

RECRUITING FIRM TRANSFORMATION SYSTEM

90 Days to Transforming Your Business into
an ELITE Search Agency

Session 7: Keys to your Success



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
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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
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- 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 7 Downloads

- PSU Search Matrix
- Candidate Summary

Highlights From Session 5-Emotional VS Logic

EXPERIENCE =

USABILITY/ANALYTIC + DESIGN/CREATIVE

Left-Brain Functions

Analytic thought

Logic

Language

Science and
math

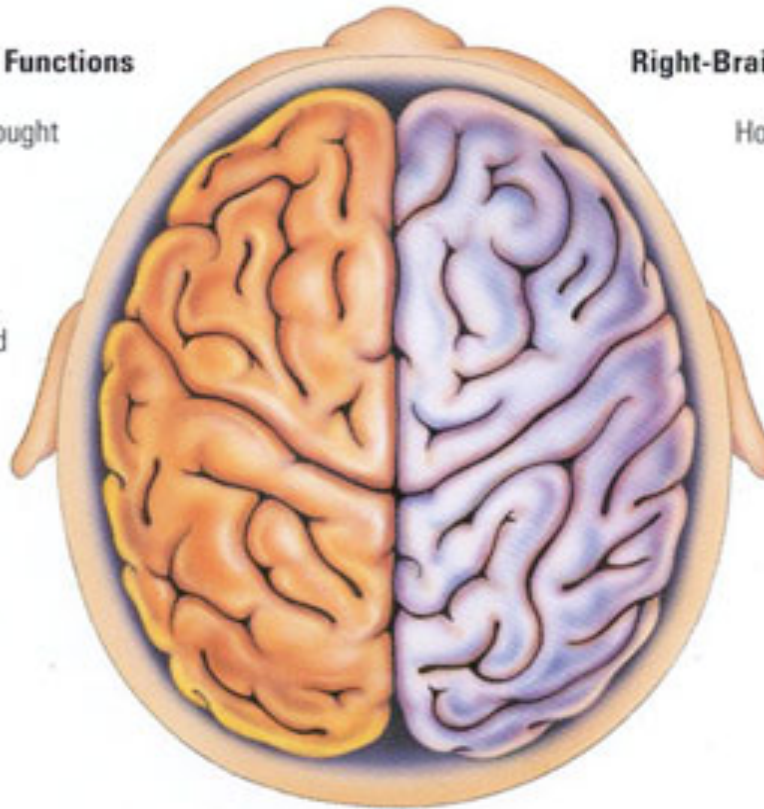
Right-Brain Functions

Holistic thought

Intuition

Creativity

Art and
music



It's A Game That MUST be played!



- You can never cut to the chase!!
- It's the “under promise / overdeliver concept” —
- BUY GOOD WILL WITH THE GAME
- You Don't Ask-You Don't Get

Is this an Objection or THE Negotiation?



“Hypothetical It
Away”

Objections are GOOD!
Sell Sell Sell

Feel Felt
✓✓ Found

SHUT UP!!!



The Next Best Alternative?



THEIRS??

What did you learn
from the job order (i.e.
how long in the process,
other competitors, etc)

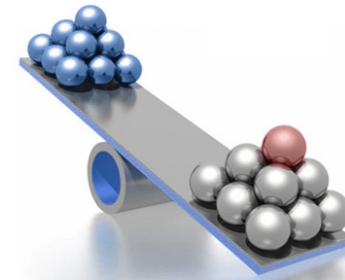
OURS??

How Many Can You List?

WHAT CAN YOU LEVERAGE?

Leverage—Things to Get In Return

- Future business
- Guaranteed number sendouts
- Guaranteed interview slots
- Guaranteed start/one call fill
- Employer in office interviews
- Exclusive
- Semi-exclusive (head start)
- Exclusive on NEXT deal
- Conversion fees
- Length of assignment
- Direct sendouts (i.e. no resumes)
- Perm business if this is temp (Temp if this is perm)
- Payment/deal terms
- New contacts
- Live presentation assured with additional hiring manager



Review....How the Numbers Come out.....

