

## Big Biller Secrets

**Presenter: Joe Rice – President and CEO, Joseph David International**

Joe Rice is the President and CEO of Joseph David International, based in Phoenix, Arizona. An Award winning Executive Recruiter, Joe has been recruiting exclusively in the hotel industry since 2005. He predominantly places Director and VP level executives in the hotel industry for operators of upscale and full service hotels on a national basis. He's developed his Market Mastery by being focused exclusively on the hotel industry for nearly a decade. Joe has won numerous "Recruiter of the Year" awards and is a member of an exclusive consortium of the top 75 recruiters in the country, known as The Pinnacle Society.

### About This Presentation

In Joe's presentation, he shares how he got started in search, his transition to the Market Mastery model of the search business, how he continues to build his practice, and much more.

### Meeting, Week 1: "Big Biller Secrets" by Joe Rice

**If you are reviewing this episode with a team, break the Episode into two parts. Pause at 20:33 for Week 1's meeting, and resume at 20:34 and watch through the end of the Episode for Week 2. Use the notes below in both weeks to identify the gaps between knowledge and application.**

**BUSINESS OWNER:** No matter how long of a career you have in recruiting – be it two weeks or two decades – you own your own business. Nearly every recruiter would want to claim that they have an entrepreneurial mindset, but a true ownership mentality is proven by your actions.

- You must be willing to learn – how many NLE TV Episodes do you watch outside of the ones that are showed during training meetings? How many books did you read in the last six months that were not required reading?
- You have to be willing to view problems or setbacks as challenges. When you are venting about an uncooperative client or a tough candidate, are you doing so in a manner that is soliciting direction for solutions, or just looking for someone to validate your venting?
- You must have a passion for this business. Do you read industry trade journals? Do you understand how companies in your niche survive, thrive, or fail? Do you know how your hiring managers are measured and how you can help them exceed their own expectations?
- You must be willing to make sacrifices in the short term for long term rewards. What are the sacrifices you need to make right now? Are you willing to make them? Is your significant other, or your spouse, or friends all in support of these sacrifices? "Short-term" is a relative term – what does it mean to you? One month? Six months? One year? Several years?
- You must have a burning desire to succeed. Are you 100% committed to this business? What are the top three measurable goals you have for yourself this year, and are you doing absolutely everything in your power to achieve those goals? Who are your mentors – outside of your immediate boss? Is there any possible reason you will not succeed? If there is, what can you do to eliminate that reason and take control?

**CLIENT COMPANIES:** Joe shares a unique approach for developing his target client list – he looks for organizations which are nearly impossible to recruit out of – because the candidates absolutely love working there. It may take more than one phone call to earn the right to that client’s business, but this long-term strategy will yield a portfolio of organizations that are a pleasure to recruit for and fulfilling to work with.

**INVESTMENT STRATEGY:** Just like having a balanced investment portfolio, Joe has both a long-term and a short-term strategy for his practice. Working with the best clients in his space is long-term – what does he do to balance that with short-term results? He calls on open positions in his niche and he markets Most Placeable Candidates. Joe’s Business Development Machine targets his long-term ROI – he has created a touch plan to initially contact clients, and then stay in touch with them using MPC calls, reference check calls, sending relevant articles and newsletters, or attending trade shows. What is your two-pronged attack for generating both short-term business and long-term relationships?

**LOVE LANGUAGES:** *The Five Love Languages* is a book written by Gary Chapman; in it, he outlines five ways to express love: gifts, quality time, words of affirmation, acts of service, and physical touch. Chapman’s premise was that people should not use the love languages that *they* like the most but rather the love languages that their loved ones can *receive*. Sound irrelevant to our business? Not at all. Joe’s experience is that top officers want to know how he, or his candidate, can do one of two things – make money or save money. Instead of using a lot of excitement and adjectives, he is direct, concise, and talks dollars and cents.

*“I recruited a Managing Director who spent 15 years with Ritz Carlton laying the foundation for his ability to deliver world class guest service, but for the past decade he’s been polishing his financial acumen as Managing Director of a major, 500-room mega resort owned by LaSalle where he was #1 in RevPar in his comp set 8 out of 10 years, and he had the highest Food and Beverage profit in his entire company. He’s passively exploring new opportunities; I wanted to see if, from your perspective, it might make business sense to explore his profile?”*

**PREPARATION:** Did you pick up on a theme so far in Joe’s Big Biller Episode? Preparation is at the root of his success. On an opening call with a hiring manager or senior level individual, he knows the questions to ask to determine:

- About THEM: Who they are, how they got to where they are, and how they like it.
- About the COMPANY: What growth are you expecting at your company, what changes are on the horizon, what challenges are you facing.
- About their PAST: Talk to me about your relationships with search firms, and the amount of success you’ve had or lack thereof.

Joe will always bring with him some industry insight he’s gathered in his preparation – information from websites, blogs, or insights gathered from other calls. After he’s finished asking them questions, he shares his prepared elevator pitch. His pitch addresses who he is, their success in the industry, who JDI is, what they do and who they place. He shares with them JDI’s FILL methodology, highlights some of the key clients they’ve worked with, and talks through his philosophy on servant leadership. He gives a real-life example of something they’ve done that demonstrates how maniacal they are about finding and recruiting the absolute best-of-the-best for their clients. He then closes: *“what I would need to do to be in a position to be considered by your organization for future searches?”*

**VICTIM VS OPPORTUNIST:** Joe gets creative when it comes to solving problems. Every recruiter has faced the situation of a top candidate being tough to break through to; what can you do to take control of the situation instead of chalking it up to bad luck? Joe shared an example, one of many he has, of sending a \$20 check to a candidate in return for a phone call. This is obviously not something worthy of every candidate, but the great ones for sure. Think of this as well – how confident do you think hiring managers feel in Joe’s ability to get the market covered completely when he shares that example with them?

