

Are You a Specialist?

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Michael Pietrack is the Executive Vice President and Co-Founder of TMAC Direct, based in the greater Atlanta Georgia area. He has built world-class recruiting teams and is a leading recruiter in the very competitive Pharmaceutical Industry, specifically in the Medical Science Liaison and Medical Affairs niche. Michael has been recognized as one of the biggest billers in a worldwide recruitment network, and has been in the top-five of the network for the last three years. In 2013 he was #1 Worldwide Recruiter in this network. In 2014 he cashed in over \$2.1M as solo producer and inducted into the Pinnacle Society.

Michael is going to share how he fine-tuned his desk and grew his business 350% in five years. His goal is to give you tools to help you evaluate your desk and share tactical steps to take in becoming more of a market master.

Meeting: “Are You a Specialist?” by Michael Pietrack

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

THE SPECIALIST: With high certainty, Michael can tell you what the next search is he’s going to take. If you ponder the Illinois Model below, reflect on the searches you’ve taken in the last few months. Are any of them chicken sandwiches on a menu of In & Out burgers? What kind of searches are you going to start turning away, so you can keep a trustworthy system in place to fulfill the order?

The Illinois Model	
GENERALIST	SPECIALIST
Semi-prepared for a wide variety of occurrences.	Well-prepared for one or few occurrences.
Limited resources are spread across a variety of options.	Limited resources are consolidated or united.
Moderate success for many conditions; limited failure for many conditions.	High success for one condition; high failure for rest.
Best approach with unknown future.	Best approach with a known or high-certainty of future.

(C) 2013 The Illinois Model

THE MARKET: Let's go through each of the three concepts that are so important to Michael. Michael's perspective is that Functional Marketshare and Functional Clientshare are the most important of the three, and prioritizing purely Clientshare can be a detriment to being a true specialist. How can we improve our ratios in the second two categories?

Clientshare: The ratio of how many open positions a client has versus how many they are putting out to your firm. If your client has 40 open positions and they have given you 10 positions to fill, then you have 25% clientshare.

Functional Marketshare: The percentage of open jobs industry-wide in your FILL versus how many have been given to you. If the industry you serve has 100 positions in your FILL and you have 25 of them, then you have 25% Functional Marketshare.

Functional Clientshare: The percentage of open jobs at your client that are in your FILL versus how many are given to you. If your client has six open positions in your FILL and you have all six, then you have 100% Functional Clientshare.

THE FLIP: Get comfortable with the flip – on every call! Even if your role is to primarily recruit, study the conversation flow below and weave into your recruiting dialogues. This is a free chance to demonstrate your ability and competency to a wide range of prospective clients, whether you want to look at it as consolidating your resources or maximizing them, it's an equal win!

Script Example #1: *"Hello (name), it's (name/firm). I am a search professional specializing in the (FILL), and in short, I would like to discuss two things. 1. Your company and what you see happening over the next few years. 2. You. We haven't spoken before so ultimately my goal is to find out a little more about your situation and career."*

"From the sounds of it you do/don't have needs that I may be able to assist you with. Obviously I want to explore every possibility out there to make you a client. At the same time I am in the business of not only getting to know the needs and wants of an organization; but on an individual basis I also strive to find out what people want, need or could be looking for. Again, the reason for my call was to explore an opportunity to do business together. I would be remiss not to ask you what can I make you aware of that would enhance YOUR career? If I were to call you with an opportunity that would truly be the next logical step in your career, what would that look like? Can you see that happening at (name of their) firm?"

"My intent is to make an impact for you quickly. In your opinion, is the best way for me to do that to bring individuals who can impact your organization quickly, or for me to present you with an opportunity that will impact your own career?"

Script Example #2: (After introduction/recruiting dialogue) *"Let me ask you this, (name), is your team/organization fully staffed right now?"*

If the answer is YES, you can still continue with the dialogue by asking some of the following open-ended questions:

- What future openings do you anticipate in your department/team?
- Does your organization use search firms? Are you "locked into" a particular firm?
- When did you last need to fill a position externally? How did you go about filling it?

- Do you have any candidates in a “holding pattern” if someone leaves your group unexpectedly?
- Are there top-grading opportunities? Any group/department that has fallen short recently?
- Are there any sectors that you aren’t in right now that the right candidate could open the door for?
- Anyone interview recently that you couldn’t hire but would be great for me to network with?
- What will have to happen for you to have a hiring need?
- If the Michael Jordan of (FILL) were to call me and express an interest in your company, should I even pick up the phone and let you know?

If the answer is NO, start with the following questions to clarify the need and make sure you are speaking with the decision maker:

- What are the most urgent and critical spots you need filled? (Make sure they are in your niche)
- How long has the position been open? How have you attempted to fill it so far?
- Is there a drop-dead date to fill?
- Who internally have you considered and what candidates are currently in process?
- Have you used other search firms on this position? What has worked/what could have been better?
- Have you extended any offers on this position that were turned down? Why were they turned down?

“Listen, (client’s name), based on what you’ve shared with me, I think we’re in a very good spot to help you fill this position. I’ve got a great understanding of what you are looking for and offering and think that you’ve got a strong platform to land the caliber of candidate you’re targeting. What I’d like to do is set up a time to talk further about where we go from here. What you can expect from us, what we’ll expect from you, things like that. What works better in your schedule – later this afternoon or tomorrow around lunch?”

THE FILL: Still wondering what your specialty should be? Take a look at the last few years of placements you’ve made (or whatever duration you’d prefer) and identify trends within the data. Do you naturally sell more chicken, burgers, steaks, or tacos? Reverse engineer your niche if needed!

Placement	Fee	Function	Industry	Level	Location
John Doe	\$17,500	Sales Manager	Device	Front Line	US



THE TEST: Reverse engineer the math below:

What is the average fee of your “burger”? _____

What is your desired annual production? _____

Per the math above, how many placements per year would you need to make? _____

What is your job order to placement ratio: _____

How many job orders will you need to take a year to achieve your placement goal? _____

How many client development calls will you need to make (each week and month) in order to achieve your job order goal for the year? _____

Based on the data above, how do I need to recalibrate? Consider expanding the FILL, elevating the level of positions you are filling, increasing your service charge, or securing more engaged and/or retained work as examples: _____

How might I invest in a domain pointer like Michael suggested? _____

Do you feel a “current listing” document would help support your branding efforts? If so, how will you start with this initiative? _____

What interest do you have in creating a unique LinkedIn Group for your specialty? If you feel it would be beneficial, what is your first step to get started? _____

How much are you thinking about In & Out Burger for lunch today? _____