



What Makes a Great Job Order or Candidate?

Presenter: Craig Silverman – Vice President, Albin Engineering

Craig Silverman recently joined Albin Engineering, an innovative technology services and staffing solutions provider, in Santa Clara, CA as Partner and Vice President of Sales & Marketing. Prior to joining Albin Engineering, Craig was the EVP, Sales & Marketing for HireAbility.com from where he built a new model for the recruiting industry by banding together a social network of independent recruiters and staffing agencies. Craig's professional sales and sales management career spans 19 years. Craig is considered to be an expert on the job market, staffing industry & recruiting trends, leadership, and sales management. He is a frequent keynote speaker and has been often quoted by the press in publications such as The Wall Street Journal, USA Today, San Francisco Chronicle, and Staffing Industry Report.

About This Segment

What makes a great job order or candidate? Sometimes, looking beyond the resume and job description is key to increase your odds in making a placement can have a huge impact in your practice. This presentation will show you how. In Craig's presentation, he'll show you how to add sizzle to your client and candidate presentations, how to overcome objections, and provide three key ingredients to become successful in recruiting.

Meeting Week 1: "What Makes a Great Job Order or Candidate?" by Craig Silverman

If you are reviewing this episode with a team, pause at the suggested break times below to review and implement Craig's material.

(Start Video and Pause at 7:44) Every job order or candidate has something exciting about it or them that may not show up on paper. Let's discuss current search assignments and clients first. What is it that is different, unique, and remarkable about the company that you are currently representing? Think about Craig's examples – what is something that the general population doesn't know about your client? What's unique about the people? What's unique about the projects? What's unique about the office space and culture? _____

Now, look at the information you listed above. On a scale of 1 to 10, how much sizzle does that information provide? Is it relatively trivial, or is it truly compelling sizzle? _____

If it's low on the sizzle scale, go back to the drawing board with your client and dig for additional insights that will help you position their opportunity in a more appealing light.



Next, let's move to the candidate side of the equation. What is it about your candidate that the hiring manager will want to know about? For example, what exciting projects have they completed, or which industry guru is their mentor? _____

Again, look at the information you listed above. On a scale of 1 to 10, how much sizzle does that information provide your hiring authority? Is it relatively trivial, or is it truly compelling sizzle?

If it's low on the sizzle scale, go back to your candidate and dig further to help you represent your candidate with some information that goes beyond what's listed on the resume. If you'd like to reference the article by Bill Radin that Craig discussed, you can do so at <http://www.recruiter tools.com/storyboard-recruiting-script.htm>.

(Resume Video and Pause at 15:30) Let's talk further about communication and the feedback loop. Most of the time, we get frustrated when our clients or candidates don't follow the process we want them to follow – however, we never took the time to thoroughly explain that process to begin with. By clearly setting mutual expectations with your clients and candidates, we have an opportunity to not only increase our value proposition as to why to work with a recruiter, but we are also giving this prospect a higher level of comfort to working with us. There are a lot of pitfalls that we accept as just being a normal cost of doing business – but typically we can pinpoint this “Mutual Expectation” area as being one that if covered more thoroughly, might actually allow us to avoid pitfalls further in our search. We'll give you an example of what this might look like on the candidate side of the equation, and you can find a client example in the “Solid Search Assignments” Section of the NLE Library. As a group, discuss how these work or need to be adjusted for your office and industry.

What you can expect from me:

Review: I will review your information and give you candid feedback as to any content, layout, or grammatical suggestions on your resume. However, my client uses me as a last filter to determine fit before their executive team has an opportunity to review. Based on our conversation, you are a fit - but I need to make certain once I review your information. If I do need additional clarification, I will call and dig deeper with you; things are often assumed or omitted when they shouldn't be. If this doesn't end up being the right fit for you, I will close the loop so you know where this search stands.

Present: Once I've reviewed your info and determined an accurate fit, I will present your information to our client. We deal directly with the (role), so the person responsible for the initial interview is the one who will see your information first. A presentation consists of your resume, a summary of your current situation and reasons for considering our client, and then my own recommendations based on your fit for the position. Within (# of) hours, I will connect with my client to discuss your fit, concerns they might have, and next steps. Regardless of next steps, I commit that I will have full transparency and feedback with you relating to their reasons for or for not moving forward with a conversation.

What you can expect from me (continued):

Prepare: If you both do decide to have an initial conversation, I will thoroughly prepare you for that cup of coffee. You will know who you will be meeting with, what his background is, why he wanted to meet with you over others, and what he will more than likely ask you. You'll know what his interview style is, if he's funny or stoic, and what he's looking for in that first conversation. My goal is to have him leave that conversation wanting a second conversation with you – because you are then in the driver's seat to determine how to move forward from there. If you decide that that's it – no problem – but my goal is to over-prepare you for that first conversation.

Feedback: I will give you timely feedback within 24 hours of any meetings you have. If things don't move forward, you will know why.

