

When to Stop Beating a Dead Horse

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.

About this Program

In this presentation, Bob helps us quickly identify clients and candidates that are the best fit for our business, while avoiding those where the deal is unworkable on your terms. His goal is to ensure that every job order you work will be fillable!

Meeting: “When to Stop Beating a Dead Horse” by Bob Marshall

If you are reviewing this episode with a team, watch the entire session and use the notes below to implement the material shared.

Facilitator: Bob provides a comprehensive structure for truly breaking down the necessary components of a great search and a great candidate. Having incomplete information, ineffective closing techniques, having ‘hope sheets’ instead of hot sheets, and not knowing what our prospect will buy are all scenarios that we have control over – no matter how much we like to pretend we don’t! Let’s use Bob’s checklist for the client side of the equation first, and create our checklist of essentials prior to devoting a great deal of time to a client.

STEPS I MUST TAKE IF PARTNERING WITH A CLIENT ON A DEDICATED SEARCH:

1. **Obtain complete information:** Complete information is needed – but what if you don’t know the information you don’t know? Have a Search Assignment Form that is utilized with every client on every search. Modify the one at the end of this Facilitation Guide if you do not currently have a template.
2. **Set up a grading system:** What is your minimum acceptable standard? How many calls will you make if a search is a “job lead” versus a search assignment? How do you prioritize your searches? Utilize the Job Order Ranking Form at the end of this Facilitation Guide if you do not currently have a way to grade your searches.
3. **Establish a start date:** On every search, ask the hiring manager “When is the last day that you can reach, so that on the next day something bad happens if the new person is not on-board by then? In other words, what is your drop-dead date?” If there is no drop-dead date, educate the hiring manager on the timeline to complete a search, resignation process, and realistic start date if the hiring manager commenced the search that very day.
4. **Establish the hiring process:** Make sure you know who, what, when and where.

5. **How many people must be interviewed before you can make an offer:** Clarify this when taking the search assignment - if there is a number, make sure you understand prior to educating prospective candidates as to the timeline of the search process. Add this question to your search assignment form if needed!
6. **Make sure internal transfer or promotion has been explored and any possibility eliminated:** What questions need to be added (if any) to your search assignment form to make sure you understand what internal candidates are in process? If an internal promotion occurs, what needs to happen for you to fill that search instead?
7. **How many people have been interviewed? Why were some candidates eliminated prior to an offer?** If more than zero, take the time to understand what they did *not* see that they would *need* to see in future candidates. What questions need to be added to your search assignment form to address this area?
8. **How many offers extended, turned down, and why?** Again, if more than zero, take the time to understand what happened. What questions need to be added to your search assignment form to address this issue?
9. **How many dollars have been budgeted to fill this position? Where does that money come from (whose budget)?** Make sure the client is being realistic – not just in how much the candidate will need to be paid, but factoring in your search fee as well. The most important thing is that you are working directly with the person who has control of the purse strings because this is the person who will ultimately pay you – this individual has final veto power and you need to talk with them from the beginning! What questions should be added to your search assignment form to understand salary ranges and budgets?

STEPS I MUST TAKE IF PARTNERING WITH A CLIENT ON A DEDICATED SEARCH:

1. **Obtain complete information:** In other words, have a solid Candidate Data Sheet just like you do for your clients! An example is at the end of this Facilitation Guide for modification if needed.
2. **Itemized list of what they will buy and when they will buy it:** This is information that should be learned when taking a Candidate Data Sheet, but if you (or the candidate) does not know exactly what it is they are looking for, they will never know when they have found it. Know exactly what the candidate needs to see and how quickly they will be able to buy when they see it.
3. **Have them list their Features/Accomplishments/Benefits - do FAB sheets.** These should be originally typed for each employer that they will see on an interview. This original sheet will be left with each employer. You need a copy of the FAB sheet, and the candidate will need one for their records. An example of this is on the following page:

List your specific feature/skill set:	List your accomplishment/achievement since holding your role that relates to that skill set:	List the strategy, implementation, and development processes used to bring about these results:

4. **Target companies:** Request that the candidate submit a list of target companies – organizations in which they have an interest. Likewise, you could ask for a list of companies they would never consider working – but remember that perceptions can often be misleading and nothing should be ruled out.

