

## Selling Search

***Presenter: Doug Beabout – Owner, Doug Beabout Group***

Doug Beabout brings over thirty years of expertise in top billings, placement firm ownership and industry training. His reputation for training excellence has placed him repeatedly as a guest speaker and author for non-profit, private, national, regional and state recruiting associations. Doug works a top-producing desk every day and is uniquely qualified as a professional personnel services trainer. Having successfully thrived and survived the last three recessions, Doug knows the trenches.

Doug Beabout is owner and president of Doug Beabout Group in Miramar Beach, FL. Prior, Doug was owner and president of his own personnel services firms, The Douglas Howard Group, a personnel services firm in Kent, Ohio for seven years and Douglas William Associates, for ten years in Dayton, Ohio. Doug has held the title of CPC; certified personnel consultant since 1981.

### **About this Presentation:**

A new generation of hiring managers demands that we recreate our selling techniques. Learn how to approach clients, win their trust and seize the best search projects. The demand for our services is historically high, be ready to seize your share!

### **Week 1 Meeting: “Selling Search” by Doug Beabout**

**If you are reviewing this episode with a team, break this episode into two different segments. Watch the entire first half, and then review the notes below and use the Group Exercise provided as an opportunity to expand on the great material Doug covers in this Episode. Resume the next week, and watch the second half of the Episode.**

**FACILITATOR:** Doug starts with some specific suggestions of where to start, or how to continue to build, your defined industry and niche. His steps are incredibly tactical, and can be implemented immediately, no matter your tenure or style. Let’s review:

#### **STEP 1: DO SOME RESEARCH**

**THE BEIGE BOOK:** This report is published eight times per year, and each Federal Reserve Bank gathers anecdotal information on current economic conditions in its District through reports from Bank and Branch directors and interviews with key business contacts, economists, market experts, and other sources. The Beige Book summarizes this information by District and sector, and you can review either the full report or detailed reports by major city. This report summarizes activity and trends in the areas of consumer spending and tourism, non-financial services, manufacturing, real estate and construction, banking and finance, agriculture and natural resources, employment, wages, and prices. To view, go to [www.federalreserve.gov](http://www.federalreserve.gov) and do a keyword search, or enter <http://www.federalreserve.gov/FOMC/BeigeBook/2011> and adjust the year as appropriate.

## STEP 2: IDENTIFY TARGET COMPANIES

**WHO MAKES THE CUT:** Doug's suggestion is to immediately rule out the largest 10% of organizations; the chances of being able to quickly cut through all the red tape are pretty slim. Conversely, the organizations that fall in the bottom 50% of size may be too small, depending on the industry, for them to have a sustainable volume of hiring needs and problems to solve. Identify the 50 to 100 companies that fall within this "middle of the road" spectrum, and obtain phone numbers for all of them.

## STEP 3: PICK UP THE PHONE

**WHO MAKES THE CUT:** Reach out to those who are in positions to be able to forecast and share insight, such as sales, accounting, or operations. Ideally, reach as high up into the "pyramid" as you can – president, vice president, director, or similar layers. You may be intimidated to start at the top, especially if you are newer into your search career, but the exercise today around insight can help increase your confidence through the impact your initial conversation can have with that senior level individual.

## STEP 4: WHAT TO SAY

**INSIGHT:** Technological advances have made access to **information** abundant and immediate, but we are going to talk in detail about how to turn that information into **insight**. Insight is the foundation on which the successful business relationship is built. In simple terms, this is your ability to see beyond the obvious in a situation. This requires a deep understanding of your prospect's beliefs, needs, and problems. Don't forget Doug's suggestion as to how to introduce the conversation to a prospect: *"There might be some mutual benefit in us getting to know each other."*

## GROUP EXERCISE:

Remember, the more **interested** you are in your prospective client (that is, the more you know about them and can convey that insight), the more interesting you are **to** them. No one has perfect information, but some have better information than others. Once you have information, it's important to process its implications.

In essence, all companies, regardless of their size, are composed of three organizational layers: executive or C-level, managerial or departmental, and the individual contributor. This is true for Wal-Mart and for Mom & Pop's Donut Shop. Mom and Dad may own the shop (which makes them the executive layer), Mom does the books and hires staff (management responsibilities), and both of them may work the counter on occasion (which makes them individual contributors). However, the organizational layers are still the same.

So how do these organizational layers relate back to our discussion around insight? There is a difference between the levels within an organization and what's on the "radar screen" of each of those levels. Those at the executive level may tend to think more in terms of three to five year objectives, management layers may be focused more on quarterly or annual objectives, and field or individual level is focused more on short-term needs and problems. Knowing this, how does this impact the insight you share and receive with those three layers?



**For our exercise, work through the following steps:**

**1.** What are the titles that you interact with at the Executive or C-Level?

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**2.** How are those individuals measured? In other words, what are the key things on their dashboard every day? What are the driving issues that keep them up at night? What is their purpose? For example, a CEO is measured on profitability, revenue, growth, margin, velocity, customer trends and corporate image.

