

RECRUITING FIRM TRANSFORMATION SYSTEM

90 Days to Transforming Your Business into
an ELITE Search Agency

Session 4: Perfecting the Process and
Transition to Trusted Advisor



Transcending Potential Worldwide

SESSION 1: INTRO



- Research on top agencies and 63 multi-million dollar producers worldwide
- 18%/50%/94%
- Understanding contingency search
- The history of contingency search
- Understanding shared risk search
- Reasons why you need to go to shared risk
- Reasons why your clients NEED YOU TO GO THERE
- Other transformations in the executive search industry:
 - Outsourcing
 - Business models of highly-effective executive search firms

SESSION 2: THE FOUNDATION OF A HEALTHY RECRUITING BUSINESS

- 10/1000 activities
- Zebra
- Synergies
- Value proposition to clients
- Value proposition to candidates
- Structure of day
- A day in the life of a recruiter: activity targets, results targets
- Metrics for marketing
- Metrics for recruiting
- Technology setup for marketing
- Technology setup for recruiting
- Touch plans for both client and candidate
- Metrics management system (RPM Dashboard)

SESSION 3: THE VALUE PROPOSITION OF SHARED RISK

- Explaining contingency search
- Explaining shared risk search
- The candidate experience
- The client experience
- Explaining why go \$ down
- The Magic Question
- Key: Finding the pain and maximizing it
- Objections and rebuttals of shared risk:
 - We have never done this before.
 - We have other recruiters on the search now.
 - Let me think about it/Let me run it up the ladder/Meeting with...



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SESSION 4

- Narrowing down your Zebra
- Understanding "Talent Management"
 - Peter Drucker: Knowledge Worker
 - Jack Welch: Straight from the Gut / The Bell Curve
 - Brad Smart: TopGrading
 - Geoff Smart: Who
- Transition to trusted advisor
- The process and transition to ROI call
- Role play the search assignment call
- Transition to the ROI call

SESSION 5

- The ROI call (Return on Investment for client) and transition to service agreement
- Types of service agreements: Exclusive/Shared Risk/Fully Retained
- What positions lead to which service
- Establishing value in the process used
- Client communications
- Setting expectations
- Targeted candidates
- Setting clear expectations for communications with clients
- Setting clear expectations with candidates on all aspects
- Matching
- The weekly update call and reports
- Setting clear expectations for delivery
- The Executive Summary
- The Comparative Analysis Spreadsheet
- The resume
- Re-qualifying the client
- Re-qualifying the candidates

SESSION 6

- Win-win service agreement negotiations
- Moments of truth situations/rebuttals
- Role play

SESSION 7

- Keys to success and putting it all together...
- Review:
 - 18/50/94
 - Shared Risk
 - Understanding talent management
 - Understanding why your client NEEDS shared risk
 - Taking an existing client up the value chain
 - It's all about process and perception
 - The Magic Question
 - Explaining contingency search
 - Explaining shared risk
 - The process of the ROI call
 - Selling the shared risk
 - The performance guarantee
 - Delivery



Session 4 Downloads

Download Session 4 Content Here

Download Session 4 PDF HERE

20-PT Initial Search Form_Word

20-PT Initial Search Form-PDF

Jim Collins – Good to Great Principles

SettingExpectations-CLIENT-Word

SettingExpectations-CLIENT-PDF

The_TAS_Group_White_Paper_Moving_from_Vendor_to_Trusted_Advisor

Topgrading Article

Who – Geoff Smart Executive Book Summary

Winnability Matrix-Excel

Winnability Matrix-PDF

GLOBAL PERFORMANCE COACHING
Transforming Potential into Results

Date:	Company:
Contact:	Email:
Phone:	Cell:

Who will approve the service agreement?