The Three Most Important Number for our Industry

18% - Contingency

50% - Exclusive Contingency

94% - Shared Risk

(example)

100 Searches per year – (2 per week)

Average Fee: 20K per Placement



Contingency

- 18/100 – 20K per search = **\$360,000**
- 82% Wasted Time, Effort, Resources and Opp Costs

Exclusive Contingency

- 50/100 – 20K per search = 1,000,000
- 50% Wasted Time, Effort, Resources and Opportunity Costs

Shared Risk

- 94/100 - 20K Per search = **\$1,880,000**
- 6% Wasted Time, Effort, Resources and Opp Costs

Really Understanding Each Search Type

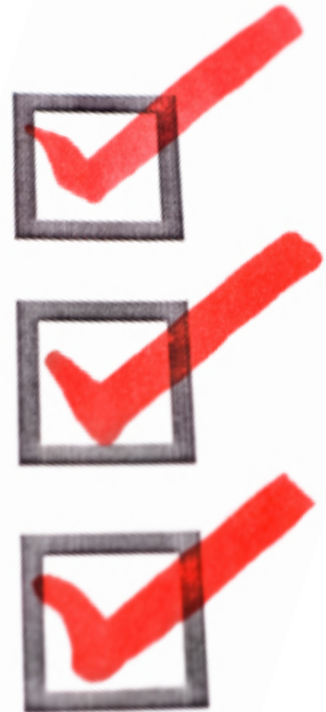
Understanding Contingency Search

- The History of Contingency Search
- Multiple firms working on search
- Speed – is the key component
- Search for qualified candidates
- Heavy use of job boards, internal database, postings
- Lots of candidates delivered initially
- Quality control rests in the hands of hiring manager
- Chance for a mis-hire is greatest
- The sale is made when you get paid
- The Candidate Experience
- The Client Experience
- Your firm wins a small percentage of these
- Your firm works on a large percentage of these
- 82% + wasted time, resources and efforts



Understanding Shared Risk

- The History of Shared Risk (Retained, Co-tainer)
- One Search Firm
- Quality is the key component
- Search for top 10% (3-5 players) in market
- Few candidates delivered immediately – targeting
- Quality control remains with the search firm
- Little chance for a mis-hire
- Sales is made upfront
- The Candidate Experience
- The Client Experience
- Search firm wins 94% + of these searches taken
- 6% Wasted time, resources and money



Reasons to go Shared Risk NOW!

- Dramatic increase in Revenue and Profitability
- No wasted time or resources
- From 82% to 6%
- Forecast-able business model
- Stronger partnerships with clients
- The Client Experience
- The Candidate Experience
- The Search Consultant Experience
- Top billers in world today
- Top Recruiting Firms in world
- Job Order/Placement from 10/1 to 1.5/1



Reason Why your Clients Need this!!

Goal of the Client in hiring

- Hiring Manager
- HR
- CEO
- When they can't afford a "mis-hire"
- Build their companies with "A" players: top 10%
- Search Firm needs to own quality control
- One branded message to the marketplace - The problem with multiple messages
- The Candidate Experience
- The Client Experience
- The Results of the search
- Your client gets your full focus and priority
- from transactional to consultative relationship "Partner"



The Value proposition of shared Risk – Background

- Important Concepts

- 10/1000
- Structure of Day/Planning Time
- Client and Candidate Value Proposition

(Focus, Track Record, Client Base, Position, Skill Set, A Process, Unique Differentiation)

- Anything Worthwhile – Takes Hard Work
- Not about a Script – Changing the game
- Using Technology for Communications
- Documents for this Session Available



Important Concepts cont...

- Its all about Synergies
- Client Zebra
- Candidate Zebra
- Talent Management 101
- Peter Drucker, Jack Welch, Brad Smart, Jim Collins, Geoff Smart
- Transitioning to Trusted Advisor
- *Vendor, Credible Source, Problem Solver, Trusted Advisor*

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?”



Important Concepts to Master from Session 3

The Process

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
3. Understand the Search Profile(insure 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...



Topics for your clients...

- 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



The ROI Call.....

THE ROI CALL.....

- Review Job Requirements
- Review Time to Fill – Work Backwards
- Review Hiring Process
- Review Pain they are experiencing (Maximizing it)
- Review Research Results
 - a. Salary Survey (www.salary.com) & Your ATS
 - b. Team to put on Search
 - c. Time Frame to Get Started
- Go Through Process of Filling the Search
- Give them the Options they have
- Give them the choice they need to make
- Give them your Value Proposition
- Give them the No – Brainer/Money Back Guarantee.....



Other Mission Critical Topics....

Critical Client Topics...

- Client Expectations (See Next Slides)
- Candidate Expectations (See Next Slides)
- Recruiting Expectations (Face to Face, Skype, Phone)
- Weekly Reporting
- The Weekly Update Call
- The Executive Summary
- The Comparative Analysis Spreadsheet
- The CV/Resume
- The Targeting Candidate and Delivery Expectations
- Candidate Delivery and Expectations
- The EPOEJO CALL(Phone or In Person)



Types of Service Agreements

- The Full Retainer
- Priority/Co-Tainer
- Exclusive Contingency
- Positions and leading to what service agreement



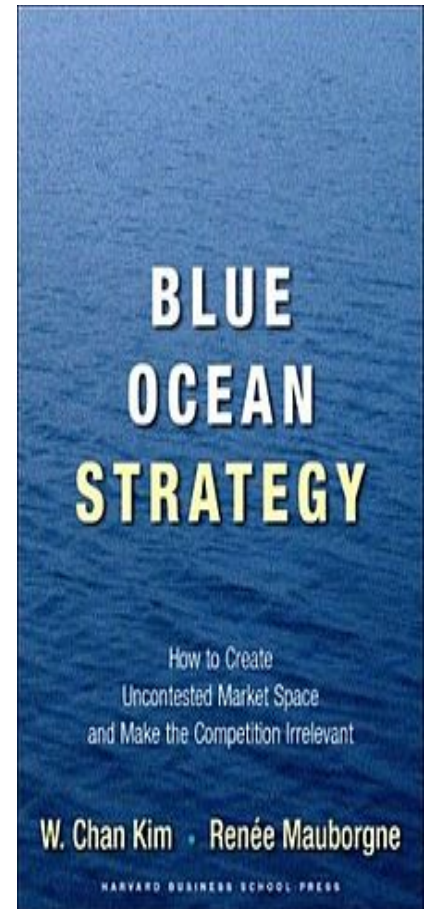
One Step Past Value Proposition

Developing your Blue Ocean Strategy

- “How to Make the Competition Irrelevant”
- How to not compete – but create new clients based on offering more value innovation
- Ringling Brothers Versus Cirque De Soliel
- Starbucks, Southwest Airlines, CNN
- Value Innovation – How?
- Price/Delivery/Quality/Speed/Services added
- What NEW Value are you offering.....

**We offer retained quality candidates at the Speed of Contingency.*

**We offer virtual benches so they are Ready to hire when you need them.*



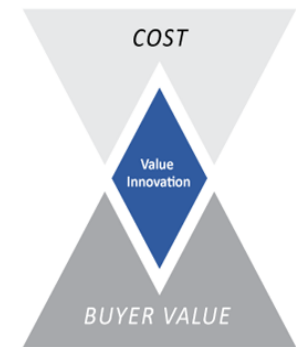
Constructing your Blue Ocean Strategy

- Price - not that important
- Adding New Industry Services
- Bundling New Services
- Changing existing Products/Services
- Getting to Markets not penetrated
- Must be Unique
- Must fill a realized or unrealized Need

Value Innovation

Cost savings are made by eliminating and reducing the factors an industry competes on.

Buyer value is lifted by raising and creating elements the industry has never offered.



** “We will handle your talent management to insure you do not have a mis-hire in any critical position – by guaranteeing you hire “A” players.”*

** “We will insure our clients have world class engineering teams by providing the talent, testing, and verifying they are two levels promotable and industry experts in that industry”*

Other Keys to Your Success.....

- Anything worthwhile takes hard work
- Be Willing to pay the price of success
- You're NOT Alone
- Develop that Powerful "Why"
- Surround yourself with Passionate people
- Role play, role play, role play



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Three Frogs On A Log



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