Offer: Last, if we do get down to final stages and you are interested in moving forward, you'll have the opportunity to share with me any "must haves" for me to use when helping our client formulate an offer. My goal is win-win – I will not get to the point of an offer without careful consideration for your wants and needs, and that of my client.

What I will expect from you:

Rapid Response: This includes sending me your resume, returning my calls, and responding to email. I know that everyone gets busy, and I respect the fact that you are currently employed. However, your mode of operating with me is what I can only assume your mode of operating is within your professional life, and that is a reflection of you as well. Your rapid response might be *"I know I told you I'd send you this today but it has to be tomorrow"* or *"I can't talk now, let's schedule a time on my way home tonight"* - which is perfectly acceptable.

Full Disclosure: I need to know who you've sent your information to, who you've already interviewed with, and if anything changes during our time of working together. It is a poor reflection on both me and on you if I ever send your information to someone who already has it – so I need to know what's been done so far and what changes happen along the way.

Exclusivity: I want to ask that for the next 10 business days, we have an exclusive relationship. If you have your resume posted on any job boards, take them down for the next two weeks. If you are working with other recruiters, or other recruiters contact you, push them off for the next 10 business days. If at the end of two weeks, you aren't completely happy with what our joint efforts have produced so far, I give you full permission to work with anyone and everyone who comes along. But in the course of the next 10 days, I need to know that any efforts I'm making on your behalf aren't duplicated by others.

Timely feedback: When you come out of any conversations, call me within 20 minutes. I give you full permission to pull the plug at any time during this process – you won't hurt my feelings or let me down. My intent is to simply open doors for you and you choose if you want to walk through any of them – but if at any point you don't want me to open any more doors, I need you to tell me that in a timely and professional manner.

References/Target Companies: – I need a list of (#of) people that serve as your professional reference list, as well as any companies that you know you'd love to have a shot at.



Meeting Week 2: “What Makes a Great Job Order or Candidate?” by Craig Silverman

If you are reviewing this episode with a team, pause at the suggested break times below to review and implement Craig’s material.

(Resume Video at 15:30 and watch through the end of the first half) Look at the last few deals that you lost and do a “deal autopsy” and analyze where they went south.

Reason #1: Did they need you? Did the client need you because you provided a solution that couldn’t be provided through any other means? Did the candidate need you because you provided an “in” to an organization they wouldn’t have otherwise had an “in” with?

Reason #2: Did they want you? People like working with people that they like – do your clients want to work with you for any particular reason? Are you nicer, funnier, better, or smarter than the rest? Do you commonly get put into voicemail, or more often than not are your phone calls answered? This can be a good test as to if your audience wants to be working with you or not.

Reason #3: Did they have the money? Compensation often is not at the top of a candidate’s list of reasons for why he or she is making a career change, but getting that paycheck does pay the rent. Most people try to negotiate a better deal when they accept a new opportunity, and try not make a lateral move. Clients have budget issues and decision/purchasing power that needs to be there. Did you resolve those issues up front, or hope that it just all came together at the end?

Reason #4: Did they believe you? Remember that each client and candidate is building a reserve of perceived credibility. A candidate’s perception of the validity of the opportunity stems from their interactions with you, the company and even news they hear about in the industry. A client needs believe your ability to make and keep commitments – remember that they are in a constant interviewing process every moment and interaction they have with you.

Reason #5: Did they truly have urgent pain? They want you, they need you, they can afford you, and they believe in you. What’s left? You have to know what is motivating your candidates to make a move, and what specific pain the hiring manager feels with the position being open. Each of us has a timeline that we work on and we do our best to avoid anything that can get in our way. Use that pain to help you close!

(Resume with the second half of the Episode and watch through the end of the Video)

Which of these three areas is your biggest area of weakness? If you made just a small adjustment in this area of weakness, what impact will it have on your billings and success?

Attitude: Have you ever fallen victim to being a victim? Shoulders slumped, beaten by a client or candidate, and a poor outlook? It’s fine to be discouraged, but Craig’s advice is completely accurate. What’s your routine to get yourself out of the victim mode and into the responsible mode? When you recognize that you are in a slump, who do you turn to or what’s your process to get pumped back up?



Effort: Bottom line is that recruiting is hard work, but “hard” is a relative term. What someone else defines as “working hard” might not be enough to have true success. You have to play the numbers game by talking to a lot of people and keep your activity levels high. If you were truly prepared each day, could you accomplish more? Could you work one “late” night each week? Could you eat your lunch at your desk more often? Always improving your skills, make sure you practice, be cognizant of your time management, and make certain that you are putting in a full day of work. Try for one week to keep track of all the downtime that happens during your workday – how can you improve?

Process: Every successful company and recruiter has a process and they don't take shortcuts. Do you have a step by step checklist for your process? Have there ever been deals that have fallen through, but if you had just “remembered” to cover that specific area, it wouldn't have fallen through? How can your desk improve by having a more systemic process?