5. **Questions related to selling points:** Ask the candidate to submit a list of questions related to answers the candidate needs before they can make a decision of coming onboard with the new company. Go beyond salary and benefits; think about what questions they need answered to know if this is the right opportunity. What areas do they need clarified to feel comfortable that this environment is one in which they can thrive?

6. **Agree to interview your way:** You are the expert! Make sure they understand that your process is designed to leave the decision resting with them for every next step. You will thoroughly prepare them so they know who you will be meeting with, their background, why they wanted to meet with them over others, and what they will more than likely ask. You will give them timely feedback and if things don't move forward, they will know why. If it gets to the final stages and the candidate is interested in moving forward, it will not get to the point of an offer without careful consideration for their wants and needs, and that of the client.

7. **Must be able to ask for the job:** Somewhere in the interview, the candidate must express an interest in the job and verbalize that they want the opportunity! How will you include this in the prep you provide to candidates, so they know the importance of expressing a desire for candidacy?

8. **Give you the authority to negotiate, accept/reject offers:** The candidate must understand that you are the professional and that you are also an effective third party. What is the script you will use to educate a candidate as to why it is in their best interest to use you as the third party negotiator?

9. **Pre-write a resignation letter, sign it, and submit the letter the day they accept an offer:** It is best to start covering this early in the process so the candidate begins the process of making a mental break with their current company. When do you include this in your process?

10. **Must be willing to exchange commitments of cooperation as well as agree to make decisions:** Consider creating a document of mutual expectations so the candidate is clear on what it is you expect of from them. One of those things is that they are capable of making a decision; 'yes' and 'no' are acceptable answers, and you should give the candidate comfort in knowing they can share both with you.



DATE: _____

Basic Information

Company: _____ Position Title: _____
Address: _____ Client Contact: _____
City/State/Zip: _____ Phone Number: _____
Website: _____ Fax Number: _____
Email: _____ Cell: _____ Number Needed: _____

Determining Wants and Needs

*Let's start by putting together a picture of the ideal candidate you are looking to hire. Obviously, not all candidates who are interested in talking with you will get through my screen, but I need to make sure that when you receive a resume from me there is a one-to-one ratio of submittals to first time interviews. I can only do that if I truly understand not only what you **need** to see in someone, but also what you **want** to see in someone.*

What is the ideal candidate's qualification and background for the role? What all does the experience include? (years in the industry, project types, project size, software, etc.):

Regarding the background, what is required and what is preferred?

How do you measure each of those soft skills? For example, if you want someone with leadership skills, what does that look like in your office? How does it show up?

Describe someone who I should quickly turn down.

Are you open to relocating candidates from outside of the area? Of the last (# of) people you've hired, how many of them required relocation?

Additional "Wants and Needs" Questions – General or Industry Specific:

Additional "Wants and Needs" Questions – General or Industry Specific:

Determining Duties and Responsibilities

What I've found is that what a (title) does at one organization may be vastly different than what a (title) does at yours. It would be valuable, and time-saving, if you could send me a job description that highlights the duties and responsibilities of the position. However, no matter how thorough though that description, there is a lot that isn't typically covered - which is what I'd like to go through with you.

Can you describe for me a 'day in the life' of this individual?

Are there any duties and responsibilities that aren't typically held by someone within this role, but are unique to this role within your firm? (could be either junior level or senior responsibilities)

What will this hire accomplish in three months, six months, and one year from now in order for you to know you made a great hire?

