

## Desk Building Using Inverted Cones

**Presenter: Bob Marshall, Founder – The Marshall Plan**

Bob Marshall, Founder of The Marshall Plan, has an extensive background in the recruiting industry as a recruiter, manager, VP, president, consultant and trainer. Since 1980, Bob has been a leader in the recruitment industry. Bob started in search with a large recruitment organization and soon achieved the Pacesetter level of production. In his first office, he was named "Account Executive of the Month" sixteen times. He is also the recipient of the "Million Dollar Hall of Fame" award. In 1986, Bob founded The Bob Marshall Group and has been traveling the world training top recruiters since.

In this presentation, Bob shares the concept of "Desk Building Using Inverted Cones". This concept will help you to focus on specialization, which leads to building a long and profitable career in the recruitment industry.

### **Meeting: "Desk Building Using Inverted Cones" by Bob Marshall**

**If you are reviewing this episode with a team, watch the entire session and use the discussion points below to expand on the information shared.**

**Facilitator:** Our recap today will cover two of the primary areas Bob covered; the first is understanding where each of us are in the cones, and the second will be to assess areas of improvement to increase sendouts. Let's start with the cone!

On the following page is the inverted cone model that Bob detailed. Regardless of where you are in the model, you may one day find yourself in another situation. If you are new and still defining your niche, eventually you will become a Power Broker. If you have been a Power Broker in a once-thriving niche that is in a downturn, you may find yourself redefining your niche. Wherever you are in the spectrum, think through two areas related to each. First, what is your primary goal that will allow you to migrate to the next chamber? Second, what questions should you be asking on every call in order to get you there? Examples are below; continue to fill in with your own goals and questions.

#### **Quadrant 1: Broad Specialty, with perhaps a Local Geographic Calling Area**

**Primary Goal (Example):** To secure urgent, critical job orders that are fillable and a fast (or relatively fast) path to money.

**Primary Goal (Same or revised from above):** \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

#### **Questions to Ask:**

- What is the most urgent and critical need you have right now?
- What kind of individual would you interview tomorrow if he/she was presented to you?

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

**Quadrant 2: Narrow Specialty, with perhaps coverage of 25% of the US/Country/Region**

**Primary Goal:** To create recyclability between searches and understand the total definition of the market.

**Primary Goal:** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Questions to Ask:**

- How many (roles) have you hired in the last 12 months, and how many have been hired by recruiters?
- How many individuals exist within your team/department in (role/s)?
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

**Quadrant 3: Refined Specialty, with perhaps coverage of 50% of the US/Country/Region**

**Primary Goal:** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Questions to Ask:**

- Who are the top competitors that you would like to see recruited candidates from?
- What kind of individual do you typically have a hard time finding and/or will continually have a need to hire?
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

**Quadrant 4: Specialist/Power Broker, calling entire country/region**

**Primary Goal:** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Questions to Ask:**

- How many hires of (role/s) do you anticipate making in the next 12 months? What support would you like in having a continuous pipeline of qualified candidates?
- What work are you not yet doing, that the right candidate/background could open the door for?
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

**Facilitator:** Next, it's time to be our own worst critics! Bob gave a Top 5 List of if and when you want to increase the volume of sendouts, you can take a hard look at each of these areas. Regardless of if you are in a tough market or in the best billing year of your career, let's discuss each of the five points he covered. If any of these sound like you, it's okay; the first step is admitting that you have a problem! The next step is determining how to fix it, which will be our dialogue and brainstorming.

1. You are marketing a Most Placeable Candidate, yet there is very little interest. What are the questions you could ask of hiring managers to make sure that you understand if the reluctance is the candidate him/herself, the type of role, the type of background, or a true no need?
  - \_\_\_\_\_
  - \_\_\_\_\_
  - \_\_\_\_\_
  - \_\_\_\_\_
  
2. Your presentation needs improvement. This could be an entire meeting itself; if you think you are teetering on this being part of the problem, share your scripted presentation with a trusted colleague. Ask for feedback, but don't be afraid to receive it! What are some filler words, generic phrases, or unnecessary statements that you know for sure you'd like to avoid when delivering your presentation?
  - \_\_\_\_\_

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

3. Your market is in the midst of a downturn. If this is the case, what are three actionable steps you can take to course correct?

- I. \_\_\_\_\_
- II. \_\_\_\_\_
- III. \_\_\_\_\_

4. You lack the warm and fuzzy ability to build rapport and find common ground. Most of your conversations are short, surface, and they hiring manager exits the conversation with nothing memorable about you at all. Specifically, list the ways you can build rapport and create a trusting, memorable conversation?

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

5. You have great conversations – they are just to the wrong person. How do you make sure, early on in the conversation, that you are talking to the person who can make hiring decisions?

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## The Concept of Inverted Cones