1. Position Title:	Product:
2. Location:	Territory:
3. Reason for Opening:	How Long:

4. Ideal background:

5. Three Specific requirements:

6. Comp. Package:

7. Position Accountabilities (Define target performance):

8. Day in the life of position (Travel, Office Time, Phone/Fax to Fax, etc)

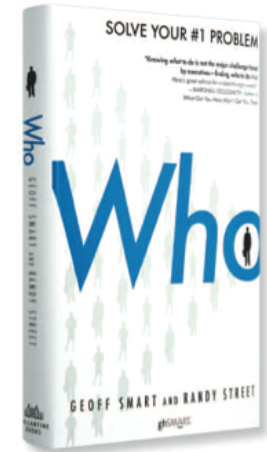
9. Hiring Process: (needs to be around 4 weeks or less)

a. Who Interviews?

b. Telephone Interview?

c. Other Steps Needed

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YOUR BUSINESS

The old adage 'People are your most important asset' turns out to be wrong. People are not your most important asset. The right people are.
— Jim Collins, Author of *Good to Great*

Topgrading is a continuous process of identifying and developing top talent to enhance overall organizational vitality.
— Bill Conary, Sr., VP Human Resources, General Electric

TOPGRADING
HOW TO HIRE HIGH PERFORMING MAINTENANCE PERSONNEL

Important Concepts to Master from Session 3

The Process of Selling Shared Risk

1. Work with the right people: Hiring Manager, HR Officer or “C” level executive
2. Mutually Understand that the position is mission critical for a top performer to be hired “Is this a position you can afford a mis-hire on”
3. Understand the Search Profile(ensure its fillable) and the emp Proposition
4. Explain the current (contingency) process and its flaws
5. Finding the pain and maximizing it
6. Explain your value proposition
7. Sharing with them the (Shared Risk) process that will give the desired result
8. Back it up with Proof Statements (References, testimonials, etc.)
9. Make an offer – to make it a no brainer decision for their first business transaction with your firm.
10. Over deliver...



Important Concepts from Session 3 Cont...

- Defining Top Performers and “A” players
- Brand Alignment
- Process Alignment
- Talent Recruiting Methodology
- Employer Value Proposition
- Setting Expectations and Delivery and Execution
- Reporting – Weekly /Bi Weekly Candidate Value Proposition
- Measuring Results of new Recruiting Methodology versus current
- “Is this a position you can afford a Mishire



Narrowing Down Your Zebra

- Its all about Synergies
- Client Zebra
- Candidate Zebra
- What am I really good at
- What do I have the most passion for
- Aggregators for Market Size

www.indeed.com

www.simplyhired.com

www.jobster.com

- Can it sustain my practice and scalability



Talent Management – 101

Your Foundation of Hiring Success

- Peter Drucker in redefining Management and the “Knowledge Worker”
- Jack Welch and the GE talent experience
The People Factor and Bell Curve (A, B, C players)
- Brad Smart and Top Grading
- Jim Collins – From Good to Great
- Geoff Smart – Who



Transitioning to Trusted Advisor

Your position in the eyes of your Client

- a. *Vendor*
- b. *Credible Source*
- c. *Problem Solver*
- d. *Trusted Advisor*

Process

1. Define the Problem
2. Maximize the Pain
3. Define what they are getting now
4. Define what the DR is (Desired Results)
5. Outline the unique methodologies that will give them the desired result
6. Educate on why
7. Have the client explain the difference
8. Review Value Proposition on why you, credibility and back with Proof statements



Transitioning to the ROI Call .

Transitioning to talk about the Service Agreement.....

Approaches

1. The typical approaches
2. Its about Understanding the House you need to build –
3. This is my cost – we need mutually commitment
4. The Return on Investment Call (ROI)

Key Steps to Transitioning over to ROI Call

1. Take Full 20 point Search Assignment Form
2. Completely understand all aspects of position the efforts thus far and the pain.
3. Insure the client understands what you are doing and reason for ROI Call.(Salary Survey, Database, Work Load)
4. Go over Process for taking Shared Risk Searches
5. “Is this a position you can afford a Mis-hire on?”



Finding and Maximizing the Pain

Questions “Finding the Pain”

- *In your current process for critical positions – are you seeing top performers?*
- *Are you bringing on board top performers?*
- *What is holding you back?*
- *What is it costing the company by not hiring top performers?*
- *What if I could show you a process – to Change all that?*



The 20 Point Search Assignment Form



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Date:	Company:
Contact:	E-mail:
Phone:	Cell:

Who will approve the service agreement?