Measured by: \_\_\_\_\_

Measured by: \_\_\_\_\_

Measured by: \_\_\_\_\_

Measured by: \_\_\_\_\_

**3.** Being aware now of how these individuals are measured, what general insight can you share that will have an impact or benefit to that individual? Keep in mind that you know nothing about them, and you must share insight based solely on their title and how you assume they are measured.

Insight: \_\_\_\_\_

\_\_\_\_\_

Insight: \_\_\_\_\_

\_\_\_\_\_

**4.** Finally, what questions can you ask that will give you further insight into those areas of importance for an individual at this level? The power of asking strong questions should not be overlooked – if you ask a simple question, you will receive a simple answer. However, if you ask questions that cause your prospect to stop and think, you are adding value and increasing your credibility as a true consultant.

Question: \_\_\_\_\_

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Question: \_\_\_\_\_

\_\_\_\_\_

Question: \_\_\_\_\_

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This exercise can be repeated for each layer within the organizations in which you work – and is an incredibly powerful reminder to constantly look through the lens of your prospective client – not your own.

**Week 2 Meeting: “Selling Search” by Doug Beabout**

If you are reviewing this episode with a team, break this episode into two different segments. Resume after Week 1 and watch the second half of the Episode. Review the notes below for further points of discussion and group collaboration.

**Facilitator:** Let’s discuss how we, as recruiters, articulate our search process to our clients. When a client asks “*how do you work?*”, what do we share with that client? Is it a consistent process, a branded message, or does it sound the same as most other recruiters? Let’s evaluate Doug’s suggested stages for the recruitment process. How can we take what he started, and make our own? How do we want to articulate each of the following to a prospective client?

**Our Sourcing Techniques:** \_\_\_\_\_  
\_\_\_\_\_

**Our Recruiting Efforts, Reporting Procedures, and Frequency:** \_\_\_\_\_  
\_\_\_\_\_

**The Presentation of Candidates (example Candidate Matrix is provided):** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Name of Client	Name of Candidate
<b>Position Responsibilities:</b> <ul style="list-style-type: none"> <li>• Responsibility #1</li> <li>• Responsibility #2</li> <li>• Responsibility #3</li> </ul>	<b>Alignment with Position Responsibilities:</b> <ul style="list-style-type: none"> <li>• Responsibility #1</li> <li>• Responsibility #2</li> <li>• Responsibility #3</li> </ul>
<b>Projects and Challenges:</b> <ul style="list-style-type: none"> <li>• Project #1</li> <li>• Challenge #1</li> <li>• Challenge #2</li> </ul>	<b>Alignment with Projects and Challenges:</b> <ul style="list-style-type: none"> <li>• Project #1</li> <li>• Challenge #1</li> <li>• Challenge #2</li> </ul>
<b>Cultural Elements:</b> <ul style="list-style-type: none"> <li>• Cultural Component #1</li> <li>• Cultural Component #2</li> <li>• Cultural Component #3</li> </ul>	<b>Alignment with Cultural Elements:</b> <ul style="list-style-type: none"> <li>• Cultural Component #1</li> <li>• Cultural Component #2</li> <li>• Cultural Component #3</li> </ul>



**Managing the Arrangements:** \_\_\_\_\_

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**Candidate Management and Preparation:** \_\_\_\_\_

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**Process Management:** Doug's Example: *"As recruiters, we bring two things to the table that cannot be brought by any other avenue that provides candidates – recruiting and closing."*

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**Debriefing and Refining Solutions:** \_\_\_\_\_

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**Subsequent Interviews:** \_\_\_\_\_

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**Maintaining an Objective Position for Both Parties:** \_\_\_\_\_

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**Closure and Value-Added Follow-Up:** \_\_\_\_\_

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**Closing on Next Steps:** Doug's Example: *"Does this sound like a process that would be appropriate for you and your company when you have a critical requirement, and how may I be of service?"* \_\_\_\_\_

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**Facilitator:** Although there is no one-size-fits-all approach as Doug mentions, it's important to have a starting point to use for every prospective client conversation. Going through the above exercise will provide a solid foundation to work with and modify to every new client and every new search assignment that you have the opportunity to serve as a solution.



**Final Script from Doug**, to be used to prepare a passive candidate to be proactive throughout the selling process of the interview: *“The buyer is the client, and that means the seller has to be the candidate - which is you. If you can go in there and sell yourself, following the advice that I give you, I’ll help you know what they buy and help you know what you bring to the table. If you do an effective job of selling, and you follow my advice, at some point they are going to look at you and think yes, that’s the person we want. It’s at that instant in time, at that moment, they will immediately reverse roles with you. They will become the seller, and that makes you the buyer. And when it comes time to receiving an offer, which role do you want to be in – do you want to be the buyer, or do you want to be the seller?”*