

## Big Biller Secrets

### ***Presenter: Drue De Angelis, Founder of The De Angelis Group***

Drue De Angelis is the Founder and Managing Partner of The De Angelis Group in Scottsdale, Arizona. The De Angelis Group is a Retained Executive Search firm specializing in the medical device industry nationwide. Prior to starting The De Angelis Group, Drue was at Zimmer for 10 years as a Multiple President's Club Achieving Sales Representative before being recruited by Stryker as Branch Manager of the Arizona Branch where he built an award winning team in Reconstruction, Trauma & Spine. Since 2000, The De Angelis Group has been helping orthopedic companies overcome talent leadership challenges by offering a broad range of services from Strategic Planning to Execution of Executive Search.

In this presentation, Drue will show you how to increase your fees while working on fewer searches, have better collaboration with your clients, and always get paid for the work that you do.

### **Meeting: “Big Biller Secrets” by Drue De Angelis**

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

Drue's Big Biller presentation summarizes with a step-by-step process of migrating from contingent search to a retained practice. Use the checklist below to create your own scripts, action items, and plans for continued implementation.

#### **Step 1:** Develop a “CLIENT CENTRIC” Value Proposition.

- To do this, you must be able to articulate the value to the client of their benefit to working on a committed basis. Some examples:
  - The most talented people do not visit job boards or recruiter websites, and typically have a strong aversion to accepting recruiter calls. It requires an effective strategy to get them on the phone, to present them an opportunity, and to open the door for consideration.
  - It takes expert insight and experience to navigate the prospect's questions and concerns and delicately “lean” them into a new role at a new company. It also requires great collaboration between a client and recruiter to get the candidate to accept an offer, resign their current job, and reject all counter-offer measures.
  - Candidates are more thoroughly vetted because there is not a race to be the first to present the candidate; the recruiter is able to be very strategic in targeting the entirety of the candidate pool rather than the “most likely” candidates. We can dig deep into companies where finding viable prospects takes considerable time and creativity.
  - This approach ensures that someone is held accountable to fully covering the marketplace on their behalf, and can revisit top candidates over a duration of time and not rely on the first “no” the candidate gives.
  - They need tremendous amounts of documentation, reporting, or market research performed.

- They will gain relatively complete control as to the message that is delivered to the market, and receive feedback from that marketplace. Additionally, there is a tremendous amount of “free press” when their story is told in the marketplace to nearly every passive candidate in existence.

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**Step 2:** Build a list of potential objections and develop effective scripts to overcome these objections

- “We don’t pay fees”: \_\_\_\_\_  
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- “Your fees are too high”: \_\_\_\_\_  
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- “We have had a bad experience with retained firms in the past”: \_\_\_\_\_  
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- Additional Objection/Response: \_\_\_\_\_  
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**Step 3:** Write out your presentation, refine and memorize it! Practice it over and over. Record yourself giving it and more importantly listen to the playback and critique yourself.

*“In my experience, it’s best if we start with me asking you several questions in order to effectively give you my professional recommendation on how best to proceed. I am committed to making sure that your position is filled within the timeframe you need and the market coverage you desire, and that my sense of urgency matches yours.*

*Our dedicated search process involves me creating an extensive plan customized for this search to ensure that we have a real strategy to identify, evaluate, attract, and secure the very best talent available in a timely manner. I will create a compelling presentation to take to market that you will approve prior to me picking up the phone for that first call. Once I cover the market and screen based on the skills and parameters we’ve already discussed, I will offer you a ‘first right of refusal’ and will not present candidates to any other company until you have made a decision to proceed with an interview or pass.*



*This process will, truthfully, ensure that there is absolute accountability from me and my team to not only get your problem solved, but solve it with the best possible solution. However, let's back up and get a better understanding of what you need at this moment."*

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**Step 4:** When on a call with a potential client, first seek to understand the true needs behind the search. The best questions to ask may be unique to your industry, so use your best judgment to get to the core of the position and the ideal person to fit it. By taking the time to fully understand the role and the challenges of filling the position, you'll not only be better equipped for the search, you differentiate yourself, increasing the likelihood that they'll want you to perform the search. You may consider asking some of these questions:

- What are the SPECIFIC deliverables in this role?
- What was the background of the previous person and what difficulties did they face?
- How long were they in this position and why is it open again?
- What are the greatest challenges someone in this role will face?
- What are the specific problems needing to be solved?
- What special skills, talent or experience is needed to be successful? (Don't get stuck having to refer to their Job Description.)
- What are some logical places one might find this caliber of talent?
- What do they think they'll need to pay this person? (If you see misalignment between who they perceive they can hire and what they really can attract or afford, tell them so. You will bolster your credibility and build trust)
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# NEXT LEVEL Exchange

**Step 5:** Describe the process you would go about to find and attract this person to their opportunity. The greater the detail you give, the better you demonstrate your value and show that your process will yield hard to find talent rather than the candidates that are available to anyone on the internet.

*“Due to the challenges that we have discussed around this opportunity and your need for this position to be filled in the next (# of) days, I would recommend that we initiate a dedicated search to maximize our chance of success. In my experience, I am fearful that any other approach is not going to ensure that your position is filled within the timeframe you need and the market coverage you desire.*

*Our staff will immerse itself in your culture on a continuing basis to aid in identifying, attracting, and hiring the (title) that you’re seeking. We will create a detailed attraction-based selling platform that we will present to you for enhancement and approval before we make one phone call. Because of our (# years) in this space, we’ve developed relationships with candidates that other recruiters haven’t earned the right to receive a return phone call yet – in other words, we can get to the people you want to get to. We’re going to pre-screen all candidates before presenting their information officially to you. We’re going to present selected candidates along with detailed summaries both verbally and in writing as to why the candidate appears to be a fit – detailed, extemporaneous notes from each candidate conversation and pre-interview. We’re going to also provide candidate availability for interviewing and we’re going to assist in scheduling their meetings with you. We’re going to identify the objections we’re hearing and what we’re communicating to the candidate to address their objections. We’re going to provide in depth interview feedback both to you and the candidate and assist in managing the post interview process until you drop the candidate or until you hire them. Does this sound like a viable solution for you?*

*Our professional service charge is 30% of first-year’s total identifiable compensation. The service charge is paid only as we hit milestones in the search. This keeps the search effort squarely on our shoulders and focused toward completion. If we estimate that this position will pay an average of \$100,000, our service charge would be \$30,000. One third of this is due upon initiation of the search, and the balance is not owed until we have completed the search and your candidate has accepted the offer you’ve extended. What questions have I not yet answered that you need clarity on prior to initiating this search?”*

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