If I surface a candidate within a larger organization who has the background, experience, and track record that indicates they are ready to take on additional responsibilities, should I pursue that individual?

Additional "Duties and Responsibilities" Questions – General or Industry Specific:

Additional "Duties and Responsibilities" Questions – General or Industry Specific:

Uncovering What They Offer

In my experience, there is so much more to the financial offer than simply the 'base salary' that most recruiters will cover with you. I can pinpoint so many great hires that have happened not because the base was higher, but because I was informed enough to be able to walk that candidate through the components of the entire offer. I'd like to get a copy of the benefits summary that you might give a new hire, but also spend some time on the additional components of a financial decision.

What is the base salary? OR What is highest amount you could see offering on a base? What would you prefer to pay? What is the low end of the scale?

What is the bonus potential? How is the bonus calculated?

How often are bonuses given? Month/quarter/year?



Has anyone done a recent salary survey to ensure that your salary range is competitive?

What expenses do you cover when relocating a candidate? (Examples: packing, moving, unpacking, trip(s) to see the area for candidate/spouse, house hunting trip(s), temporary living expenses, en route expenses, closing costs, lump sum for miscellaneous, etc.)

Additional “What they Offer” Questions – General or Industry Specific:

Additional “What they Offer” Questions – General or Industry Specific:

Understanding Company Info

One of the most important things I need to be able to attract passive candidates is the ability to have a good story, and that is the story of your company. People like to hear where you’ve been, where you are, and most importantly where you are going. They can’t help but put themselves in as a central character and imagine how they could play a role in chapters that have yet to be created.

When was your company founded?

How many offices do you have? Do you anticipate opening others in the coming years? If so, where?

Where do you focus geographically? Do you anticipate expanding? If so, where?

Describe your physical office location and environment. (offices/cubes, small campus, etc.)

What was your previous year’s volume?

What is your current year’s expected volume?

How does your company’s size and volume compare to where it was five years ago?

What are your plans for growth?

What would you consider to be your company’s share of the market? What plans are in place to increase market share?

What are the rumors, or negative perceptions, about your company that someone may have in the marketplace? Every company has people who have left, and true or untrue, they talk about their past employer. What objections am I going to hear that I need to anticipate, and what do I say to get around those?

Additional “Company Info” Questions – General or Industry Specific:

Additional “Company Info” Questions – General or Industry Specific:

Understanding Selling Points

*Probably the most important area for us to cover is that of the 'sizzle' of this opportunity. I am going after the happy, passive market – which means that I have to be able to **sell first** and then **screen second**. If we don't do a great job of selling the 'sizzle', we'll miss out on attracting a higher layer of the candidate pool.*

Why should a person who is happy and secure in his/her position, quit their position and come to work for you? OR Why would someone doing what you want done stop doing it for them and start doing it with you? What is exciting?

If the candidate hired turns out to be a superior performer, what is the next step up? Where can he/she be in 3 years - in 5 years? OR What is the career path from this position?

How long does someone stay in this role?

If the prior person in this role was promoted, causing the opening, does the same opportunity exist for this future hire?

What is the most rewarding thing that you have ever done for an associate?

Additional "Selling Points" Questions – General or Industry Specific:

Additional "Selling Points" Questions – General or Industry Specific:

Learning About the People and Leadership

The number one reason that people leave a company isn't because of money, or location, or anything else – the number one reason is because of a disconnect with the boss. People work for people – and it's key for me to be able to paint a picture about the leadership of this group.

Who will this candidate report to?

How many others report to that same person?

Who does that person report to (who is the boss of the boss)?

What is that person's professional background? (years in the industry, years with company, positions held within the company, project experience, etc.)

What prior companies did he/she work with? What brought them/attracted them to this company?

What school did they attend? (degree/graduation year) What is their family background? (hometown, married, children, etc.) What are their interests/hobbies?



How is that manager measured? What parameters determine success in his/her role?

