters. We're used to phone time, but you can't count on traditional landlines when working with Millennials. Most prefer using email or cell phones. Save yourself

time and worry by establishing right away how they'll stay in touch. Even after that conversation, always use multiple contacts to reach a Millennial candidate. Every time you call them, also send an email, call their cell phone and send them a text message. Don't worry about overkill, they're so accustomed to hovering parents they'll think nothing of it.

Understand their dream job:

It's not about you... it's about them. These are kids used to their elders helping them get what they want. Listen to their dreams. Ask them to describe their perfect job. Yes, they often have unrealistic advancement and salary expectations. But that's where you, as a trusted advisor, earn your money. It doesn't help you or your candidate to nurture false hopes. Be honest: tell them what is realistic and what is not. Coach them, using the right game plan to make it happen.

Don't Underestimate the Importance of Environment and Culture:

These are not people used to being bored. They've grown up constantly entertained. Whether it was playing Nintendo or heading to football practice or acting class, they're used to doing something every waking minute. No generation in history has had less downtime. Millennials thrive in a vibrant, active work environment. Boredom is the enemy and they won't tolerate it for long. At JSI, flat screen TVs tuned to 24-hour news can be viewed from every desk. We have XM radio pumping. There's a putting green in the corner, the occasional football in the air, and bells to ring when placements are inked. I do all I can to create an energetic culture, one that fosters group participation and multi-tasking.

As a recruiter, make sure you understand the culture of an organization before sending in a Millennial. The right environment can be a great selling point to attract a candidate. Conversely, if you know a firm is stolid and set in its dreary ways, don't even bother. It isn't a match with a Millennial.

Cater to Their Social Leanings:

Millennials are products of the group project. They are adept at working with others to accomplish a goal because it was a huge part of their education. They appreciate diversity and will make allowances for all types of differences. This is a social generation that truly enjoys professional back and forth. They derive satisfaction from making an impact while working in a group. One thing to keep in mind: their loyalty to the group can supersede any allegiance to a company.

Don't be Tempted to Whitewash:

If you want to avoid mis-hires, don't exaggerate or minimize to cater to a Millennial. Give a truthful description of both the position and the organization. Millennials are not afraid to leave a disappointing work environment. Quickly. They want to be paid well and I don't mean in the future, so it's important that you give them realistic expectations about things like compensation, raises, new responsibilities and promotions. It will benefit you both in the long run.

Obey the Platinum Rule:

In today's workforce the golden rule is no longer the standard. You can't treat Millennials the way in which you would like to be treated and expect great results. Millennials are an entirely new generation, born into the lap of convenience and fed from the spoon of immediate gratification. They've never had to roll down a car window or hear a busy signal on a phone. They were raised by parents who provided all they needed and more. They are, as much as it makes me feel old to say it, very different from Boomers and Gen Xers.

To achieve success in a multigenerational workforce that will one day be dominated by Millennials, adhere to the platinum rule. Treat Millennials the way they want to be treated, not the way you think they should be treated. Agree to their communication methods and styles. Understand what they're trying to achieve and help them get there.

This is a unique generation, with new values and expectations. But recruiters who can successfully develop professional relationships with Millennials today are laying the groundwork for tomorrow's success. Because it is to this youngest generation that much responsibility—and profitability—will eventually come. And the recruiters who have helped them along the way will be richly rewarded.





SECTION 2: EFFECTIVE MANAGEMENT



IS IT PARACHUTE TIME? WHEN TO RESCUE YOURSELF FROM A NO-WIN SEARCH

"It has been my observation that most people get ahead during the time that others waste."

--Henry Ford

In recruiting, time should be a closely guarded ally, one that is treated respectfully and with care. Because wasting time is more than a productivity issue – it strikes at the very core of what we do. It can put a career in free fall.

We have all found ourselves engaged in uphill battles, attached to a bad job order. We can't or won't admit defeat, end the search, and move on to another assignment. This is not simply about our paychecks, because to undervalue this most precious commodity can cost much more than money. It can mean an end to a promising recruiter's career.

Recently my office concluded a search that took nine months. Looking back, we should have declined the moment we heard the numerous, exacting search requirements, because things only got worse from there. The interview process was arduous and frustrating. The pay was sub-par. And gradually, as our best efforts yielded no viable candidates, we realized we were engaged in a losing battle. There were less than a handful of qualified candidates in the entire northeastern United States.

Since this was a retained search, we were committed to doing whatever it took to make it happen – no matter what. Life or death (and at times it seemed the latter was more likely).

By the end of the search – we did finally place an individual – the casualties were heavy. Two of my recruiters were so frustrated with the search that they resigned. They had earned no money and we had

burned 1,000 hours – that’s 125 eight-hour workdays – on one search. For what? A \$25,000 fee. I vowed that this was never going to happen on my watch again. As a manager, I let my people down. I didn’t parachute in to save them. The opportunity costs make me cringe just thinking about it. Taking bad search assignments and working too long on bad searches costs our industry hundreds of millions of dollars annually. But as an account executive, manager, or owner, how do you determine the parachute time or when to stop working on a bad search?

I heard the term parachute time from Lil Rushing Roy, a longtime MRI Network vice president who has helped some of the largest recruiting firms in the business reach their potential. Throughout modern history, paratroopers have parachuted in to assist ground forces struggling in battle. They are truly lifesavers. In recruiting, it is up to those in positions of authority to parachute in to rescue other recruiters. As Rushing Roy put it, parachute time is the time it takes a manager to realize that a recruiter is working on a bad search, and the time it then takes for the manager to parachute in to save a recruiter from the search itself. Parachute time is ideally within two to three weeks, but realistically, it is way too often months. Signs it may be parachute time:

- Candidates you submit are already in process.
- The candidate acquisition process is taking an abnormally long time.
- An internal candidate surfaces and is suddenly in process.
- You discover that other recruiters are engaged in the identical search.
- You aren’t working with the hiring manager directly, but HR.
- The interview process is too lengthy.
- Requirements are very specific, tough, and almost impossible to fill.
- Hiring managers are inflexible.
- The client is slow to return calls.
- The job specifications repeatedly change.
- The client experiences repeated fall-offs and turndowns.
- The client rejects candidates for less than sound reasons.
- There’s a change in the hiring manager or hiring process.
- A merger or acquisition is taking place.

These are some potential indicators that it could be time to make a very tough call. Any one of them may mean that you need to quickly stop working on the search and start working on a higher-priority position. Remember: value your time over everything else!

As difficult as it is to cut ties with a client, the costs of clinging to one can be higher. I lost two promising recruiters to my own nine-month IT search. However, I have implemented safeguards to substantially minimize the chances of anything like that happening again.

Have the client sign off on the search profile or search requirements
A good first step in any search is to get job specs in writing. A better step is to put down on paper exactly what the customer is looking for, including background, skill sets, track record of success, and work history. Have the client sign this detailed search profile to verify that both parties understand and agree on what you are looking for. This helps you prevent the scope or specification creep that cripples so many searches. If something changes after the client has signed off on a search profile, it really is a new search and should be treated that way. That means asking for more up-front money because the specs have changed and many times your work has to start all over again.

Testthejob order

I like to evaluate the validity of a job order or search assignment right away. Once the customer has given you the job order or search assignment, try something like this: “You know, I think I may have the perfect candidate for you right now. I worked with an individual about a month ago that fits this profile almost perfectly. I don’t know if he/she is available, but I could call and find out quickly. Do you have time to interview this candidate on Thursday or Friday?”

I know of no better way to save time and effort than this simple statement. It quickly determines whether or not the client is truly motivated to hire. It establishes the real interest level and priority placed

on the search. What you want to hear after that question is anything that sounds like he wants to expedite getting that candidate in for an interview. Like, “Absolutely! Let me see, let’s book a time right now.” What you don’t want to hear is any type of delays, excuses, or hoops they want you to jump through first.

Set interview dates up front

Getting interview dates on the calendar when you take the job order tells you the hiring manager is interested in moving this process along. She is putting some real skin in the game, and that increases your odds of success.

Agree on expectations at the onset of the search

Don’t allow confusion or misunderstanding to steal your precious time. Always set expectations up front. Agree on communication methods, time frames for returning calls, interview time lines, hiring processes, and the roles you each must play for a successful outcome.

Be real

Ask yourself this all-important question: Based on everything I know, can I successfully complete this search in the next two weeks? This is the average amount of time a typical recruiter should spend on a given search. If you can’t envision yourself, for whatever reason, getting the job done in a reasonable time frame, you may need to consider refusing the search. If you are in the midst of a lengthy search, reassess the situation. Are client constraints causing the delay? If so, perhaps a call to the client for clarification is needed.

Do a timeline of recruiting (working backwards) and use it as a commitment

It’s always good to talk to the client about a time line of recruiting. Here is what that sounds like: “You would like the candidate on board by May 15? Let’s see if that follows our recruiting time line. From May 15, the candidate will have to give two weeks’ notice, which works back to

May 2. We need to allow a couple days for the offer, which brings us to the end of April. The interview process we agreed on will take two weeks, which brings us to April 12. We need at least two weeks to do a comprehensive search, which brings us to April 1. In order for us to have a candidate start by May 15, we would have had to start on the search a few weeks ago. But we may be able to knock off a couple weeks if we work together on it. Can we agree to go forward in trying to speed up this process on both ends?”

Set a time in the future for a search assignment evaluation

Every office should set up a time in the future to do an evaluation on a new search assignment with a new company. This could be an arbitrary time, say, three weeks in the future. After that initial search period, a formal evaluation gives you a chance to look at the search to see if it makes sense for you to continue. This evaluation should be done with the individual(s) working on the assignment as well as someone who is not in the heat of battle with the search. Often, it takes an outsider to make you realize you are wasting time on a bad search. During that evaluation, the topics should include expectations being met, changes in search, time to close, customer communication, sense of urgency, and realistic forecasted close date. The bottom line question is “Based on what I know today, does it make sense to continue?”

Discuss any issues with a client—to agree on changes

If you begin to have conflict or issues with a client, call them on it. Immediately pick up the phone and address it. New clients are notorious for not telling you any less-than- positive information about a search – just to get you to work on it. They may “forget” to let you know there are other recruiters working on the same search. They may leave out the fact that the offered compensation is 25% below market value. Or you may not learn until too late that the position has remained unfilled for a year and a half.

If there are issues with compensation, hiring time line, unrealistic requirements, and so on, talk to the client about rectifying them. The result is a win-win recruiting situation. When you help a client create a successful hiring culture, you increase client loyalty and your own business. If a client disregards your advice or refuses to budge on an issue, you may need to start looking around for your parachute.

Recruiting can be like a battlefield, where integrity is prized, valor is rewarded, and time is an ally to be guarded. The best way to win in our industry is to value your time by spending it only on search assignments that will yield real placements and put dollars in your wallet.





TO NAVIGATE THE ROUGH SEAS: IT'S ALL IN YOUR DECISIONS

Recruiters everywhere are sending out S.O. S. signals. If it's not a jobless recovery to worry about it's the potential for a double dip recession. Many of us are searching for a magical formula in these tumultuous times in

hopes of weathering the storm. If there were such a thing and it could be bottled, we would all buy a lifetime supply and sail away to some far away Caribbean destination. It is true, our industry along with many others have experienced some choppy seas in recent months and years due to the devastating economic tsunami.

Many of us have had the wind taken out of our sails, we let go of the ropes and let the sails flap in the breeze, hoping that divine intervention would save us. It did not. Some of us grabbed a pair of oars and rowed as best we could, only to find that we expended more energy and got nowhere fast. A few of us battened down the hatches and dropped anchor to survive. And a few of us became better sailors.

"It is not the ship, so much as the skillful sailing that assures the prosperous voyage."
– George William Curtis

Don't get ready to walk the plank just yet. Now is the time to get your recruiting skills in ship shape. What can you do to guarantee smooth sailing in the months ahead?

Your success is all in the decisions you make

It sounds so simple. Most of life's basic principles are. "Buy low, sell high." "Eat less, move more." It is so very simple, yet so true. Where you are in life TODAY is all due to the decisions you have made in your life thus far, both good and bad. If you have made a few bad choices along way, don't

let them hinder your success, you're only human and we all have been there. The good news is that life is far from over. There is no time limit on success, one must simply make good decisions from here on out.

How does this relate to recruiting? Your results are all about the decisions you make; from what clients you choose to work with, to the job orders (Search Assignments) you choose to work on, to the candidates you choose to represent.

Client Decisions

One of the most important decisions for any recruiter has always been choosing the right companies to do business with. This is even more critical now than ever before. Valuable time and resources are at a premium and can't be wasted.

If you evaluated all the time you spent on searches this year, most of us will find that some clients took an enormous amount of time – with limited results. You will also find out that you had some clients who you didn't spend a tremendous amount of time with, however you made more placements with them. Knowing this information is crucial to you and your firm. In going forward the decision is simple. Spend more time with clients and prospects like those that you have made the most placements with and less time with the prospects or clients that are time wasters with limited results.

This is often easier said than done, especially when working with new clients. Many of the reasons why time is wasted directly relate to sense of urgency, exclusivity issues, or having direct access to the Hiring Manager. Sound familiar? A large number of these time wasters that apply to the clients we choose to do business with directly correlate back to some point from the Job Order Matrix. Using the evaluation process that is involved with this form (discussed in more detail below) can significantly minimize the risk of spending too much time working with bad clients.