1. Position Title:	Product:
2. Location:	Territory:
3. Reason for Opening:	How Long:

4. Ideal background:

5. Three Specific requirements:

6. Comp. Package:

7. Position Accountabilities (Define target performance):

8. Day in the life of position (Travel, Office Time, Phone/Face to Face, etc)

9. Hiring Process: (Needs to be around 4 weeks or less)

a. Who Interviews?

b. Telephone Interview?

c. Other Steps Needed:

d. Who makes final decision?

e. _____
Decision Time Frame? (offer)

f. _____
Need to fill by?

10. Company Background:

Website:

Company Selling points:

Job Selling points:

11. Background of Hiring Authority:

12. Ideal People/Candidates:

13. Define Internal Search Efforts to date:

a. Internal Candidates:

b. HR Efforts

c. Job Boards – When, what results

d. Candidates still in process

14. External Search Efforts?

a. Other Recruiters? How many, How long, What candidates delivered?

b. How many / how long?

c. Candidates Delivered?

15. Define the Pain!

a. What Pain are they experiencing?

b. What happens if you don't fill the position?

c. Is there a reason you need to fill it now versus six months from now?

16. Maximize the Pain!

a. WOW, its costing you this much!

b. Other costs that you are not considering are: Personal, Time, Account losses etc.

Bridge to a Return on Investment(ROI).....Call (Next 24 hours)

To Do's:

- Salary Survey for Location (Salary.com)
- Investigate when you can spend time on Search and delivery dates
- Put team together on search (research, recruiting and project management)
- Put together timeline of recruiting
- Come up with a fee structure

20-Point Search Assignment: Part II

ROI Call:

- Review Job Requirements
- Review Time to fill by
- Review Hiring Process
- Review Pain
- Anything changed?

17. Here is how we work at _____ and how we can take away the _____ (pain).

- 3 – 5 "A" Players in 3 weeks, here is how...
- Search Profile – put together
- Search Plan – put together
- Target Account List
- Team together – Research, Fulfillment and Account Management
- Presentation to sell your organization
- Execute plan
- Take 2 weeks to identify top candidates
- Take another week to qualify (3 Interviews)
- Submit top 3-5 candidates

18. Based on a reasonable ROI – we strongly suggest you work with us this way:

- Priority Search – Priority for office- allows us to place our team and resources on the most critical openings. (Money down covers some of the initial cost.)
- Retained – 1/3, 1/3, 1/3
- Exclusive Contingency – Highest price

19. Interview Dates:

20. Set expectations and agree on the following:

A. Communication:

- Method: email, cell, work phone
- Time frame: (4 hours)
- If we don't meet expectations these are the ramifications...

B. What we are doing to do for you....

- Invest the time and money into this search
- Make the calls
- Search Team Together
- Search Plan
- Provide with only the best 3-5 players
- Give you complete Timely and Honest feedback on candidates
- Cost of search for two weeks is heavy – we will invest

C. What I need from you for us to work together successfully

- Make this a priority for you
- Return calls in the time frame
- Open and honest feedback
- Let me know if something has changed
- If at anytime we don't live up to our expectations, you can take us from this search. However...if at anytime we feel this is not a priority for you – we will have to stop working on the search.

GLOBAL
PERFORMANCE
COACHING

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Adding your Value Proposition and Alternatives

The ROI - Search Assignment Call

- Review Job order – Make sure nothing has changed..
- Here is what we can do to solve your _____ problem
- Go Over Process and all steps
- Review the Results versus other options results

Discuss Options

1. Shared Risk Option at “X”
 2. Exclusive Mutually Committed at “X * 20%”
- Give your professional opinion of where they need to be.

Give them Money Back Guarantee

“ If we don’t perform and deliver the 3-5 candidates we discussed – within 30 days, I will give you your upfront money back.”



Conclusion

- Narrowing down your Zebra – its all about Synergies
- Look to define the size of market – Aggregators and Scalability
- Understand Talent Management – Peter Drucker, Jack Welch, Brad Smart, Geoff Smart, Jim Collins
- Getting to trusted Advisor
- Bridging to an ROI



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