Additional “Leadership and People” Questions – General or Industry Specific:

Additional “Leadership and People” Questions – General or Industry Specific:

Gauging What’s Been Done So Far

*Before I get started on this search, I don’t want to duplicate any efforts that have been done thus far. In order for me to know how to proceed with my **search** process, I need to know where you are currently in your **hiring** process.*

How long has this position been open?

What sources are you utilizing to fill this position? *OR* How have you attempted to fill this position?

How many interviews have already been conducted for this position? Who did you interview?

Who internally have you considered?

What candidates are currently in process?

How many offers have you extended that were rejected? Why?

Have you used other search firms on this position? What has worked? What didn’t?

If other recruiters (internally or externally) have already searched on this position without surfacing the right candidates, what do I need to do differently to ensure a different result?

Why do you feel your efforts haven’t produced the desired results?

Additional “Gauging What’s Been Done So Far” Questions – General or Industry Specific:

Additional “Gauging What’s Been Done So Far” Questions – General or Industry Specific:

Determining an Agreed Upon Hiring Process

Let's talk about your typical hiring process – I'd like to determine how to jointly marry your 'best practices' with those that have worked well for my other clients in the past.

Share with me the typical timeline of the interviewing process. When do you do reference checks? Do you prefer to do them, or have me? When do you extend the offer? Do you prefer to extend it, or have me?

What information are you accustomed to receiving in regards to a particular candidate? Just a resume? What other information is important to you? (Family status, salary, motivation for change, etc...)

Let's discuss each interviewer:

What kinds of questions does he/she ask?

What kinds of answers does he/she like to hear?

Who does most of the talking?

How long has he/she been with the company?

What kind of person is he/she?

Will I have access to him/her for direct feedback?

What is the process by which you will decide who to hire and why you will hire them over the others you interview?

Additional "Hiring Process" Questions – General or Industry Specific:

Additional "Hiring Process" Questions – General or Industry Specific:

Determination of Cooperation and Urgency

It would be helpful to get an understanding of the urgency of this position. There is nothing wrong with us having the luxury of time on our side if this isn't a critically urgent position – but if that isn't the case, I want to make sure that I'm operating from the same timeframe that you are.

When do you want this position filled? Is there a drop-dead date to fill?

If the answer is ASAP, would you be prepared to make an offer to the right candidate tomorrow?

When do you realistically expect to have the position filled by?

What are some of the long-term, lasting effects of not having this position filled by your timeline?

Who is currently doing the workload created from this position being unfilled? What burdens or financial costs are associated with that extra work?

What type of milestones in a search give you comfort that the search is progressing favorably?

Under any circumstances, could you see this position being eliminated during the course of our search?

Additional “Determining Urgency” Questions – General or Industry Specific:

Additional “Determining Urgency” Questions – General or Industry Specific:

Establishing Mutual Expectations

*Based on what you’ve shared with me, I think we’re in a very good position to help you fill this opportunity. 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. I’d like to talk about what you can expect from us moving forward, and what I’ll expect from you. **(Cover Mutual Expectations Document)***

Screening Questions

In closing, I’d like to get five questions that you ask immediately upon reviewing someone’s information to determine fit and qualification. I’d like to ask those same screening questions, as well as know the answers you are looking for. I will ask all candidates I talk to these questions and present only those candidates to you who correctly answer a specific number of questions.

- 1.
- 2.
- 3.
- 4.
- 5.

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				



Example: Candidate Data Sheet

Based on what you have shared with me so far, it definitely makes sense for us to talk further about where you are now and where you would like to go. What I'd like to do is take maybe 20 minutes and learn a little more about your background so I can get a better understanding of how we can move forward – does that work now or is it better to set up a time on your drive home?

BASIC INFORMATION

NAME:		DATE:	
ADDRESS:		CITY:	
CELL:		WORK:	
EMAIL:		PERSONAL EMAIL:	
ADDITIONAL NOTES - BASIC INFORMATION:			

Let's start in an easy place – your own personal background and circumstances. Obviously there's more to what makes you "you" than what's simply on a resume.