Job Orders Decisions

If the seas are rough, when a recruiter gets a job order from a client, it seems that it is time to drop to one's knees and thank the heavens above. Unfortunately, unless we took the time to determine if it was a good enough job order to work on, it often added up to time spent on searches—more work and no placements. More of the rowing harder to get nowhere fast kind of thing. Navigating through the murky waters today requires a steady rudder.

Now more than ever, it's important to evaluate each Job Order or Assignment "before" you commit to taking the search. There are ten critical factors that need to be measured: Sense of Urgency, Difficulty of Search, Exclusivity, Hiring Cycle, Salary, Potential for Repeat Business, Mutual Cooperation, Fill-ability, Fee and Interview dates. Each of these areas are listed on the Job Order Matrix and provide a scale for measurement and evaluation. (Feel free to use the form my office uses here at the following link: <http://talentwinsonline.com/articles/fordyce2010/Job%20Order%20Evaluation%20Matrix%202009.pdf>) Bob Marshall did a wonderful job at developing this tool years ago, and I simply tweaked the masterpiece.

To insure we have a complete understanding of all the variables that could affect the success the search, we must get back to the basics and first take a "complete" search assignment profile. Use the Job Order Matrix to evaluate the search and don't stress if it is lacking in a few areas. Keep in mind that there will always be "areas for improvement" in the search – seldom do we see searches that are perfect. Now you have a good understanding of the challenges you will need to address to perform a successful search. It's then time to go back to the client to see if they can change some of the issues that are causing you some concern in fulfilling the assignment. Again, this needs to be done before you commit to the search itself.

For example; "Mr. Client, before we can commit to begin the search for your Vice President of Engineering, there are a couple areas that we need

to discuss. We have concerns that they may cause us some problems in getting you the best potential candidates available in the market place. When we talked about hiring process, you had mentioned that you need at least 8 weeks to get your process completed. We have found that if it takes longer than 3-4 weeks for an interview process, we lose our best candidates. We lose them to other opportunities and well as to their current employer. What can we do to shorten the process? In 3-4 weeks, we can determine if they are the right fit for your organization as well as give the candidate sufficient time to determine if it's a good fit for them. We also have less of a chance to lose our best candidates due to time delays, other opportunities or fear of leaving their existing employer that sets in when too much time goes by.”

Each area of the search that presents a concern should be addressed and discussed with the client to see if any changes can be made. Often changes can be agreed upon and clients appreciate the knowledge and honesty that you provide. If the client is not willing to work with you on making the process a win-win or to increase the chances of a successful search, it is advisable to decline the assignment. You do not want to be calling “Man Overboard” any time soon.

Candidate Decisions

How many times have you gotten to the end of a hiring process where the client is excited about your candidate, the offer comes at exactly the amount you need and then..... the candidate turns the offer down, or doesn't show up for the final interview...or takes a counter offer? What ever the reason, you end up not making the placement and not collecting any check for all of your efforts. Nothing could be more disheartening. Been there... done that.

One way to drastically reduce this from happening is to make the decision that you will only work with the best and most qualified candidates. How can you insure you are only working with the best? By choosing to continually re-qualify the candidate throughout the process and getting

the approval to accept an offer on the candidate's behalf at the conclusion of the interview process.

Having the ability to accept an offer for a candidate is huge. It involves trust, credibility and developing a relationship based on these terms. All of this is a result of setting the stage for a successful relationship in the beginning and outlining who has what roles.

When I get a candidate on the phone and find out they are a fit for the position I am recruiting on, I set expectations. The expectations lay the ground work for the roles and responsibilities of each stake holder in the process as well as establishing how we will work in going forward. When setting expectations, determining and confirming the dollars to accept on their behalf after the final interview is critical. It stops salary creep from happening at the end of the process. Following is an example of the expectations document we use: <http://talentwinsonline.com/articles/fordyce2010/Setting%20Expectations.pdf>

Along with setting expectations, qualifying and re-qualifying candidates is one of the most critical parts of the recruiting process. Even more so today! The general rule is to qualify and re-qualify early and often. We do this with the candidates on every conversation. Why so often? Life happens fast and can change in a moment. We need to know where our candidates are at in the decision process at every conversation. The three most critical points for qualification and requalification are on the first conversation, before the second interview and before the final interview. We take a great deal of time before the second interview especially and fill out a Candidate Requalification and relocation form: <http://talentwinsonline.com/articles/fordyce2010/CDS%20Requalification%20Form.pdf>. This gives us a snapshot of where the candidate is at – midway through the process. Do they have enough interest to proceed, are they a good match for the position, are they willing to accept the position if offered? This is a point in the recruiting process where we need to make a decision if it makes sense to go forward with this candidate in the process.

The final step in re-qualifying the candidate – is having the ability to accept an offer on their behalf before the final interview. The day before the final interview – ask the question, “If I get you the 100K plus 20% bonus, can I accept the offer on your behalf?” This question alone will increase your success more than any other step in the recruiting process. Why is this so effective? First of all, it lets you know if the candidate is ready to accept an offer. Secondly, it gets out any remaining objections before the final interview. If the candidate does not allow you to accept an offer on their behalf, you must ask Why? Until you get a number to accept on their behalf, don't allow them to go on the final interview. This will quickly flush out any concerns or issues so you can address them before the final interview and go forward confident of the close.



“The wind and the waves are always on the side of the ablest navigator.”
– Edmund Gibbon

Navigating a recruiting ship in any environment isn't easy. Add in a rough economic sea, and it becomes a job that will challenge even the most seasoned captain.

If you find yourself currently between the devil and the deep blue sea, don't jump ship yet. Hoist your sails and focus on making the right decisions in going forward. Choose to work with the clients that will bring you topside, qualify your Job Orders and only work with the best candidates. The decisions we make in life are critical to our success. In recruiting it is no different. Practice making better decisions everyday and you will experience smooth sailing on life's vast ocean. Anchors Aweigh!!!





DOUBLE PLAY: EFFECTIVE LEADERSHIP AND PERFORMANCE OPTIMIZATION: PART 1

As the baseball season winds down past mid-season, separating the teams in the pennant race from other teams is not a difficult task. It seems year after year the same teams are vying for the top and showing strong performances, as many others are struggling to remain competitive.

With hopes long gone of any chance of a winning season, what happens to the team's morale? How frustrating for the owners who spend millions on key talent, for team managers who spend countless hours coaching and for players who have given the game their heart and soul. Do they continue with a great attitude knowing their ultimate goal will not be achieved or do they accept the situation and go through the motions of playing out another average season of effort and performance?

The real question is what do the successful team managers do that give them more wins consistently while many managers struggle to keep their teams alive with mediocre results year after year? Can't we ask the same of our industry? Why do some offices see recruiting performance success and enjoy strong growth and profitability on a consistent basis year after year while others just struggle to survive in any economy? Like a professional baseball team that can never get the right formula to consistently be in the pennant race in the middle of the season let alone the end of the season – the problem ultimately lies in ownership and accountability.

Who owns the responsibility for performance in your office? Is it you, the owner? Is it your team manager? Is it time for a change-up? How is performance measured? Are you positioned for a perfect game or to get shut out?

Recruitment performance is not measured just in the size of an office or solely in the number of annual placements made. Bigger is not always better. Many owners have taken small teams and built them into large ones, only to scale them down again due to the lack of performance and profitability. Recruiting performance is based specifically on the batting average or efficiency of the individuals within a recruiting office. There are many ways to measure this but the simple way is to use a simple metric called PDA (Per Desk Average). PDA is determined by taking the total annual revenue, divided by the number of producers. (Producers are the individuals who are involved in revenue production, those doing business development, recruiting/sourcing or research). Like a major league hitter who bats over .300, a \$300,000 PDA ranks in the top 10% of our industry. In baseball, a batter averaging .100 may see limited time in the majors; however, the \$100K PDA is considered to be on the low end of recruitment performance.

So how do we hit a grand slam? The answer is simple – increase our PDA. What’s the game plan to score a winning season? Get everyone to be personally responsible, accountable and committed to their individual performance and a strategy to helping them attain their own goals and objectives.

Easier said than done however. Optimizing performance is tied directly to accountability and that leads us back to who is managing the team?

Who in your office truly owns recruiting performance and is accountable for it on a monthly basis? If you are having a bad month and your team leaves the office at 5pm on the dot while you are



still at your desk making calls – who is responsible? The answer is you. As an owner or manager “you” are the one who owns performance. Are you tired of being the relief pitcher month after month? Wouldn't it be nice if the line-up was changed?

What if your key players, the producers in your office, had complete accountability and commitment to achieving their individual and team performance goals on a monthly basis with or without your help? It is no easy task to get an individual to accept personal accountability and commitment to hitting their own performance goals consistently. A strong team manager can often use the stats to enhance skills and encourage an increase in production but the team themselves still ultimately drive performance.

It is leadership that makes a difference. Leaders instill ownership in the employees and get them committed to achieving their goals and objectives. Leaders are not focused on managing, they set minimum levels of expectations and establish performance goals based on the individual's own goals and objectives.

Determine the Base Line - Setting Minimum Levels of Expectation

To start this transformation it starts from the beginning with an employee. Prior to any individual joining your organization, it is critical that you know the key metrics for your organization and industry and set the minimum levels for performance based on what will yield the desired results for the year. This is very important because your expectations for your players may be different than others. These must be shared with all potential new employees in advance with the understanding that the minimum levels of performance are a key expectation of the job and must be met.

Results and Activity Based Minimum Levels of Expectation

Results expectations are the minimum performance outcomes expected on a weekly, monthly or yearly basis. These often include the number of placements and the total dollars billed. A leader shares with their em-

employees minimum expectations because that is the minimum amount an employee is expected to produce to remain a profitable part of the organization. And profitability is the key. Offices can no longer afford to have unproductive players in the dugout.

A conversation may sound like this, “In our organization we set a minimum level of performance in the number of placements per month. We do this because we need to remain a viable business and we know what it takes for our office to be profitable. Every individual has a cost and is responsible for covering that cost in production. At our organization that means that you need to commit to producing a minimum of 1 placement a month after your initial 90 days. We understand that is below your personal goal that you have set however this is the number that will pay for your cost as an employee. If you choose not to perform at that level, you are choosing not to be part of our team.”

Activity expectations are the minimum activities needed to achieve the desired results. These would include everything from send outs to quality candidates to presentations to the number of calls made on a daily and weekly basis. Since activities lead to results, leading and managing by the activities is the single most important management duty in recruiting. Activities are the key ingredient to success in recruiting. If you do the right activities and you do enough of them, your chances of success increase exponentially. In order to establish the minimum activity levels, an office must have a system in place for tracking metrics and ratios for performance. You have to know how many presentations it takes to get a send out, how many send outs it takes to get a placement and so on. Ultimately these will be based on the individual skills of your players but in establishing minimum levels, you must use your office averages. Your conversation with a new employee may be, “We expect you to make 80 calls per day. 80 calls per day will lead to 15 candidate presentations a day which will lead to 3 quality candidates to be submitted to our clients on a daily basis. If you do not hit 80 calls per day, we don’t achieve 15

presentations and will not have 3 quality candidates. If you choose not to make the 80 calls per day, the bottom line is that you are choosing not to achieve your 3 quality candidates per day.”

By using the statement “If you choose not to...” It creates a clear understanding that the employee is responsible and has a choice in their success or failure in the business. They have choices to make every day. They can make good choices, they can choose to plan, they can choose to make the calls or they can make bad choices and fall short of achieving their goals. It is important that the employee fully understands the batting order and who owns their personal performance.

RBI's -Setting Personal Goals and Team Goals

Often individuals and teams struggle to get behind a winning game plan because they don't feel it is theirs. It is a random number that management assigns and says “play ball!” People do not go to work to achieve the goals of the organization or to create wealth for the owner, they go to work to achieve their own personal goals. If an employee sees value from the organization in helping them to achieve their goals, they typically stay and perform. When they stop seeing value, they leave. The more an employer can help the employee to achieve their personal objectives, no matter what they are, the more value they bring to the employee.



Personal Goals

It is so important to completely understand an employee's personal goals. This could include career goals, financial goals, thing goals and other personal objectives. The more that you know, the more you can help them achieve their life dreams. By helping them to achieve their dreams, you

will get more performance and ownership from each of them. Using an annual Personal Scorecard for each employee will give you the opportunity to get to know what is important to them. Have them share it with you and discuss what it will take based on their batting average to make it happen. Business goals can then be correlated to personal goals and when they are connected... It's a home run! For a copy of a Personal Scorecard form, visit www.jonbartos.com and go to the library section.

TeamGoals

A winning season involves more than knowing the stats for the players and individual goals. It is just as important to set team goals. Again, this can not be a management directive. It has to involve the team. The exciting thing about team created goals is that they tend to be theirs, meaning they get behind each other and work as a team to achieve the desired result. If the team is committed to a goal, they are often self-managing. Like a veteran who takes it upon himself to talk to a rookie about the right way to behave on the field, the team itself addresses and manages poor performance. And if a player is not performing up to his expectations, the other players step in to eliminate the shortcoming.

It is no secret why some teams consistently outperform others year after year. Isn't it time you started playing hard ball in creating a winning culture in personal ownership and performance? As a leader it is your responsibility to develop commitment and accountability in your team. Determine acceptable PDA numbers, set minimum levels of expectations in performance and correlate business goals to personal and team goals. You will see your batting averages hit record highs and you may even move your team to the major league.





