

Secrets of Big Billers

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. Bob started in search with a large recruitment organization and soon achieved the Pacesetter level of production; since 1980, Bob has been widely recognized as a leader in the recruitment industry. In his first office, he was named Account Executive of the Month sixteen times and he is the recipient of the Million Dollar Hall of Fame Award. In 1986, Bob founded The Bob Marshall Group, and travels the world training top recruiters. In this presentation, Bob shares with you his stories and the keys to success to becoming a top recruiting big biller, compiled from working with and studying top producers from around the globe.

Meeting: “Secrets of Big Billers” by Bob Marshall

If you are reviewing this episode with a team, watch the entire Episode. Use the notes below to implement the best practices provided.

Facilitator: For nearly a decade, *Extreme Home Makeover* reigned supreme on Sunday night television. In less than seven days, the crew is tasked with rebuilding an entire house - every single room, plus the exterior and landscaping. Residents, neighbors, and viewers watch with joy and perhaps a twinge of jealousy; wouldn't it be nice to have an overhaul so significant that it changes every moment and experience? How exciting to take what is commonplace and make it new again!

Bob gives us the opportunity to apply the *Extreme Home Makeover* to our recruiting routine, and look through an elevated lens at the status quo within our daily rituals, our standard approaches, and our expected metrics and ultimate results. Change can be a great thing, when the change is calculated and purposeful. The old adage of “if it's not broke, don't fix it” can be the antithesis of becoming a big biller! Keyless automobile entry is a perfect example; using a key to open a vehicle door is a perfectly acceptable way to enter a car. Someone was creative and innovative enough to take something that worked *well* and make it just *that much better*, and we can have the same outlook on our own businesses. Constantly evaluate what's not working, and even with what is working, be open to how to make it just a little more effective, or innovative, or differentiating.

1. Big Billers are engaged in the “surgery” of our business more often than average recruiters. “Surgery” simply means the highest dollar-per-hour valued uses of time: closing! This can be closing on a new search assignment, closing a candidate to consider change, closing on an acceptable offer, closing on next steps. All recruiters close; Big Billers close more often – usually double or triple the time of the average recruiter. What do you need to do to increase your time in surgery?

2. Do you have a list of the hiring managers in your space who *need* to know you? This could be a list of a few hundred individuals or a few thousand depending on the maturity of your market mastery, but if you don't know who they are, it's safe to assume they don't know who you are either! Start small; create your first draft of must-know individuals. Next step is determine how frequent you are going to be in touch with them and by what methods/means. What will that look like?

3. Establish your known ratios, and know when you are deviating from them. To keep it simple, identify your MVP KPI. What's your MVP KPI? For most, it will be new, first time face to face interviews set up. In some industries, a telephone interview will be MVP. Regardless of what your MVP KPI is, know what you need to do each week to stay on track. As an example, if your MVP KPI is setting up two face to face interviews each week, there are only a few reasons you would fall short. Reason #1: You did not do whatever it took to reach the number of candidates you needed to in order to recruit two presentable candidates. Reason #2: You do not have enough quality search assignments with responsive clients who are serious about interviewing your candidates, and you need to find additional clients. What is your MVP KPI? What will you do to course correct if you fall short one week?

4. New client development is king. A professional athlete will run drills in order to keep their skills sharp; they would never want to be given the opportunity to take the game-winning shot without repetitious practice. In recruiting, the repetition that comes from perpetual business development is like a professional athlete running drills. It allows you to stay sharp, build on knowledge gathered from one call to the next, and keeps the marketing muscle warm. You know yourself better than anyone; how many outbound marketing calls do you need to make on a weekly basis in order to stay in the zone? Knowing the number and delivering on that number are sometimes different things; how serious are you about performing "drills" week in and week out?

"B" Relationships	Candidates scheduled to/have interviewed but a placement cannot be predicted before the end of the month				
Client	Hiring Manager	Candidate	Interview Date & Type	Split %	Net Fee
					Total:

9. Now take a look at your lists above. How many searches are you working (priority or strong search assignments) where you have at least three candidates in process? How many candidates do you have in front of multiple clients? The Rule of 3 is a classic and time-tested best practice to increase your odds of a placement. Review the list above and take immediate action to increase the coverage you need!
10. To change your production, you have to change your behavior. Evaluate yourself in each of these three areas, and you'll know where to start!
 - Planning: I have written/electronic plan every day, and know exactly which candidates and hiring managers are going to receive a call from me. The "plan" isn't a general list of all possible candidates/hiring managers, but is a carefully selected list based on my objectives for the day.
 - If you did not say yes to this, start here!
 - Execution: Barring an unforeseen emergency, I complete the majority or the entirety of my plan day in and day out. I can continue to shorten gaps between calls, eliminate distractions, and be more efficient – but I rarely leave the office without calling every person I had on my plan to call that day.
 - If you did not say yes to this, start here!
 - Knowledge: I plan and execute every day, and am ready for a coach to help me improve my sales swing!

JOB ORDER RANKING FORM

The ranking form below will help you to assess and prioritize the search assignments and job orders on your desk. Using the criterion in the left column, rank each search assignment on a scale of 1 (poor) to 5 (excellent), based on how satisfied you are with the answers you received from taking the job order.

As you can see from the example below, Profiles 2 and 4 appear to be more viable than Profiles 1 and 3.

Job Order Ranking Form				
	Profile 1	Profile 2	Profile 3	Profile 4
1. In your niche specialty	1	5	3	4
2. Thorough role description	3	4	3	4
3. Level of experience required	3	4	2	3
4. Competitive compensation	2	5	4	5
5. Location	4	3	2	5
6. Chemistry/fit	2	4	3	4
7. Sense of urgency	1	4	2	4
8. Compelling opportunity	2	5	3	4
9. Client exclusivity	2	5	3	4
10. Clearly defined Interview process	2	3	2	3
11. Client commitment	3	4	2	4
12. Clearly defined search plan	1	4	1	4
Total	26	50	30	48

Once the score is totaled, identify what category each profile falls:

55-60 points: Priority Search Assignment	41-54 points: Search Assignment	20-40 points: Job Leads	Under 20 points: Not Viable
<ul style="list-style-type: none"> • Closest to Money • Highest Priority on your Desk • Full Commitment from Client 	<ul style="list-style-type: none"> • Moderate Priority • Great Supplemental Searches • Lacking Some Information 	<ul style="list-style-type: none"> • Lowest Priority • Great "Matching and Presenting" Opportunity • Great for Recruiters Just Getting Started 	<ul style="list-style-type: none"> • Little/No Information • Little/No Client Cooperation • Illegal/Unethical Search Requests

Blank Job Order Ranking Form provided on the following page

Job Order Ranking Form				
	Client 1: _____	Client 2: _____	Client 3: _____	Client 4: _____
1. In your niche specialty				
2. Thorough role description				
3. Level of experience required				
4. Competitive compensation				
5. Location				
6. Chemistry/fit				
7. Sense of urgency				
8. Compelling opportunity				
9. Client exclusivity				
10. Clearly defined Interview process				
11. Client commitment				
12. Clearly defined search plan				
Total				