PERSONAL INFORMATION

MARRIED? SPOUSE NAME & PROFESSION:		KIDS? NAMES AND AGES:	
OUTSIDE INTERESTS:		INTERESTS - SPOUSE:	
INTERESTS – KIDS:		BIRTHDAY:	
SCHOOL:		DEGREE:	
GRADUATION YEAR:		SCHOLARSHIPS OR AWARDS:	
SCHOOL #2:		DEGREE #2:	
GRADUATION YEAR:		SCHOLARSHIPS OR AWARDS:	
CERTIFICATIONS OR LICENSES:			
ADDITIONAL NOTES REGARDING PERSONAL INFORMATION:			

What I've found is that what a (title) does at one organization may be vastly different than what a (title) does at yours. I know you will have some of this information on your resume, but I'd like to get a feel for what you are doing now and what you'd like to do in the future. Secondly, when it comes to competitively positioning you with any prospective company, I want to make sure I fully understand what you have done that separates you from others they would be considering.

ROLE AND RESPONSIBILITIES

CURRENT COMPANY:		TITLE:	
DATES OF EMPLOYMENT:		What was your reason for joining that company?	
Walk me through your primary responsibilities:			
How are you measured in each of those responsibilities?			
How has your role evolved over the past year? Is there anything you are not yet doing that you had hoped to be?			
What is the structure of your current team/department? Who do you report to? Who reports to you?			
In what areas could you use more support?			
What do you think, or what would your boss say, are the two biggest impacts you've made on the company throughout your tenure?			
What else is important for us to talk about regarding what a "day in the life" looks like for you?			
PREVIOUS COMPANY:		TITLE:	
DATES OF EMPLOYMENT:		What was your reason for leaving that company?	
Talk me through your role(s) at that company:			
What did you enjoy most about working there?			

ADDITIONAL NOTES – ROLE AND RESPONSIBILITIES:	
--	--

So we've talked about your experience as it relates to what a company gets when hiring you – let's talk through what's important to YOU. It's important to spend a good amount of time thinking through what's worked, what you'd like to avoid, and make sure we both have a strong picture of what you are looking for – so we know when we've found it.

MOTIVATING FACTORS

Other than money, what are you looking for in your next opportunity that you don't have now?

In a new situation, what would you love to improve or change about your department? Your boss? Your team? Your company? Your commute?

Have you voiced any of those concerns? If not, why not? If so, what changed?

When you go on an interview, how will you know the role and the company is right for you?

At what point in your career were you most challenged? What circumstances were at play at that time?

What would you replicate from previous companies or departments in which you've worked?

On a scale of 1 – 10, how motivated are you to make a change at this time? What makes you (number)?

ADDITIONAL NOTES – MOTIVATING FACTORS:

We've touched on a little of this, but I want to make sure I have plenty of ammunition to separate you from others any hiring manager is considering. This will position you in the best spot possible, so that YOU are the one in the driver's seat to have the best of the best opportunities in front of you.

QUALIFYING THE BENEFITS

How do you compare to others within your organization in similar roles? How do you rank amongst your peers, and why?

Why would another company want to hire you? What do you do that causes you to be superior in your role?			
How do you turn a client into a repeat client?			
ADDITIONAL NOTES – QUALIFYING THE BENEFITS:			
<p><i>As you know, in some industries, being open to relocation casts a significantly wider net than limiting yourself to your current city. Oftentimes when someone such as yourself is in a highly niched area, you have no choice but to relocate from your favorite city or state in order to take that next logical step or two ahead in your career. By doing so, this ideally enables you to return at some point in the future with a much more marketable skill set. Are you at least open to hearing about opportunities that advance you farther than you are today but require relocation?</i></p>			
RELOCATION			
CANDIDATE HOMETOWN:		SPOUSE HOMETOWN:	
What cities, states, provinces, or countries would you consider relocation? What are your ties to those areas?			
What are a few of your favorite cities? Is there anywhere you would never consider, no matter the opportunity?			
OWN/RENT?			
OWN:		RENT:	
Value of home:		Rent payment per month:	
Equity or upside down:		When does lease end:	
Approx square footage:		Consequences for early term:	
Monthly mortgage and rate:		Approx square footage:	
How does your residence now compare to what you would be looking for if relocating?			
Are your children in public or private school? Any upcoming events/circumstances that would be impacted by a move?			