DOUBLE PLAY: EFFECTIVE LEADERSHIP AND PERFORMANCE OPTIMIZATION: PART 2 - DEVELOPING A CULTURE OF PERFORMANCE

Recruiting is a tough business, an activity oriented phone and internet based business where statistics indi-

cate that 9 out of 10 new recruits don't survive their first calendar year. It's also one of the only businesses where the product can tell you "no." Add to these inherent challenges the fact that research shows the average US worker wastes 26% of their day on socializing and personal internet use (Malachowski, 2005), which is probably closer to 40% now that social media has taken over with Facebook and Twitter. The ability for a manager to develop a strong culture of performance is extremely difficult if not outright impossible.

Some organizations manage to do this despite the challenges? How do they do it? How do they grow aggressively and reach 50-100 employees while others struggle to hire and keep a few productive ones? The answer...successful owners and managers develop a strong culture of performance.

Winning professional sports teams are excellent examples of how to develop effective cultures of performance. If you followed the New England Patriots in the 2000's you saw a complete 180-degree change in the culture of performance. When William Stephen "Bill" Belichick came to the Patriots, he inherited a culture of individual performance over team performance. He had to quickly make changes to the existing system to change the culture. He changed the focus to acknowledging individual performances only to the extent that they made an impact and added to a winning team – but if the team lost, everyone lost. Now there was a stronger reason for higher level of personal performances which added

to the greater good. In 2007, the New England Patriots went undefeated in the regular season. When you walked into Gillette Stadium you could tell the difference, the atmosphere had changed. Everyone felt a much higher level of intensity and anticipation – the players, the coaches and the fans. When a true culture of performance is established, winning isn't just desired -it's expected.

When it comes to developing a winning culture, sports teams often have the advantage over recruiting firms. They have a high supply of quality talent coming from the college programs that keep the benches full of qualified players waiting to come in and play. The starters know this and they do everything in their power to perform to keep their positions. Secondly, the players are paid to WIN. When professional sports players forget the latter, they along with their managers, find themselves out of a job. Remember - It's all about the "W."

Winning must be Valued

"Winning isn't everything, but the will to win is everything."

- Vince Lombardi



We live in a society where value is now being placed on just participating and not necessarily winning. We have graduation ceremonies for kids making it out of 6th grade and every kid today in sports gets a treat after each game and a trophy at the end of the year – no matter how the performance ranked. Look around you in your recruiting office. Are there individuals who are OK just participating, those who don't put enough effort in to "win" on a consistent basis? To develop a culture of performance – a high value must be placed on WINNING and it has to be valued by both the coach and the players in order for it to exist.

In recruiting this means everyone must be focused on hitting metric targets and revenue goals not only from an individual perspective but from a

company and team perspective as well. Many individuals focus on hitting monthly, quarterly and yearly targets or quotas that have been decided but do not increase performance once these objectives are met.

In organizations where winning is not valued... winning often doesn't occur. A great example of this was the 1990's Cincinnati Bengals. Since the owner Mike Brown focused on making money and not winning, the culture of performance was not a priority. The organization made money however the team and the fans lost a lot. The Bengals lost the most games out of any other NFL franchise in the 90's. You could feel it in the air as you watched the games. You had a feeling they would end up losing, even if they were winning at the beginning or end of the game.

Individual and Team Goals

"It is not the mountain we conquer but ourselves." - Earl Nightingale



Setting goals is imperative to creating a culture of

performance. Goals must not only be known, but they also must be displayed and focused on. Individuals not only need to know their year end goals to shoot for, but also the quarterly, monthly, weekly and daily goals that need to be met in order to reach that yearly target. Offices with a strong culture of performance, understand that daily goals need to be focused on and met by each individual. They are displayed at each person's desk and there is an awareness of each member of the team and they take it seriously. At lunch time, individuals focused on their daily goals – will check their phone time and number of calls made to make sure they are on target. At the end of the day, those focused on their goals will do what it takes to hit their new job orders, send outs and Quality Candidate targets. By having an intense focus on daily goals - this goes a long way to ensure that weekly, monthly, quarterly and Yearly targets are achieved.

Offices with a culture of performance also focus on team goals. Monthly, quarterly and yearly targets are set to encourage individuals to rally and

come together for a common cause. Team goals are displayed in as many places as possible to reinforce the message and often some method of tracking an posting progress is also shown to keep the goal current. Everyone is continually reminded of what of the team goal is and what needs to be done to get there.



“Whenteamoutgrowsindividualperformanceandlearnsteam confidence,excellencebecomesareality.”

- Joe Paterno, Penn State Football Coach

Create an Environment Where Winning Thrives

In order to enable goal achievement, having an environment that encourages winning certainly helps.

Creating buzz is an important management technique used for years in many telephone oriented businesses. The term buzz simply means that the environment sounds like things are happening. To create buzz, many offices put in sound systems, play “white noise” or in my office we play XM/Sirius radio. The bottom line for success in recruiting is that you need people on the phone. In the morning when things are slow, to help create more buzz, I often crank the radio up a few notches. This makes people talk on the phone louder and gets the others on the phone. It usually gets an immediate response and when the buzz in the office is to an acceptable level, I then turn the music back down to its normal level. Our office also has big-screen TVs playing CNN or Fox News with no sound. We want the environment to feel like things are fast paced and things are happening. It has been proven that music and sound can affect the productivity of employees.

It is always important to celebrate every win with some type of noise and attention. Most offices use some way of immediately getting attention for placements that occur, from banging a gong, ringing a bell, bellowing from a bull horn or stopping production all together to announce and discuss the details. Whatever the chosen method, offices with a strong

performance culture get the entire team involved in making some noise and celebrating the win.

“Excellence is not a skill. It is an attitude.” - Ralph Marston

Many offices also create awareness of activity going on by the use of white boards, locations that are out in the open and constructed to publish activity and results. Watching a coworker walk to the board repeatedly during the day to record send outs or new job orders that they got that day works well to get the others in the office motivated to make it happen. It allows individuals to get recognized for their efforts and spurs competition.

Competition is Encouraged

Competition brings out the best in people and there can not be a true performance culture in place without it. Whether it is competing for recognition in an office environment or a trip to Hawaii, it works. To build a strong performance based culture, the more you can establish an aggressive yet friendly competitive environment – the more the team will work to encourage all to participate.



“The essence of competitiveness is liberated when we make people believe that what they think and do is important – and then get out of their way while they do it.”

– Jack Welch

As a manager, I try to get my recruiters to compete for the most phone time, job orders, sendouts and placements. If newer employees can't yet compete with tenured individuals on the results side, they can still compete with them on activity. Activity competition helps tenured staff from resting on their laurels. Once major accounts are established, many

experienced individuals tend to stop doing the developmental activity that is needed to keep them at the top of their game. Competition helps them get the activity up to where it is needed.

Reward Performance

Having a system of rewards for performance is imperative to establishing and continuing a culture of high performance. If individuals and teams do not receive recognition for their efforts, they will not be motivated to continue achieving greater results. Acknowledge the end result. Placements are our “W” in our business and it is important to generate energy and enthusiasm for those who make it happen. When someone makes a placement in our office, we take a bell and ring it as loud as possible. Everyone gets off the phone, stands up and gives a high five to the person who made the placement. The peer recognition for the placement and the management “at-a-boy” recognition all go a long way in helping to encourage more placements and results.

What’s more important, however, is that we equally reward the ACTIVITY that leads to the placement. When phone time, number of calls, Sendouts and Job Order targets are met, a reward system needs to be in place to recognize the effort and the accomplishment of the things necessary to achieve the end result. Results are only the product of executing all the critical steps in the process - the activities.

Every Tuesday we take a look at activity for each individual in our office and point out in a public setting the excellence in activity that will eventually lead to a positive end result. The more an office focuses on rewarding the activities that lead to placements, the better the culture of performance becomes. When our office has sales contests, we don’t reward for placements. The recruiters already get a big commission check for the placement. We reward for activity—send-outs, new job orders and marketing presentations.

In Conclusion

Leadership is crucial in developing and maintaining a strong culture of performance. Any business can develop a performance-driven environment– but it has to be managed. A good leader will foster an office culture where winning (making placements) is highly valued, individual and team goals are established and focused on, an atmosphere of friendly competition is encouraged and openly acknowledged and rewards are not only for results but more importantly the activity that leads to the results. You can change an organization almost overnight, just focus on changing the culture.

“Comingtogetherisabeginning.Keepingtogetherisprogress.Workingtogetherissuccess.”
- Henry Ford





SECTION 3: METRICS



THE MAGIC OF METRICS

I hear it all the time.

Recruiters ask, What is the one thing I can do to hit it big?

Managers say, Can a hopeless wannabe transform into a superstar?

Like rubbing the jeweled bottle and waiting for a genie to pop out we hope someone, or something, will grant our wishes. But recruiters are lucky. Because in our industry, there is a magic answer. It is metrics. Hitting your metrics targets is the single most important success factor in executive recruiting. It does it matter if you are a new recruiter struggling to make your first placement, or a million-dollar producer striving to become a multi-million dollar record breaker: metrics work career magic.

When I look at a recruiter's numbers, whether one of my employees, a peer, or a client in my executive coaching program, I can tell if they are going to win big or fail miserably. There are many measurements out there, but 20 percent of the metrics get 80 percent of the results.

Quantity and Quality Metrics are the primary indicators I can utilize to help recruiters improve overnight. Quantity Metrics are the raw numbers you must hit on a daily, weekly and monthly basis. By keeping a close eye on your quantity, you will never have an unpleasant surprise at the end of the month. You will know if you have the sustained volume of activity to meet your goals. Quality Metrics are ratios, numbers that don't lie. They tell us how good we are at what we do.

Quantity Metrics

Time is money. In our industry it is the absolute. A successful recruiter has got to have quantity, the hours on the phone, to earn. Four is the

lucky number. If you have four hours per day of phone connect time, you have enough time in the marketplace to be successful. If you don't, chances are you won't meet your goals.

I know there are recruiters reading this thinking, I bring in \$500,000 annually and I am only on the phone two hours a day. I don't need to make any more calls.

Admittedly, with high numbers and low phone time, there is strong quality in the work being done. But if a recruiter has been getting by on two hours a day, imagine what could be gained with four hours of daily connect time. Doubled productivity and income? If you don't have the discipline of strict time management, you simply aren't realizing your potential. What are you doing the other six hours per day?

In a strong market, recruiters may be able to get away with limited phone time. We call it a "false positive" the ability to get significant results in under four hours a day. Because while it may work when the economy is humming, it will not when the market turns, or a recession occurs. Develop a four-hour-a-day habit now, so you won't go out of business like half the industry did in 2002.

As Kathy Lonneman, a long-time manager with the MRI Network said, Imagine you own a retail store in a prime location. Obviously you want your store open as many hours as possible to get customers to come in and buy from you. Recruiting is no different. When you are on the phone, you are open for business. When you are off the phone, your store is closed.

Does your store have the operating hours to be successful? Are you open long enough to serve your customers?

I've coached hundreds of recruiters. I've seen too many people try to hide behind sheer call volume. It is the measured "Market Connect

Hours” the time on the phone with the people who have the power to get you closer to a placement that count. Hours worked, number of phone calls made, time spent chatting with your buddies, repeatedly checking your voicemail; these are not the meaningful connections with professionals who matter. For real success, limit the \$5 activities like data entry, and increase the revenue-generating phone time with customers and candidates.

Planning is critical to productive phone time. To hit four hours, most people need to make in excess of 100 calls over the course of the workday. It’s all about focus. Stay on the phones. Don’t sift through emails or get distracted by office chatter. It takes hard work, but those who plan well and stick to high-value activities will reap the rewards.

Although there are other key quantity metrics including New Market and Candidate Presentations, Job Orders, Job Orders converted to Search Assignments, Employer Presentations, Send Outs and Placements, Market Connect Hours is the single, most crucial metric to recruiting success. If you don’t have call-accounting software, get it now. Measuring connect hours is the most critical metric of them all. Not knowing these numbers is like a professional ball player not keeping his stats, a no-win situation.

Quality Metrics

The time spent in the marketplace paying your dues and building relationships is vital. Quality grows from experience and quantity. The key quality measurements are: Dollars Earned per Market Connect Hour, Job Order to Placement Ratio, Employer Presentation to Sendout Ratio, and New Market Presentation to Employer Presentation



Ratio, and most importantly, First Time Send-Out to Placement Ratio.

Your FTSP Ratio reveals the quality of your search assignment or job order, and the quality of your candidates. There is not a more important ratio in recruiting. The lower your ratio, the higher your earnings. High ratios can be due to a poor understanding of your clients needs (bad job order) or unsuitable candidates. For beginning recruiters, it can be both. I have seen ratios as high as 50:1â 50 first-time send outs to one placement! Those are odds I wouldn't accept. On the reverse side I have seen 2:1 ratios. These are the rare individuals who have developed a true understanding of their client's corporate culture and hiring needs. They only present the right talent to the right peopleâ quality built on time in the marketplace.

To improve your ratios, define the search. Only work with "A" level job orders or search assignments. If they are not that way, get them that way. Every search assignment should have a high sense of urgency, clear specifications, and realistic client expectations. When evaluating a potential send out, determine if the candidate matches the client's specification exactly? 90%? 80%?

If you've done your homework and you're still failing with a high ratio, call the client and re-qualify the search. Take a second look at your candidate's skills and personality. If you have a client who demands to interview more than three candidates per search, you need to reset expectations. You may want to try something like this, "I've sent you the best three out of hundreds of candidates we qualified. You've seen the "A" players, which of the "B" and "C" players do you want to see next?"

The value a recruiter brings to a client is only as strong as the talent he brings on board. That is why understanding and applying metrics, objective evaluations of professional time and skills, is so important.

If your company measures the critical Quantity and Quality Metrics, success is yours for the taking. Recruiters who are part of the MRI Network can utilize PT Webb, a free service for network members. For those operating outside of the network, I strongly recommend a subscription to either The Recruiting Performance Management Systems(RPM Income and Metrics Calculator or RPM Dashboard) that I offer or the Lock On Report, ww.lockonreport.com. The Lock-On Report has helped hundreds of recruiters go from average to good, and good to great. It is time tested and an excellent resource for any recruiter or recruiting manager.

Essentially, our profession is a science. Those who have the phone time and the excellent ratios, earn the money. But market-connect hours and FTSP ratio metrics can work real recruiting magic. Minding your metrics will help you meet your career goals, and master the science of recruiting.

The next two sections discuss the important quality and quantity metrics in detail.





MANAGING THE METRICS: THE IMPORTANT QUANTITY METRICS

Managing a recruiting team is not unlike that of managing a major league baseball team. The tenured manager understands how to get rookies off to a good start by

developing the proper habits to achieve big league success. Once a rookie gets seasoned, the focus shifts to other skills that continued to be worked on based on specific achievements, or lack thereof. How can you tell when one player is doing well and another is struggling and needs some attention? It is often initially apparent in the results. The outcome itself, however, may not provide an explanation and to really understand it is necessary to evaluate the stats. The times at bat, the averages, the on base percentages, etc. Yes, the true answer lies in the numbers. For recruiters, we refer to these as the metrics.

Leaders who learn to manage by the numbers have a better understanding of their team's strengths and weaknesses and individual skill set deficiencies, and they know where they must spend their time to improve both team and individual performance. They also have the ability to see trend lines – both positive and negative which allows them to predict the future. That's right...predict the future.

Preseason Conditioning - Activity Metrics

When a rookie comes to play in the recruiting arena, a good manager knows that the first focus has to be on getting his players 'at bats.' The more at bats they will have, the better chance they will have of success. The tenured recruiting manager knows that his first job is to get his rookies at bats by getting them on the phone. If the new recruiter does not get enough "at bats", they will fail. Contrary to popular belief - even with today's social media, resume grabbers, aggregators, spider engines,

job board alerts, and much more at our finger tips today – recruiting is still a phone business. Developing the habit of being on the phone and not off the phone is a critical objective in the first 90 days for all new players. This conditioning must take place to develop the habits necessary for success in recruiting. Managers must also institute “minimum” levels of expectations on the critical activity metrics that lead to recruiting success. What are these critical metrics?

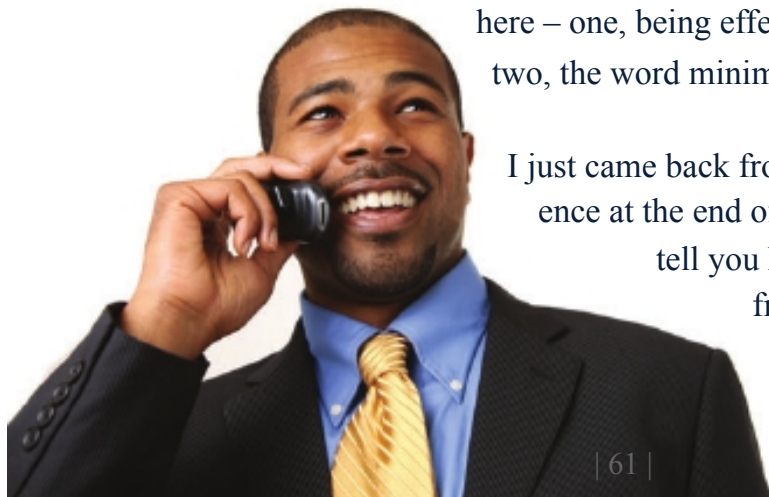
Number of Calls/Day and Market Connect Time

Managers know that if they can focus their team on the Pareto principle things (that 20% of activities that get 80% of the results), these two metrics are the most important. It’s a fact: the top players in the recruiting world average between 3.5 hours and 5 hours of phone time each day – the average being closer to 4.0 hours. Many players come and go in recruiting, the ones that average 4.0 hours of connect time are the ones that stay in the big leagues and have the ability to continue to improve their game. The ones that don’t end up a casualty of the game – most having to find a new career.

Being a new player in the field of recruiting and initially logging four hours of market connect time seems to be an insurmountable task. This is not as easy as it sounds and goes back to the conditioning process and the critical metric of number of calls per day. The first goal a manager should give a rookie is to plan effectively to make a

MINIMUM of 80 calls per day. Two key items here – one, being effectively planned, and two, the word minimum.

I just came back from an industry conference at the end of October and I can’t tell you how many times I heard from the group: “There is no way you can make



80 calls per day. You have to source, do the research, find the numbers, then make the call and have quality conversations – all in about 8 hours? Impossible!”

I am sure that many of you reading this article are thinking the same thing. The truth of the matter is that most of the recruiting industry struggles with this concept and it’s one of the main reasons why nine out of ten people don’t make it their first year as a recruiter.

Yes, it would be difficult to do the sourcing, research, and make calls at the same time. This is where the “effective planning” comes in. A good manager understands this and ensures that at the end of the day, his team spends the time needed to develop an effective plan that allow for a minimum of 80 calls to be made the next day. Typically, managers focus the team on planning for following day’s recruiting at the end of the day around 4:00 pm. This means everyone gets off the phone and works to prepare a solid call list, making sure they have an effective plan for over 80 calls for the next day. Most successful Recruiters have 100-125 calls ready before they show up for work the next day. Verification and research is done during this time as well. When a recruiter tries to create the plan and research while recruiting, the day ends up completely unproductive.

When effective planning is utilized and the call numbers have reached over 80 calls per day consistently, the next thing a manager should do is to do is focus on Market Connect time, the second key metric. It is quite normal that a new recruiter will make lots of calls, often have poor quality conversations, and see very little results. Just as rookies develop their stats as they get more experience, the same holds true for new hires. The better the planning, the more consistency in call volume and the better chance of quality conversations developing that lead to increased skill and success.

Quality conversations are the key to increasing Market Connect time as well bottom line results. An inverse relationship happens with phone calls and market connect time. Once the phone call numbers are being achieved on a weekly basis, then the focus moves to increasing the quality of the conversations – which ends up increasing the length of the average phone call – which eventually decreases the number of dials needed to be making to hit the Market Connect Time goals.



After we developed the right habits to plan properly for the number of dials the next day and we start hitting some strong Market Connect Time, we can start to focus on the other activity or quantity metrics that will lead us to success.

Conversations

In the age of technology in which we our living, it is somewhat ironic that it is easy to create lists of numbers and to make a lot of dials and yet not get anyone on the phone. Yes, we can develop the habit of making 80 calls per day but if a recruiter never talks to someone, how will they ever get the chance to present the wonderful opportunity they are so excited about? This is why the next metric is so crucial. Actual conversations need to be measured if we want to get results. A conversation simply means we connect live with someone on the phone – a hiring manager, potential candidate, or potential referral. During an average day, a manager wants to see 20 - 25 conversations.

Not only should conversations be tracked but they should be categorized as well. It is important to determine if the conversation is for marketing or for recruiting and to establish the appropriate quantity of expectations for each. Experience has taught us that it is often tougher to get a hold of a hiring manager or CEO than it is a potential candidate. We look for our recruiters who do both marketing and recruiting to have a minimum of five marketing presentations per day and twenty candidate

presentations. A presentation is a live conversation, with a recruiter on the phone presenting an opportunity or a candidate for an open position. Our expectations are for 20-25 conversations per day with five being marketing presentations and 15-20 being recruiting presentations. If a manager sees the numbers not being achieved, then steps can be taken to improve the quality of the presentation, the target people we are calling or the recruiter's techniques involved with generating interest. Recruiting is still a selling game; sometimes we need more sizzle to generate interest.

Quality Candidates

Assuming the Recruiter makes enough calls during the day and is able to have several live conversations where presentations can be made, the goal is to generate interest attract candidates to the opportunity that is available. From the 15-20 recruiting presentations achieved each day, a minimum of 1-2 qualified candidates should be identified. Depending on the market and the experience of the recruiter, this number could vary but 1-2 QC's per day should be the industry expectation. A quality candidate (QC) is a candidate that matches the position requirements and is interested in pursuing the new opportunity presented. If QC numbers are not being achieved, it is easy for the manager to evaluate the metrics to determine what is falling short. Is the presentation solid? Is it being articulated in a way to generate interest? If the presentation is good, the next step would be to verify the number of calls per day to ensure there is enough activity on the go to hit the desired amount of conversations.

Job Orders

Just like the expectations set for recruiting presentations, there should be targets in place for expected results from making Marketing Presentations. Though there are several goals for a marketing presentation, the ultimate objective is to get a Job Order. Out of five marketing conversations each day, we set a minimum expectation of getting one new job order, one per day. These initial job orders are often not of good quality and most probably should not be worked on, but in measuring the quan-

tity that is generated directly from presentations it provides a great tool for measuring the effectiveness of our marketing presentations to hiring managers.

Mapping “EPOEJO” Calls



Another valuable quantity metric that provides essential insight in to quality is the Mapping or “EPOEJO” call. I call it a matching and presenting call made to the hiring manager. If you have been in this business for several years, you may recognize it as the Employer Presentation on Existing Job Order call.

This call differs from most where recruiters have a brief conversation and then forward a resume of a candidate that may be a fit in hopes of getting an interview. A Mapping Call is when you phone the hiring manager – review the job specifications again and then do a presentation on a candidate or group of candidates. The premise behind this – is that resumes do not cover all aspects of a person’s career, knowledge, or experience. The mapping calls share the specifics of how the candidate or candidates meet the job requirements in detail with your Hiring Manager. This goes a long way to ensure your quality candidates get interviews.

The number of mapping calls is in direct proportion to the number of Quality Candidates presented. The target number for this quantity metric is five mapping calls per week. Again, these calls are specific and not just an email sent with a resume attached and a prayer that interviews will magically happen. Mapping calls directly correlate to sendouts. The more mapping calls made, the higher the percentage of sendouts.

Sendouts

A sendout is a result of all the quantity metrics outlined thus far. Sendouts tell us many things. They let us know if the job order we are working on is good, they can tell us our quality of candidates we are

submitting and how good are our matching skills are. Sendouts lead to placements and placements lead to money. Managers need to work with team members to set individual sendout goals based on each person's income objectives and they should also establish minimum levels of expectations. A strong minimum is five first time sendouts per week. Why five? The average new recruiter's sendout out to placement ratio is 10:1. With five sendouts per week, the law of averages says that will translate in to two placements per month. If the quality is great – it may lead to three, if the quality is poor, however – it may just be one. The quantity activity metrics discussed are heavily dependent and correlated to the Ratio metrics, which will be outlined in-depth next month.

Placements

Placements are the “W” in the recruiting world. Without placements, recruiting firms and recruiters struggle to stay in business. Nine times out of ten, by making two placements per month, a recruiter at any firm remains profitable.

Recruiting is a tough business and there is a lot to learn and do. No matter what is taught however, the industry as a whole needs to acknowledge the true value of the metrics that measure quantity activity as an integral part of the process. The trend has been to use technology as an excuse rather than a coaching technique to assist the players to increase their averages.

Our teams need to be conditioned in the beginning to do enough business to actually stay in business. Most recruiters go out of business too early, due to not having an adequate volume of business to sustain them. It's time to put a solid game plan in place. It starts with 80 calls per day and then quickly moves to four hours of market connect time per day. Once those numbers are mastered, the focus shifts to ensuring that there are enough conversations, quality candidates, job orders, and sendouts to make the placements. Once the volume of business is there, and only when it is there, can we take it to the next level and work on quality? ■



MANAGING THE METRICS: THE IMPORTANT QUALITY METRICS AND RATIOS

It has been argued over the years as to whether the practice of recruiting is an Art or a Science. Many in the industry would argue that recruiting is an art based on individual skills and several

variables since it deals with selling techniques, subjective matter and style. The better you are at it, the better your results tend to be. However, I would propose the latter. Recruiting is science. And a simple science at that. By understanding the quantity and quality metrics that define the recruiting game, we can take an average performer and coach them to achieve above average results - all simply by working on the quantity of activity that they attain daily and the quality of which they perform it.

In most offices, the top producers tend to have more activity on the go and their ratios tend to be much lower than those of the newer recruiters. Having more activity means they do more volume and tend to be on the phone longer. Is this strictly based on their individual personalities putting a creative spin on the way they perform? Absolutely not. Their ratios are lower due to the fact they are doing better at the “quality” of which they perform their work. By tracking the metrics over time and evaluating the important ratios, the hypothesis of recruiting as a science can not only be confirmed but it can also be used to transform the performance of your office over night.

In the previous chapter, the important quantity metrics were outlined and acknowledged as the first critical step in establishing a reliable platform for effective management and performance optimization. These constitute the metrics that have to be achieved initially in order to allow for a sufficient volume of activity to be attained for someone to be successful in the field of recruiting. However, we all know that the trend in life today

is not to work harder, we want to work smarter. With Millennial and the X generation in the work force, the four hour work week, people wanting more time off and life balance - we work to live, not live to work right?

So how do we work smarter? We begin by looking at recruiting as a science – systemized knowledge derived from observation. Once the quantity metrics are in place to provide the necessary volume of data, by paying attention to the Quality Metrics or Ratios, skill sets can then be monitored, evaluated and improved to achieve the desired results.

In the science of recruiting, there are several key “quality” metrics that every manager needs to pay attention to and recruiters need to master – in order to be at the top of their game quickly:

Per Desk Average

Per desk average tells us the efficiency of how well the office as a whole is doing. The calculation for PDA is the total revenue divided by the total amount of people on the phone in the office. Title does not matter, they can be Account Executives, Account Managers or Project Recruiters/



Project Coordinators or any other as long as they are on the phone and generating revenue. A good PDA is anything over 300k for the office, an average PDA is about 225k and a very low PDA is anything under 125k. To increase profitability in the office, a manager needs to take a hard look at getting the PDA up to over 300k. Most offices can double profitability by just increasing the PDA number from 200k to 300k.

There are several ways to increase PDA. Hire better performers, decrease the number of low performers or use the metrics to evaluate weak areas and provide additional training to those who need it to increase the skill level and overall performance.

Dollars per Market Connect Hour – (\$/MCH)

Dollars per Market Connect Hour establishes a rate that outlines how much each employee is worth for every hour they are on the phone. It's a great tool to help recruiters understand the value of their time. It is calculated by taking the total revenue in a given time period divided by the hours that the individual was actually on the phone during that period. For example, if Joe Recruiter was on the phone for 80 hours for the month (20 per week/4 per day) and they brought in \$40,000 in revenue, their time is worth \$500.00 for every hour they are on the phone (MCH). The higher quality work they do, the higher the \$/MCH will be. Often an hour wasted can be devastatingly costly. A word of caution,



however – this metric can at times be misleading. If someone is in a hot market or has a great account, they may be able to do less time on the phone and see incredible results.

Managing by this metric entails a good understanding of each person's ongoing volume of activity and a clearly defined \$/MCH rate that applies to them. An increase in the volume of work will then lead to an increase in revenue as the recruiting skills improve based on the quality of work that is done. More can be achieved in less time. This metric is tracked on an individual basis so that each person has a clear idea of what they are worth per hour of phone time and it also can be used to track the correlation to the profitability of an office. It is our goal in our office to quickly get the recruiters above the \$250/MCH which means for us that they are profitable. \$/MCH can vary significantly and can be improved by increasing the skill level of the individual.

First Time Sendout to Placement Ratio - (SO/P)

The first time sendout to placement ratio (SO/P) is the metric that everyone wants to talk about. The first time sendout to placement ratio is the number of times you have a first time sendout in order to get a

placement. It is calculated by the total number of first time sendouts divided by the number of placements for a given time period. It is very typical for a new person starting in the recruiting business to have a 10/1 or higher first time SO/P ratio. A recruiter who is very experienced and /or does retained work may have a 3/1 SO/P ratio.

The SO/P ratio applies to 3 key areas in recruiting for insight into quality:

1. How good is the Job Order being worked on?
2. How good are the recruiter's matching skills?
3. How well were expectations set with the client? (3 solid candidates only)

This ratio is a good indication of how efficient a recruiter is. The lower the SO/P ratio, typically the better they are at the recruiting profession. They know how to qualify a solid Job Order, they fully understand the requirements of the position and how to determine a fit and they set appropriate expectations with clients to eliminate excess work.

The SO/P ratio is also significant from a management perspective as it provides one area with ample room for improvement that can lead to an immediate impact in performance. By taking a good look at the Job Order and choosing to work on only those that are qualified and closest to money, there is a better chance of a placement as a result. By taking the time to do a thorough assessment of the client's needs and really understanding what they are looking for, will allow for a more proficient level of matching candidates to the skills needed. By setting expectations with clients up front, especially in the number of candidates that will be submitted, it will allow your efforts to be acknowledged and the process shortened.

New Marketing Presentations to Job Orders - (NMP/JO)

The marketing presentations to job order ratio (NMP/JO) tells us the

efficiency at which we market. The ratio is calculated by determining the number of marketing calls required to get a Job Order. The better we are at marketing presentations, the lower the ratio will be and thus the less calls that need to be made. This quality measurement is exceptional in determining how just how good we really are in terms of marketing.

In today's world however, there are several factors that can dramatically affect this ratio. The methods used for marketing and getting a hold of people play a major role. It's a voicemail, email and text communication world today, so if your voicemail and emails are weak, there will be fewer call backs and fewer opportunities to give presentations.

But as with most things, the more you do something, typically the better you get at it. To improve this ratio, start by talking to the right people and getting the right people on the phone. Second, use a strong insight statement for your market and a solid value proposition of why work with you opposed to any other alternative. Getting fantastic at handling objections is another good way of making sure you get the most out of your call. A good ratio for NMP/JO would be 5 to 1. An average ratio would be 10/1 and anything above 15/1 should cause a red flag. This indicates there is a skill set deficiency, a very bad marketing list, or worse yet, a market place that is no longer viable.



Managing by this metric must take in to consideration the individual recruiter's efforts in having actual conversations. They must be diligent in using all tools and methods of communication to get to a live person and they must be skilled in leaving interesting voice mails and emails to greatly increase the number of call backs received - all areas that can be improved by additional training and coaching. Paying attention to this ratio can also help to evaluate market place changes before it is too late.

Candidate Presentations/Quality Candidate – (CAP/QC)

Like the NMP/JO ratio is to marketing, the CAP/QC ratio is to recruiting. The CAP/QC ratio tells you how good you are at selling an opportunity. A QC (Quality Candidate) is a candidate that has the preliminary skills needed to submit in for an open Job Order. As a QC, they have an interest in the opportunity, they match the skill sets as outlined and they are willing to make a job change. This ratio is critical to track and manage by because it really evaluates a person's true recruiting skills. On the other hand, this ratio can make skill set deficiencies painfully obvious.

Many who direct recruit and ask for referrals miss an opportunity to get 2 to 3 additional potential candidates from the call and thus limit themselves. Again, it's not about working harder, it's about working smarter and being resourceful. Many of us often forget this is selling profession. We need to sell the sizzle of the opportunity and paint the picture of what life could be like by working with our clients.

The good news is that improving the CAP/QC ratio can be done very quickly and is often just a matter of making a small change to include the following format in to the presentation:

The 4 goals of a recruiting call:

1. Get referrals first
2. Get them interested
3. Build life- long relationships
by asking questions
4. Get their desired next step in
their career or dream job

This is something that I live by every day. By implementing this strategy candidate flow can improve very quickly. Managing performance by this ratio would include taking a good look at planning to make sure call lists are solid, using all technologies to get a hold of candidates, going after

referrals first, and role playing with recruiters to make sure they are really selling the opportunity and developing stronger relationships with potential candidates.

Job Order to Placement Ratio – (JO/PL)

The JO/PL ratio indicates the number of Job Orders that are needed to make a placement. Even in the retained world, there is not a 1/1 ratio. Most contingency firms run a 5/1 to 7/1 job order to placement ratio. Many retained firms run 2/1 to 3/1 ratios. In evaluating this ratio, lower is not always necessarily better. In contingency search, we don't always get the highest quality job orders, therefore if we spend time on the poor quality job orders, we simply waste our time. Since time is of the essence in the career of a recruiter, it is necessary to focus our time on the best work and get paid for our time. Keep in mind that retained work can have a negative impact on this ratio as well when it involves chasing purple squirrels. Sometimes the lure of money up front can cloud our judgment and lead to wasted time and undue frustrations.

Improving the JO/PL ratio is directly correlated to using a valid method of evaluating all Job Orders (such as the JO Matrix Form) prior to assigning valuable time and resources to them. This ratio can also be impacted by the market place that is being worked in by the individual and that has to be given weight based on the particular characteristics and hiring statistics of that industry.

Dollar Per Placement – (\$/PL)

One of the most important metrics is the dollars per placement ratio. The \$/PL shares with us the average fees that are associated with the placements we make. It is necessary to evaluate several things when looking at the relevance of this ratio:

1. The level of the positions that are worked on
2. The fee pressure in the marketplace
3. The negotiating skills of the recruiter taking the Job Order

If increased revenue and recruiting income is desired, the easiest way is to make this happen is to increase your \$ per placement. This can be done in two ways. One is to negotiate better fees up front and the second is to work on higher level positions. As an example, I have a recruiter in my office that has an average fee of 14K. He desperately wants to make over 200K. By analyzing his desk, the majority of work he has done has been with placing sales representatives in his market. By putting an additional focus on VP of Sales and Regional Sales Manager positions, the fees have increased to over 20K per placement. Even with doing the same number of placements and increasing his \$/Placement by 43%, his income would increase 50% based on the current comp plan. Not bad for asking a couple additional questions and talking to one level above his normal call pattern.

A manager can make a significant impact to the bottom line very quickly by training his team on better negotiation skills, getting involved in the fee negotiation process upfront and focusing on higher level positions.

Mapping Calls (epoejo) to Sendout Ratio – (MAP/SO)

Most recruiters have no idea what a Mapping call or an Epoejo call even is. This also means that most don't ever do it. A Mapping call is – is the actual verbal presentation of a candidate either face to face or on the phone with a hiring manager before you send the resume over via email. (Epoejo is just another name for it that stands for “Employer Presentation on an Existing Job Order) It ranks in the top 10 in terms of importance in recruiting activity. By presenting the candidate instead of sending an email, it allows the recruiter the opportunity to outline why the candidate is a great fit for the position. Can your hiring manager get everything they need from looking at a resume? Absolutely not. A mapping call gives you the benefit of re-qualifying your job order as well as presenting the highlights of your candidates before they get shot down because they are missing a key word on the resume. Here is what a mapping call (epoejo call) sounds like:

“Mr. Hiring Manager, two things. I wanted to thank you for the opportunity to work on the VP of Sales search. The key thing you were looking for were xyz...(go over the job order that you took in depth), then ask. “Has anything changed since the last time we talked?”

IF something changed, smile and take notes. You may need to go back and requalify your candidates to insure they have the most recent requirement that you just have been informed of. Don't be upset, the better you know your clients specs, the better you will be at your profession. If nothing has changed, present your candidates as originally planned. Don't forget, this is a selling profession, so add a little sizzle.

“We spent the last 10 days, calling in to your key competitors and have a couple superstars that you may want to talk to right away, let me share some highlights of these candidates with you.....”

With this ratio, the lower the number is the better. If you can get between a 1/1 to 2/1 ratio – you are on the top of your game. If the ratio is higher than that, it would be beneficial to take a look at Matching skills and understanding client specifications better.

Time to Deliver (TTD) and Time to Fill (TTF)

The TTD and TTF metrics are becoming critical in recent times. A few years ago, a recruiting firm could take 2-3 weeks before delivering candidates. Now if it takes over a week on a contingency search to deliver candidates, chances are the position may no longer be available. The life of a job order in a contingency search is much like that of a loaf of bread. How long does it take for a loaf of bread to get moldy? A week, perhaps a bit shorter or longer based on conditions. Today the TTD for candidates on high quality job orders has to be a matter of a few days.

To improve the TTD, a recruiter needs to focus on the flawless execution of the right processes for planning, research and recruiting. One of the

biggest problems most recruiters have is they try to plan, research and recruit all at the same time. More often than not this method yields insufficient results. Planning and research has to be done during non-selling time hours, before 9am, lunch and after 4pm. This allows the recruiter to capitalize on a strong focus for selling activities and the most efficient use of time. The goal is to deliver 3-5 “A” players within 3-5 business days.

The Time to Fill metric (TTF) denotes the time it takes from when a Job Order is taken until the time it takes to have a candidate on board (to fill the position). There are two deciding components involved in the TTF metric, these are the Time to Deliver (TTD) and the clients all inclusive hiring process. An efficient TTF metric should be from 3-5 weeks maximum. Any time the process takes longer than 4-5 weeks, we tend to lose candidates. Life happens fast, lives change and interest levels wane. To establish a strong TTF metric, an efficient TTD process must be in place coupled with a hiring process that makes sense. Clients are not experts at hiring, that is why they are relying on recruiters.

It is our professional responsibility to act as trusted advisors to our clients to share with them what is happening in the market place, and to educate them on what their hiring process has to look like in order to achieve the desired results and a successful search. A good way to put this in perspective quickly is to do a reverse timeframe for recruiting by asking when they want to have someone on board by. Then work backwards from the hire date, discussing the two week resignation, the offer letter, the interview process, and the time for recruiting to figure out a realistic time frame. If the process goes longer than 4 weeks, work with the client to revise the hiring process to make it a win-win for all parties involved.

In summary, Recruiting is not an art – based on individual personalities, difficult to manage. It is rather a fine science that can be systematized to affect the desired outcome. For an office or a recruiter to ignore the immense potential that comes from having the ability to measure both quantity and quality metrics, is like a plane taking off without a flight.

plan. They may know where they want to go, but have no idea of what altitude, how long it will take, how much gas is needed or even what direction to go to get there. The result is often a crash landing. Having a Metrics system in place is like a detailed GPS unit that gives precise directions. It is a way to improve performance immediately and provide a road map to success. By understanding the ratios, a recruiting leader can quickly make adjustments and recommendations that can have immediate impact on the performance of their team.

Understanding the important metrics and how they are directly tied to performance is only the first step for many recruiters and offices alike. The real challenge comes next in deciding how to track the cumulative data needed to determine the individual metrics and the ability to access the data in a simple format to be able to manage by it. There are several programs currently available on the market but many are cumbersome and costly. We have been very fortunate to have developed a system internally that we have used in our office for several years now called RPM (Recruiting Performance Management). This tool provides a very easy way to track individual and office numbers on a weekly basis by inputting less than 10 key data points per week. Simplicity is key however RPM's real value comes by providing recruiters and managers a dashboard that shares with them not only how they are performing based on individual goals but also what needs to be done to improve performance in each area. RPM is in the process of being developed in to a resource that will be available to any office or recruiter by the beginning of the year. For more information on any of the information regarding the metrics and ratios discussed above or to learn more about the RPM program, please don't hesitate to contact me at jon@jonathanscott.com.



“The final test of a leader is that he leaves behind him in other men, the conviction and the will to carry on.” - Walter Lippman



SECTION 4:
ADVANCED TECHNIQUE
AND SKILL SETS



HOW TO CREATE A WINNING VALUE PROPOSITION - THAT LEADES TO HIGHER FEES AND MORE RETAINED WORK

Have you ever wondered how some recruiters can demand the highest fees and get more retained work than they can handle, while other recruiters struggle at finding any good work and getting fees above 20%? The answer is in developing a winning value proposition.

This brings me to a decision I had to make a few years ago. I have five acres of lawn to mow at my house in Mason, Ohio. I decided that there were better things I could spend my weekends on then mowing my lawn for 6 hours on a Saturday. For the record, my wife disagreed. I decided to price out a lawn service to not only mow my lawn – but keep it up the way it should look – which is the preferred color of green versus yellow or brown depending on the weather and time of year. I got the phone book out and called five of the lawn services that were in my area. I set an appointment with each company and had a representative come out – to look at my property and give me a price quotation. One by one, they came out – looked at my lawn – in shock I might add due to the size - and gave me a “competitive” quote and left. Not a lot of discussion, quick down and dirty – then left. Four quotes came in around the same price - \$100.00 a cutting except for one. One local lawn care service – said they couldn’t give me a fair quote on the spot. The representative needed to go back, look at work schedules to find times, look at cost of chemicals to keep it green and do a thorough analysis of how they were going to keep it that way all year long. I was shocked. Couldn’t give me a quote on the spot? He set an appointment to come back the next day.

The next day the man came back – with a full schedule of what needed to be done to the lawn all year long to keep it “healthy green” the way it

should be. The schedule included not only lawn mowing, but treatment for grub worms, weeds, dandelions, fertilizers – spaced out during the year – when that particular treatment was needed. He also shared with me how they would cut the lawn every week – or sometimes twice a week – and insure that we have the best “lawn cut” look and design in the neighborhood.

By the end of presentation he gave, there wasn't a question of what lawn service I was going with. The question was “how much was this going to cost me?” The bottom line was - The sale was made – before we even talked price.

In recruiting or in a lawn service – the sale is made before you even talk fees. The way to make the sale before the fee is discussed is through doing an indepth needs analysis and having a winning value proposition. What is your Value Proposition? A value proposition is why someone would do business with you opposed to all other alternatives. It's what really differentiates YOU from all of your competitors – directly and indirectly. A direct competitor would be another recruiter vying for the same business. An in-direct competitor would be an internal candidate, placing an ad on monster.com, etc.

Why do some recruiters and recruiting organizations demand and receive the highest fees and more work than they can handle in the industry? Because their perceived value of their service far exceeds the amount of money that their customers are paying for the service. The key word being perceived. Everyone, including yourself is willing to pay more money for a product or service if the perceived value in which we receive is greater than the price. It happens everyday in every other industry in the world. In order to get higher fees, our perceived value that our customer receives must be much greater than that of our competitors and of our service fee.

There are some simple questions to help you forge a winning value proposition and test the validity of the one you may already have.

1. What is the target market or niche you are going after?

The specific the market, the more value you can potentially add. This is the reason many recruiters and businesses like to focus on niche markets. Only by knowing the needs of that market or niche intimately, a well crafted solution can be designed.

2. What is the specific recruiting need I am going to fulfill or customer recruiting problem am I going to solve?

If I am going after one specific vertical market – then what position or positions am I going to fill? The more specific the better. However not so specific that your market is too small to reach your recruiting goals.

3. What are the benefits my customer will receive from my recruiting solution?

The customer needs to derive some very specific benefits from your recruiting solution. Is the customer going to save time by using your solution? Is the benefit higher quality candidates? Is the benefit of using you – is you intimately know the industry or customer. You could have one strong benefit or multiple benefits that the customer receives. Many successful recruiters look at the results of their candidates in the companies they have been placed. With this vital information, you can share the true results of your recruiting efforts with prospective clients.

4. Unlike our primary competitor, how do we differentiate our recruiting service offering?

Here it is. The keys to the castle. What differentiates you in the eyes of the customer is what can win you the game in winning more business

and at higher fees. What is that you are offering your customer that makes you different?

There are many ways that companies in the recruiting industry – differentiate themselves from the competitors. Some differentiate themselves based on their market they recruit in, or the level of search that they perform. Differentiation in recruiting could be in time to fill, the quality of the search, industry expertise, etc...

The bottom line is this. Based on your differentiation – if the perceived value of your service outweighs the price the customer has to pay – fee no longer becomes the issue. If the customer does not see differentiation among competitors and the perceived value is not seen as greater – fee will always be a problem. This is why some recruiters can charge up to 40% of other first year compensation while others are still wallowing in 20% or lower fees.

Once you have established a winning value proposition – then there is one more key to success. It is a strong belief among everyone on your team in the value you bring to the table. The stronger your belief is in what you provide – the less likely someone on your team will take fees that are below your comfort zone in your office. Your strong belief in the value of your service will also help you walk away from bad business. As you know, there is a great amount of good business to be had, let's stop wasting time on bad business.





THOU SHALL NEVER EXTEND AN OFFER UNLESS CERTAIN IT WILL BE ACCEPTED

If there is one commandment hiring managers and recruiters must keep sacred, it is this: NO offer will ever go out without the certainty it will be accepted. There is no way to fall from grace faster in the eyes of your client than to have a few candidates turn down fair offers. It may be one of the last recruiting commandments you break with a particular customer.

We are trying to win in a candidate-driven playing field. Current demographic and economic trends mean top talent can choose their teams carefully. Impact players—from salespeople to CEOs—can receive multiple job offers, with plenty of time to think about them. This workforce reality is fraught with potential unpleasant repercussions for our industry. We must work hard to retain control of the hiring process, keeping it out of the hands of candidates, or we're not doing our jobs. That means pre-closing every candidate all along the hiring process and specifically before the final interview.

I had a longtime client in Chicago retain me to place a hard-to-find Manager of Systems Engineering. After a three-week search, I narrowed the candidate pool to three outstanding people. I pre-closed two of them, but not the third. At the conclusion of the interview process, my client decided to extend an offer to the third candidate. This started a chain reaction I've never forgotten: the candidate turned them down flat and my client promptly fired me. I was taken aback, but I understood the frustration of that hiring manager. I had broken an important commandment, and it shattered the trust and control I had worked so hard to establish.

Recruiters are not just high paid resume pushers. We are professional

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matchmakers who must manage the entire hiring process from conducting an in-depth needs analysis to a 30-days-on-the-job assessment. Not only do we find, attract and hire hidden “A” players, we take care of every detail therein. And we must understand and address every need, issue, objection and pre-close along the way.

In my office we keep the commandment. No offer ever goes out without the certainty it will be accepted. This forces us to completely qualify and pre-close candidates and hiring managers before the final interview. Since I’ve instituted this policy, and trained my team to honor it, we have seen many positive benefits, including:

- We save face. Zero turndowns on written offers.
- We eliminate any last-minute objections or concerns. All are addressed prior to the final interview.
- We save time: minimal back and forth negotiations.
- We close. Because it happens earlier in the sales process.
- We retain control of the process.
- We save trees! No unneeded paperwork goes out if it isn’t a sure thing.
- We are loved by both clients and candidates.

It’s not difficult to adhere to this policy. But it requires a confident and pro-active approach from recruiters and hiring managers. Make sure you set expectations with candidates early and often in the search process. Let them know what the consequences will be for non-compliance. It may sound harsh, but the clearer you are, the less room there is for confusion and deal-breaking behavior.

You and any candidate should agree upon the basics including: communication timeframes, the hiring process, a policy of openness and honesty, and the “commit number”—the salary the recruiter can accept on a candidate’s behalf before the final interview. If you wait until the end of the process to obtain a firm commit number, you will encounter the dreaded commit number creep. This phenomenon occurs when a

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candidate's commit number continues to rise due to positive feedback received over the course of the hiring process. Prevent this unprofessional, unacceptable and predictable creep from getting into your search. Get the commit number as early as possible in the search process!

Time and again, I've benefited from other recruiters' reluctance to pre-close candidates. I was recently retained for a senior vice-president search by one of the largest super regional banks. When I conducted the needs analysis for the position, I discovered the bank had already offered the position to four individuals, and been turned down four times. They had been working with a recruiter who could find the talent – but who could not pre-close the candidates to save his life. The bank fired him because it simply could no longer afford the frustration, time and expense of one rejection after another.

To set expectations with a candidate:

“Joe Candidate, for us to move forward, we need to set expectations on how we work together on go forward basis. What is your preferred means of communication, email, cell phone, or work phone? Cell phone, great. When is the best time to reach you? Mornings before 9:00, lunchtime and after 5:00 p.m. That will work for me. Please understand that when I do call you, it will not be about a trivial issue, it will be very important. Can we agree on a maximum four-hour timeframe for any return calls? Great. I assure you; I am working on your behalf as well as my client's. If I don't meet our agreed-upon timeframe, you have the right to fire me. However, if you don't honor that agreement, I will assume you are no longer interested in the opportunity, and I will remove you from the process. Can we agree to proceed in this manner?”



Don't take it for granted that once you and a candidate have set expectations the hard work is done. Life can change in a moment. Someone gets promoted. A recruiter contacts your top candidate offering a dream job. A wife finds out she's pregnant, great news for the couple, but not for the recruiter. To do our job well, we must re-qualify the candidate every time we talk – because things change.

Re-qualifying an in-process candidate is not hard to do. Questions like, ““Last time we talked, you were at a 9 on a scale of 1-10? Are you still at a 9 or 10?” or “Can you see yourself working for this company in the next two weeks?” I also find more general inquiries can be instructive: “Has anything changed since the last time we talked?” or “How is your spouse handling all this excitement? What does your spouse think about the new opportunity?” If you sense hesitation, it's your job to go further. Find out why the interest level is dropping: identify and address objections. Be ready to take the candidate out of the process if you feel it is going in the wrong direction.

A take-away close, letting a candidate know they have been taken out of an opportunity, is one of the strongest closes in the recruiting business. People generally want what they can't have. When they see something slipping away, they often regain waning interest. That's why this technique works well in recruiting, buying a new car, or in relationships. If you or the hiring authority over inflates a candidate's ego, you run the risk of relinquishing the power in the process. Reasonable offers are refused. The candidate is in control, and that can artificially raise commitment numbers.

Good recruiters pre-close and pre-qualify. Great recruiters go another step in continually re-qualify. The most important conversation you will ever have with a candidate is setting the initial expectations. The second most important conversation is the one just prior to the final interview. This is your chance to get a spoken commitment from the candidate.

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That she will take the job – if all goes well – at the agreed-upon commit number.

This conversation should be thorough and leave nothing open to interpretation. Go over interview time/place, verify interest level, and the agreed-upon commit number (including permission to negotiate appropriate salary, bonus, vacation time, or benefits.) If at any time in this conversation you hear or feel the interest level has dropped, go in-depth. Probe to find out what the objection is and handle it immediately. Don't be timid, if the candidate is wavering, consider the take-away close.

Fickle candidates are not top candidates. If you've addressed every objection, and a candidate won't commit, stop. You are about to break our commandment. There is a very real possibility an offer will be made, and it will be declined. Save everyone time, money and frustration and get rid of the candidate.

Recruiters and hiring managers are, in some sense, their brothers' keepers. They must be tough enough to eliminate even excellent candidates when there is a lack of commitment in any stage of the hiring process. When we honor the commandment – “Thou shall never extend an offer unless certain it will be accepted” – we prove to our clients that we are worthy of their trust and their continued business. You lose candidates who would have wasted your time... and gain candidate control, client appreciation, and more and more placements.





SECRETS OF MILLION DOLLAR PRODUCERS

In the world of executive recruiting, success is ours for the taking. So why do some people achieve superstardom and others quit in frustration? What does it really take to become a multi-million dollar biller?

Obviously, it's not going to happen for everyone. Only the top half of one percent of all recruiters bill over a million dollars a year. Most people are unable or unwilling to climb to that level. But with focus, passion and drive a very few will get there.

Recently four of the industry's most respected producers spoke with me about their professional philosophies and strategies. They are all at the top of their game: each consistently bills over \$1 million a year, averaging \$1.5 million in annual billings over the last seven years. The secrets of this elite group read like a detailed job description – one that is powerful enough to change your life.

I. Characteristics of a Million-Dollar Producer

Competitors

Million-dollar billers are fiercely competitive... in all aspects of life. They monitor their standings against other offices and recruiters. Not only do they compete with one other, they constantly try to beat their own numbers, pushing themselves hard to be better at what they do. They watch their metrics and are never content to let a bad month stay that way. They aren't just top performers in the workplace. Paul Millard was a professional hockey player. I train year round to maintain my national ranking in the pole vault. Those who are drawn to the intense nature of top-level recruiting are born competitors who want to win at everything they do.

High Activity Levels

Not to be cruel, but if your boss has to repeatedly remind you to get on the phones, you probably aren't on your way to record-breaking recruiting success. Million-dollar billers are passionate about this business. They know that phone time is their chance to spin hay into gold, to make the contacts, to build the relationships that ultimately drive their productivity. They prioritize, filling their days with high-value activities. They are in the office to produce. They have the best phone times and the greatest number of send-outs... without even thinking about it. They naturally generate high activity levels.

Ambition

Million-dollar billers have a huge appetite for success. While an average producer may be content with \$300,000 a year, a superstar would call that a good month or an average quarter. They launched their careers determined to become the best at this business, learning all they could about recruiting and its leaders. They've met, and often exceeded, their professional expectations. They have raw ambition and it drives them relentlessly.

Focus

Million-dollar billers concentrate on what needs to be done to bring in revenue on a daily basis. When they walk into the office, it is with laser-like focus. They always concentrate on the deals that are closest to money. They look closely at daily, weekly and annual goals, and focus on the best ways to achieve them. They constantly reassess and regroup based on those evaluations.

Sacrifice

High achievers are willing to do what it takes to succeed. We've all employed moderately successful account executives with the potential to be superstars. But they walked out the door every afternoon at 5 p.m. whether they had hit their numbers or not. Leaders in this industry aren't ruled by time zones and time clocks. They are the first in the office and

the last to leave. They are only satisfied when the search assignment is filled. The truth is for every choice you make in life, you also make a sacrifice. I have a friend who invites me to play golf every Friday. I've never taken him up on it. I give up that opportunity because I need to be in the office making it happen. Sure, I could leave anytime I want. I own the place. But high achievers don't regret the choice to excel, whatever the cost in time and effort.

Persistence

They make it happen. If a million-dollar producer is approaching the end of the month and the numbers aren't there, they don't give up. They figure out a way to get it done, identifying and rectifying the issues, and move on. One slow summer month this year, I was \$80,000 short of my goal with only five days left to meet it. Failure not being an option, I came up with a solution, implemented it, and met my goal. I looked at all the deals closest to money, created a higher sense of urgency with my clients and candidates, and focused on closing them. High achievers don't put their tails between their legs and back off. Ever!

Fear

Every top producer has it. In the pits of their stomachs, it is a sense of fear...fear of not being successful enough or fear of failing that keeps them running. If you don't have fear, or if you don't honor it, you will lose your edge. It is what keeps exceptional recruiters going when someone else would walk out the door. It is what drives them to conquer adversity, to bounce back from a slow week with renewed determination. If you don't have fear you are complacent. Complacency is the enemy of a million-dollar biller.

Passion

They believe in what they do. Million-dollar billers love this business. You can hear it, feel it, see it in everything they do. Recruiting energizes them. They don't do it simply to make ends meet, but because they

believe it is the best career in the world. They know they create incredible value for both candidates and clients, and they aren't afraid to talk about it. Top recruiters have earned the right to be listened to. They sell opportunity: the chance to make professional dreams come true.

Above-Average Selling Skills

People get phone calls every day from recruiters. You only get one chance to break away from the crowd and you'd better be prepared to do so. You mustn't sell just a market or a position, but most importantly, yourself. Million-dollar billers are great listeners and great persuaders. They build high-level relationships where real value is added. My personal value proposition, the reasons someone would want to do business with me versus anyone else, is so strong that I would be shocked if a client or candidate did not want to partner with my firm and me.

II. Individual Pathways to Million-Dollar Success

“Your time is money... spend your hours in the office on high-value activities — \$500 an hour phone time versus \$5 an hour data entry. When faced with obstacles, get over them and find a way to make it happen. Define success high... find the best recruiters in your market and try to emulate and surpass them. Don't ever settle for mediocre results. Be willing to do what it takes to win. Develop a strong value proposition in a market... make sure there is a powerful reason to do business with you.”

– Jon Bartos, CEO of Jonathan Scott International,
\$7.8 million cash-in

“The biggest challenge is getting it done the first time... once you know you can do it, you get hungry for more. Focus on a couple of major accounts and make yourself invaluable. Become your clients' staffing department... a business consultant who provides complete solutions. Seek balance: never lose sight of the other things in life.”

– Eric Jacobson, CEO of ITT Services, \$7 million+ cash-in

Become a self-improvement junkie so you are continually getting better at what you do. Push your professional comfort zones... if you bill \$150,000 one month, go for \$155,000 the next. Develop a strong base of clients... it is too risky to rely on one or two major accounts. Be a great pre-closer... don't waste time on bad candidates or bad clients. Your focus should be where the money is... retained searches are your bread and butter. There isn't just one way to do things... find the best way to get the job done and then do it better. Be your own worst critic... at the end of every week, ask yourself what you could have done to make it a more profitable one. Command above-average fees.

“Specialize in an industry that you know inside and out... Scofield was president and CEO of a major retailer prior to becoming a recruiter. He has in-depth industry knowledge that sets him apart from other recruiters. Know your market... be conversant about the monthly and quarterly results of entire industry. Objectively listen... don't insert unwarranted biases and opinions into the process. Establish you have earned the right to influence others... share your background, experience, your value proposition. Know when to fire your candidates and clients' Scofield had a bad experience with a major home supply retailer. The \$2 million dollar deal he thought he had turned out to be \$172,000, resulting in three bad months.”

– Larry Scofield, CEO The Bayside Group, \$9 million cash-in

“The secret to success is to get in front of the solution versus standing behind it... create the opportunity versus acting as a supplier. Become an essential part of your clients' decision-making team... designing and implementing the very structure of their business. Add value on a daily basis by working on staffing concepts, goals, and objectives with your clients. If you deliver... talent whose value exceeds your fee, in the long term you will have more business than you know what to do with.”

– Patrick Sylvester, CEO Banister International,
\$26 million cash-in

III. A Million Dollar Connection

The top producers I spoke with are my professional mentors, friends and associates. We gauge our own success by comparing our national and international rankings against one another year after year. But we also share a professional connection. We each came of age in the business as part of the MRI Network. We see each other at national events, call each other when we have questions or potential revenue-sharing opportunities, and act as a mentoring group. For recruiters who want to break into the million-dollar billing range, a partnership with a global organization like MRI can be powerful.

The secrets of million-dollar producers: simple, straightforward advice from a few of the most talented people in the industry. Take it and carve your own success in the greatest profession in the world: recruiting. A business where the right players are equipped with the right strategy can win big.



■

“The key to successful leadership today is influence, not authority.” - Kenneth Blanchard





END OF YEAR SUCCESS PLAN

The end of each year brings a great opportunity for reflection on the past year and planning for a successful transition into next. I put together an end-of-the-year strategy, a powerful way to focus you and your team... and keep us going strong in a weak economy.

Congratulations on your successes so far this year. Many of us are on our way to a healthy year. But as we begin the fourth quarter, it's time to take a hard look at our performance, because it's make or break time in the recruiting world.

The last months of the year should be a time of renewed commitment to hitting personal and company goals. But too many of us are slowing down instead of kicking it up. Based on our activity in the last few weeks, it does not look good for many of us.

Please really internalize the suggestions and numbers below. Don't let yourself get comfortable with performing at below minimum standards daily. My biggest concern is we are growing content with mediocrity. Excellence should be our standard and we achieve that by focusing on the important things, those that virtually guarantee recruiting success. This is not an economy—or a profession—where you can let a few months of un-productivity go by. I see far too many people accepting failure. Failure is a tough word, but this is a tough world. Failure not only affects your pocket book, it affects your family, your lifestyle and your self-confidence. We need guaranteed success, not a hope and a prayer and a few phone calls.

Consider this a call to action. Because the good news is, in recruiting if you're really hungry for success, you can have it. Here's how:

Perform Critical Activities and Metrics

1. Make sure you have great job orders or search assignments. There are a lot of job orders out there. Unfortunately most are bad. If you don't have any "A" job orders stop everything and market until you do. An "A" job order meets the following requirements (no compromising!):
 - a.) It is an exclusive search – no other recruiters!
 - b.) There is a defined, acceptable hiring process (4 weeks or less)
 - c.) You have a realistic candidate description that you can fill.
 - d.) You've developed a good relationship with the hiring manager—not HR
 - e.) The fee agreement is excellent – not just another 20% fee.
2. Market an "A" player to your target account list every day. Don't kid yourself. You can't spend your days talking about golf with your hiring manager buddies and then complain when you don't make your numbers– market!
3. Focus on your top "A" job order daily. Don't waste your time on "B" and "C" work. Account Executives should dedicate their afternoons exclusively to recruiting on "A" job orders. Recruiters should spend their days on nothing else.
4. Hold yourself accountable. The bottom line is you must reach your goals and hit your minimum numbers. Nothing else is acceptable.

In a bad market, the reason why so many of our recruiting family go out of business is that they get too comfortable and stop doing what's needed to be done.

Position Goals:

Account Executives: Bring in no less than five job orders a week. Three

of them must be converted into “A” job orders. If you don’t have them, keep marketing until you’ve got them. If you work both sides of the desk, your recruiting efforts must yield three Candidate Data Sheets per day, with two being converted to Quality Candidates that will be sent in on your “A” job orders. Get five sendouts per week on your “A” job orders. No exceptions.



Recruiters: Insure you’re working on the “A” job orders. If it isn’t an “A” job, leave it alone.

Evaluate and reevaluate. Every afternoon before you leave the office, make sure you’ve got a great plan for tomorrow. Make sure your script rocks. Test it on your AE, practice it in your car on the way to and from work. It needs to be clear, concise and sincere. If you’re not hitting your QC numbers, get help! Every good recruiting manager will work with you to make sure you succeed. This is the time to save your year.

Researchers: Use all the tools at your disposal to help your team be successful. You’re the driving force behind this office. Get creative. Go beyond the basic job boards to find great openings and candidates. Use linked in and search engines.

Plan, plan, plan. Make sure your team is ready to succeed before the start of every day. Ask for more to do. Ask what else you can do to help. Always put more into your job than is required of you—you will get so much in return.

Okay, that’s what you need to do, but what if you’re just not hitting the critical metrics numbers? Here’s a troubleshooting guide designed to help you help yourself.

The Ultimate Troubleshooting Guide

You are unable to hit your daily call numbers—get help immediately. Meet with your researcher, your AE, and your manager. Today. And spend more time planning.

1. No one's interested – Change your script so you sell everyone you talk to. Consider narrowing your market list and get rid of the requirements that you keep mentioning.
2. Your phone time sucks, but you're getting Candidate Data Sheets - Are you talking to the right people? The ones who will allow you to influence hiring decisions? Be objective. Once you've found the right people, then and only then start filling out complete CDSs and investing the time to build in-depth professional relationships.
3. I'm just not getting any "A" job orders – Identify and market a true "A" player in the right industry daily. Don't forget to follow up voicemails with emails. Use cell numbers. In short, use every tool at your disposal to eliminate failure as an option!

There you have it. Recruiting 101: the numbers and a troubleshooting guide. Like most of you in this industry a long time, I've heard a lot of excuses. But those of us who've succeeded in our profession know how much potential there is in any economy.

The truth is, recruiting can be the toughest \$50,000 job in the world or the easiest \$500,000 job you could ever have. And the best part is... It's totally up to you.

Let's work smart to make this quarter and year happen!





SECTION 5: TOOLS FOR MANAGING SUCCESS

DAILY RECRUITING METRICS WORKSHEET

Individual Critical Metrics Tracker																																		
Month of:					Name:					Position:																								
WEEK 1		WEEK 2		WEEK 3		WEEK 4		WEEK 5		MONTH																								
Mon	Tue	Wed	Thu	Fri	Mon	Tue	Wed	Thu	Fri	Mon	Tue	Wed	Thu	Fri	Mon	Tue	Wed	Thu	Fri	Mon	Tue	Wed	Thu	Fri	Mon	Tue	Wed	Thu	Fri					
AM Connect Time					AM Connect Time					AM Connect Time					AM Connect Time					AM Connect Time					AM Connect Time									
PM Connect Time					PM Connect Time					PM Connect Time					PM Connect Time					PM Connect Time					PM Connect Time					PM Connect Time				
Presentations					Presentations					Presentations					Presentations					Presentations					Presentations					Presentations				
A Job Orders					A Job Orders					A Job Orders					A Job Orders					A Job Orders					A Job Orders					A Job Orders				
B & C Job Orders					B & C Job Orders					B & C Job Orders					B & C Job Orders					B & C Job Orders					B & C Job Orders					B & C Job Orders				
Upgraded JO					Upgraded JO					Upgraded JO					Upgraded JO					Upgraded JO					Upgraded JO					Upgraded JO				
Total JO					Total JO					Total JO					Total JO					Total JO					Total JO					Total JO				
Presentations/JO					Presentations/JO					Presentations/JO					Presentations/JO					Presentations/JO					Presentations/JO					Presentations/JO				
Send Outs					Send Outs					Send Outs					Send Outs					Send Outs					Send Outs					Send Outs				
Week Total					Week Total					Week Total					Week Total					Week Total					Week Total					Week Total				
0					0					0					0					0					0					0				



QUICK RECRUITER COACHING SHEET

Name	Effectively Planned			Clarity on Top Search Assignments	Quantifiable Objectives			Phases Effectively Executed			Voice Key Metrics Hit for the day?	Voice Key Postures/Outcomes for the Day			MGT	
	MPC	Marketing	Recruiting		For the Day	For the Week	MPC	Marketing	Recruiting	MPC		Marketing	Recruiting			
Date ___/___/___																
Date ___/___/___																
Date ___/___/___																
Date ___/___/___																
Date ___/___/___																

HIRING RECRUITERS – CANDIDATE TRAITS

Name _____ Position _____ Business Unit _____
Wonderlic Score: _____ Drake AE Score (Extra Energy): _____

Candidate Traits

- Fast paced and activity oriented
- Smart – Pass the Wonderlic and Selecsys tests
- Sales-oriented – outgoing; like to talk to customers.
- Have above level of ambition to achieve
- Have a high sense of urgency
- Have a track record of success
- Continually sets high goals and achieves them
- Competitive
- Have the ability to create rapport instantly
- Ability to multi-task and not be bogged down in the details
- Background in business-to-business sales
- Superior communication skills both verbal and written
- Good listener
- Experienced in full life-cycle selling – from prospecting to close
- An outwardly energetic attitude with a superior work ethic
- Goal driven with a history of working towards defined metrics
- Inquisitive and asks good questions
- Must be a student of business with an entrepreneurial spirit (understands they can build a business within a business, without financial risk).
- Computer literate
- Can type _____ words per minute
- Stable work history
- Understands that this is a high level phone-centric position – making 80-100 calls a day resulting in 20-25 business conversations.
- Looking for a long term career versus a job

Recommendation: Continue _____ Pass _____

Manager's Signoff: _____



JSI INTERNAL TALENT ACQUISITION PROCESS

- I. Purpose
- II. Sourcing Methodology
- III. Selection Criteria/Interviewing Responsibilities
- IV. Process
- V. Goals

I. Purpose

It is the overall goal of JSI to build THE best staffed and operated executive search team in the industry. To that end, we must, like our client base, continually be searching for the best “A” players to join our internal staff. We must not only be diligent in this task when we have open production seats to fill, but have searches for our key positions be viewed as “evergreen” opportunities where top talent can always be considered. The purpose of this talent acquisition plan is to allow for the best sourcing flow in times of active need as well as to keep a continual pipeline of candidates at other times.

II. Sourcing Methodology

The core of the sourcing process will be the methodology that we use to identify potential candidates. Because there is no “one size fits all” solution to seeking out those individuals that will become the best additions to the JSI team, many different sourcing methods will need to be implemented. These should include:

1) Internal referral program—Currently offering employees the following referral plan: \$500 at 30 days, \$500 at 90 days, and 2% of cash-in for the first year.

2) Job Boards—We will continue to utilize search agents in Monster, Career Builder and Dice to identify potential candidates (results coming daily to one point person). In addition, positions will be posted weekly to Monster, and set to auto-renew on CareerBuilder. In down

time, we will also do board sourcing. Targets in these searches will be anyone with a strong sales or recruiting background.

3) Direct Recruiting—Cold calling from Kennedy Executive Search list. Additionally utilize LinkedIn and other social network sites to do direct contacting as well.

4) Outplacement Firms—Send requirements out to 4 different local outplacement firms, refreshing on a regular basis.

5) Speciality Targets (high-end department stores, Enterprise Rental Car)—Focused recruiting on candidates from these fields, as other offices have had a high level of success with them.

6) Colleges—Relationship established with career services groups at major local colleges. Job fairs and other career services to be utilized.

III. Selection Criteria/Interviewing Responsibilities

While specific team needs may dictate a specific characteristic of candidates we bring on board, some constants should be viewed as a necessity for any candidate we consider for JSI. Common characteristics of any hires we consider should include (and will cover by the individual listed):

- 1) Fast paced/Activity oriented
- 2) Sales Oriented/Outgoing
- 3) High level of ambition to achieve
- 4) Track record of success
- 5) Continually set and achieve high goals
- 6) Competitive
- 7) B2B sales background
- 8) Full life cycle sales experience
- 9) Past history of working toward defined metrics
- 10) Entrepreneurial spirit

- 11) High sense of urgency
- 12) Pass Drake and Wonderlic assessments
- 13) Ability to create rapport instantly
- 14) Ability to multi-task without getting bogged down in details
- 15) Superior written and verbal communication skills
- 16) Good listener
- 17) Outwardly energetic attitude
- 18) Superior work ethic
- 19) Computer literate
- 20) Stable work history
- 21) Vertical market experience
- 22) Understanding of high phone centric level of position
- 23) Looking for long term career vs. job

IV. Process

The following process will be put in place once candidates are identified:

- 1) Scott will spend at least 1 hour per day making calls to identified through the above resources (this amount could expand if a large number of empty seats exists).
- 2) Initial call will be made to assess basic skills/interest level of candidate. If there is mutual interest, candidate will be sent an email giving more info on JSI, a link to our website, and links to additional recruiting documents. At the bottom of that email will be a link to Drake profile.
- 3) If Drake profile comes back within range, candidate will be scheduled to come in for a face-to-face (F2F) interview.
- 4) In F2F meeting Scott will probe background/work history more extensively, looking for match based on selection criteria mentioned in Section II. Position will outlined in more detail for candidate as well.
- 5) If F2F is going well and candidate is expressing interest, candidate will take Wonderlic test while onsite. Candidate will be asked to call us back the following day if they are interested in the role.
- 6) If Wonderlic score is acceptable, candidate will speak with Jon while

onsite or be scheduled for a follow up to do so. If that meeting goes well, they will be scheduled for a ½ day interview that will include role playing, phone time, etc.

7) If an additional final interview is deemed necessary one will be scheduled. Management will then make a decision on candidate status.

V. Goals

Our overall goal, of course, is to have all empty seats filled and to have a ready bench of qualified candidates to go to if a seat should become empty or need topgrading. To give ourselves a ready flow of such candidates, we should have a goal of bringing in at least 5 candidates per week for F2F interviews for any open seats that we have, and at least 2 candidates per week for F2F interviews when we have full seats but want to have a ready supply of potential candidates should a seat need to be filled. Should a seat become vacant we will want time to fill that seat to be less than a month from the time the seat opens.



FAMOUS QUOTES ABOUT LEADERSHIP



“The task of leadership is not to put greatness into people, but to elicit it, for the greatness is there already.” - John Buchan

“The best executive is the one who has sense enough to pick good men to do what he wants done, and self-restraint to keep from meddling with them while they do it.” - Theodore Roosevelt

“To lead people, walk beside them ... As for the best leaders, the people do not notice their existence. The next best, the people honor and praise. The next, the people fear; and the next, the people hate ... When the best leader’s work is done the people say, ‘We did it ourselves!’” - Lao-Tsu

“Do not follow where the path may lead. Go instead where there is no path and leave a trail.” - Harold R. McAlindon

“If I have seen farther than others, it is because I was standing on the shoulder of giants.” - Isaac Newton

“I am a man of fixed and unbending principles, the first of which is to be flexible at all times.” - Everett Dirksen

“Leadership: the art of getting someone else to do something you want done because he wants to do it.” - Dwight D. Eisenhower

“In times of change, learners inherit the Earth, while the learned find themselves beautifully equipped to deal with a world that no longer exists.” - Eric Hoffer

“The price of greatness is responsibility.” - Winston Churchill



“I must follow the people. Am I not their leader?” - Benjamin Disraeli

“Example is not the main thing in influencing others, it is the only thing.”
- Albert Schweitzer

“Leadership and learning are indispensable to each other.”
- John F. Kennedy

“The final test of a leader is that he leaves behind him in other men, the conviction and the will to carry on.” - Walter Lippman

“If your actions inspire others to dream more, learn more, do more and become more, you are a leader.” - John Quincy Adams

“I cannot give you the formula for success, but I can give you the formula for failure: which is: Try to please everybody.”
- Herbert B. Swope

“High sentiments always win in the end, The leaders who offer blood, toil, tears and sweat always get more out of their followers than those who offer safety and a good time. When it comes to the pinch, human beings are heroic.” - George Orwell

“The key to successful leadership today is influence, not authority.”
- Kenneth Blanchard

“Our chief want is someone who will inspire us to be what we know we could be.” - Ralph Waldo Emerson

“The very essence of leadership is that you have to have vision. You can't blow an uncertain trumpet.” - Theodore M. Hesburgh

“It is impossible to imagine anything which better becomes a ruler than mercy.” - Seneca

“Never doubt that a small group of thoughtful, concerned citizens can change world. Indeed it is the only thing that ever has.”

- Margaret Mead

“I think leadership comes from integrity – that you do whatever you ask others to do. I think there are non-obvious ways to lead. Just by providing a good example as a parent, a friend, a neighbor makes it possible for other people to see better ways to do things. Leadership does not need to be a dramatic, fist in the air and trumpets blaring, activity.

Scott Berkun

“The leaders who work most effectively, it seems to me, never say “I.” And that’s not because they have trained themselves not to say “I.” They don’t think “I.” They think “we”; they think “team.” They understand their job to be to make the team function. They accept responsibility and don’t sidestep it, but “we” gets the credit.... This is what creates trust, what enables you to get the task done.” - Peter Drucker

“Innovation distinguishes between a leader and a follower.” - Steve Jobs

“As we look ahead into the next century, leaders will be those who empower others.” - Bill Gates





GLOBAL PERFORMANCE COACHING

Transcending Potential Worldwide

Biographies



Biographies

Jon Bartos

Jonbartos.Com

Global-Performance-Coaching.Com

Jon Bartos is a writer, speaker and consultant on all aspects of human capital and personal achievement. As president and CEO of Jonathan Scott International in Ohio, Jon achieved industry-leading success by establishing JSI as a top 10% executive search and contract staffing firm within a few years. JSI won over 17 international awards in the MRINetwork. Also Jon is part of an elite group of executive recruiters who billed over \$1 million annually. In a 10 year period (1999–2009), he cashed in over \$10 million in personal production. Jon joined truststaff in January of 2013 where he currently holds the title of President of truststaff Solutions, a leading contract staffing firm focused on healthcare solutions in Cincinnati, Oh..

In 2010 Jon developed the RPM Dashboard, a cloud based Business Analytics tool for the Recruiting and Staffing market. Today companies worldwide are using the tool to reach their revenue and profitability potential.

In 2013 Jon launched Global Performance Coaching, a worldwide coaching organization that helps individuals reach their life and business vision.

Jon has also been a top rated speaker and trainer at recruiting and staffing industry events including NAPS, WAPS, MAPS, Top Echelon, US Recruiters, ASA Staffing World, IPA, NPA and many more. He has coached 8 out of the top recruiting firms in the industry and has over 50 articles, 8 white papers and 3 ebooks published in the staffing and recruiting industry.

To help reach your business and life vision, call Jon at 513-515-1267 or

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Biographies

Neil Lebovits, CPA, CPC, CTS

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Neil Lebovits, CPA, CPC, CTS, before taking the industry by storm as a trainer and top class consultant, was a global president for Adecco, the world's largest Staffing & Recruiting Firm, where he sat on the global executive team. Previously, Neil was the President and COO of Ajilon Professional staffing for North America, where he oversaw over 300 offices. Neil has done it all in the industry: Permanent & Temporary Placement, Sales, Branch Management, Regional Management, COO & President. He founded a leading industry training, development & Back Office Solutions company, TheDynamicSale.Com in 2009 . Neil shares the secrets & systems that he has developed and harnessed while working himself up over his 20+ years in the industry. Neil has also been a renowned leader, motivator, trainer and speaker. He has been featured countless times on Bloomberg TV, CNN, ABC news, CNBC and NY1. He has appeared in the Wall Street Journal, Fortune magazine, Smart Money and more! He has been a top rated forum and keynote speaker at every conference he attends due to his fresh, dynamic and extremely entertaining style. Neil has keynoted or been selected as a key speaker for ASA Staffing World , The Fordyce Forum, Tech Serve Alliance, California Staffing Professionals, NAPS, NJSA, MNRSA, CSP, NPA, NYSA and many more. His content is fresh, fun and unique, stripping down the lessons to their core. Neil is a graduate of the Pennsylvania State University with a BS in Business Administration. He also graduated with a certificate from the prestigious Stanford University Executive Program. His earlier career included three years with Ernst & Young, where he obtained his CPA designation. Neil is also a Certified Personnel Consultant and Certified Temporary Staffing Specialist. You can learn more about Neil and sign up for his free online training course at TheDynamicSale.Com or call 201-362-9107

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