## Meeting, Week 2: “Big Biller Secrets” by Joe Rice

**If you are reviewing this episode with a team, break the Episode into two meetings. Resume Week 2’s meeting at 20:34 and watch through the end of the video, using the additional notes below to expand on Joe’s content.**

**REFERENCE CHECKS:** Joe became a believer in the power of reference checks, and breaks down his process for you to follow immediately – should you choose to do so.

- Ask for several references from every candidate – and ask the candidate to give their references a heads-up that he is calling.
- *“I only need 5 minutes. Our firm (what he does, who they place, FILL methodology, and perhaps some key clients). We are a lot like most search firms, in that we claim to find ‘A Players’ for our clients. But – we are uniquely different than most search firms, in that we validate this claim by checking references of our candidates before we send them to our clients. Would say that (candidate) is an A Player?”*
- *“What has (candidate) done – or what makes you feel that he/she is an A Player? Of all the (title)s you’ve ever supervised, where would you rank him/her? Would you rehire hi/her?”*
- *“Thank you for your time. I’m going to send you a thank-you email, and I don’t want to take up any more time than the 5 minutes I asked for. I have, however, heard great things about your organization (share a specific insight about them or their company) – would you be willing to carve out 15 minutes for me in the next 30 days? There’s 43,000 minutes in the next 30 days – when can I have 15 of them?”*

**OUTSOURCING:** Be willing to invest personally in the value of your time. Joe spends his own money, and found his own outsourced individual, to handle the aggregation of available job postings in his niche. He took the time to create a three-page document that details how these leads can be found, and a Virtual Assistant has it on his desk each Monday by 5pm. What investments are you willing to make in order to increase the value of your time?

**MPC RESISTANCE:** When taking a candidate to market, there are several responses that we can, and should, plan on hearing. Whether the client claims that they can fill the position on their own, or can’t afford a search firm on this search, or already have a candidate they like – the bottom line is that you are not asking them to hire the candidate, you are simply asking if it makes smart business sense to explore. If you’d like Joe’s specific script for his response:

*“I hear you, and let me share with you some simple yet important statistics - 77% of job seekers are passive, meaning they’re not looking for a job but would listen if I called them. This is generally where the A Players live.*

*10% of the market isn't leaving until they're fired or die, and 13% are actively looking for jobs – many times because they're unemployed, this is what I like to call the scraps. The climate of the job market we're in currently is more competitive than it's ever been in the history of our industry, and my clients are telling me they can't afford not to use a recruiter because it's paramount they get the best candidate in order to gain a competitive edge on the competition.*

*Let me simply ask you this – if I had a candidate, whose skills and abilities exceeded that of your top candidate, do you feel it would at least make business sense to explore their profile knowing that I'll only be paid if you decide they're the absolute best fit for your company?"*

**SCRIPTING:** Joe shares a mistake he hears a lot of recruiters make when conducting an MPC presentation, which is to use filler words – “um, ah, right, okay” or overly descriptive adjectives – “great, awesome, amazing, phenomenal”. Joe shares that you need to have specific, quantifiable, factual data to paint a vivid picture to induce interest. Make sure your MPC pitch is stronger than:

*“I recruited an amazing Managing Director who has an absolutely fantastic, 15 year track record in luxury hotels, and driving growth and he's phenomenal, he'd be perfect for you, give me a call!”*

Look back at Joe's previous script. There are no adjectives, but instead facts – where he worked, his vision, the size of the project he manages. Joe shares actual numbers that demonstrate the candidate's financial acumen and that he makes a huge bottom line impact. Whether or not you gather this quantifiable information directly from your candidate or from the references they provide, Joe is deliberate when making sure that his target can clearly see how the candidate can have an immediate bottom line impact on his organization.

**CLOSING THE DEAL:** Joe asks a great question which lies at the root of any move a candidate will make – what is that candidate's level of pain? Did they simply have a bad day, or do they have recurring pain, that occurs every time they walk through the doors of their work place?

Although it is a simple question, it's critical. Everyone has bad days, but if you understand the difference between a bad day and a constant reoccurring pain point, you will be able to connect the dots for your candidate when you find a solution for that reoccurring pain.

**SERVANT LEADERSHIP:** Joe closes with his firm's business philosophy, which is to be a Servant Leader in everything they do. This means putting the interests of others before your own – clients, candidates, coworkers, and even your community. Joe applies Servant Leadership to his work as a recruiter and to his life.

If this philosophy was common practice, it would be nearly impossible to find service providers who always had your best interest at heart. Think about how long it takes you to find a trusted mechanic, lawyer, real estate agent, or even a retail salesperson you trust. Recruiting is a professional services discipline – realize that your clients and candidates evaluate your way of being no different than you do with the providers listed above. When your clients and candidates find someone who is not only an expert in search, but also truly cares and takes a vested interest in their success, they will give you their business. As Joe states – we do business with people we know, we like, and we trust. We don't do business with them just once – but time and time again.