If your spouse is employed, will their employment need to be secured prior to relocating?					
What, if any, are your expectations for assistance with relocation from your new company?					
ADDITIONAL NOTES – RELOCATION:					
<p><i>Let's talk through where you are currently financially, and where you feel you'd want to be when making a move (knowing that there is more that contributes to your decision than purely financial). As you know, there's much more than just base salary that makes up how someone is remunerated, so let's break down each of those pieces.</i></p>					
COMPENSATION					
CURRENT BASE SALARY:		LAST RAISE (AMOUNT/DATE)		NEXT RAISE (AMOUNT/DATE)	
LAST BONUS (AMOUNT/DATE)		NEXT BONUS (AMOUNT/DATE)		HOW IS BONUS CALCULATED?	
COMMISSION AMOUNT:		HOW COMM. CALCULATED:		LAST YEAR W2:	
VEHICLE ALLOWANCE:		CELL PHONE/LAPTOP:		GAS, PARKING, MILEAGE, TOLL:	
OTHER INCENTIVES:				PROFIT SHARING:	
EQUITY PLAN:		STOCK OPTION PLAN? VESTED?		EMPLOYEE OWNERSHIP:	
% MATCH FOR 401K:			LOANS AGAINST 401K:		
HEALTHCARE – COST PER MONTH AND WHO IS COVERED:			DENTAL – COST AND WHO:		
PTO DAYS? ACCRUE OR LOSE?			VACATION DAYS? ACCRUE OR LOSE?		
Any other essential components of compensation not yet discussed?					
Expectation for total compensation in future opportunity:					
ADDITIONAL NOTES - COMPENSATION:					

Let's move on to an overview of where you are in this search process. I know we've talked about why you are open, but I'd like to get a feel for what other activity you've got going on – if any – and then have you start to get a feel for what your personal timeframe could be if things do move forward with any future opportunity.

TIMEFRAME AND INTERVIEW ACTIVITY

What is the earliest you would consider making a change?			
If you were to leave today, what would you leave on the table?			
What length of notice do you feel you would need to give?		Where have you interviewed in the last six months?	
When people usually resign from your company, what does it look like? Box handed to them within the hour, two weeks, or big promotion to make them stay?			

TIMEFRAME AND INTERVIEW ACTIVITY (continued)

Where have you sent your resume?		What other recruiters have your resume? Do you know where they have sent it?	
What are some of the times, over the next two weeks, that would work for you to interview?			

ADDITIONAL NOTES – TIMEFRAME AND INTERVIEW ACTIVITY:

What else is important to you that we have not yet discussed?

Here's what the process will look like from here. I'm going to send you an email that has an attachment – it's simply a list of mutual expectations – what I'd like to ask for from you and what you can count on from me. Reply to that email with a copy of your resume – I'll review it and provide you feedback based on what I know gets noticed, and let you know what next steps to expect. I recognize that you have a good amount to process at this point and am here as a resource if you have additional questions that come to you after our conversation today! If at any point you have additional questions or decide not to continue in this process, please let me know. Our intent is to open doors for you throughout this process and it is your decision to walk through them; if at any point you no longer would like those doors to open, please let us know in a timely manner. Is there anything else, again, that is important to you that we have not yet discussed?

ADDITIONAL NOTES: