

Push-Pull Closing

Presenter: Greg Doersching, Founder of The Griffin Group

Greg Doersching is Managing Partner and Founder of The Griffin Search Group, a National Search Firm working in the direct hire placement industry. He is an active recruiter who still runs a highly productive desk and is in the trenches day-to-day, just like the rest of us. He is also developer and Chief Architect of the highly successful Bullseye Recruiting Process.

For the past 15 years, Greg has been recognized as one of the most cutting edge voices in the recruiting industry. He is an International Trainer and has presented dozens of workshops and Keynote Addresses for recruiting association events. He is consistently rated as one of the top presenters for each conference.

About this Program

In this presentation, entitled “Push-Pull Closing”, Greg shares his process that is designed to help you Push candidates towards a decision - and Pull relevant information from your clients. Push-Pull closing will promote an enhanced level of professionalism by you – the recruiter, increase your acceptance rate, and make more placements.

Meeting, Week 1: “Push-Pull Closing” by Greg Doersching

If you are reviewing this episode with a team, break the Episode into two meetings. Pause the video at 23:33 and review Steps 1 through 4. Resume Week 2’s meeting at 23:33 and watch through the end of the video, using the material below to incorporate Greg’s steps into your own closing process.

Step 1: Articulate what you are going to do and what you need from them

“I’m going to send you over a job description, information for you to review on the company, community information, and an initial questionnaire for you to fill out. What I need from you is for you to think about the opportunity, answer the questions I send to you, and return back to me via email by (deadline). Can you do that?”

Step 2: Verify 4 important facts

“What is about this opportunity that is appealing to you?”

“I read your responses to the initial questions I sent over regarding your abilities to excel in this role. Tell me more about (skills and experiences)...”

“I read that your desired salary if making a move is (amount). Tell me more about how you came up with that amount?”

If need to expand:

“Typical annual increases are right around 3% to cover the cost of living. A typical offer should be around 10% more than the person is making now moving them up about three years ahead of their scheduled increases. A very good offer is anything in that 11-15% range that puts them more than 4 years ahead of their current schedule.



Are you open to considering an offer that's more in line with a 10% raise, which would be good – which would also leap-frog you three years ahead of where you are now?"

"It is my intention to present you to (company) for (position). Do you want me to present you?"

Step 3: Create a Candidate Submittal Document

Concisely compile the candidate's information within the Candidate Opportunity Profile Form (example at the end of this Facilitation Guide). Not only are recommendations built within the first page of the Profile (which is what the hiring manager sees first when opening up the document), but there are already set times to interview which will expedite the process. This will set the tone for a high level of professionalism, and separate you from other recruiters who are not as thorough.

Greg's email template is as follows:

I am presenting Bob Johnson to you as a candidate for the Program Manager position. Attached you will find his profile for your review. I know that Bob has received a number of calls from recruiters regarding positions similar to this so I encourage you to review the information as quickly as possible so we don't lose him to one of your competitors. His availability for interviews is listed on the top sheet of his profile.

Step 4: Send Weekly Status Reports to Clients

Subject Line of Email: Status Report – Plant Manager - Waukesha, WI

Position Open Since: (Add date your received assignment)

Working Salary Range: \$65,000-\$70,000

Number of Contacts Made This Week: (Add Total Emails Sent + Total Calls Made + Total Responses to Postings)

Total Contacts Made On Assignment: (Add all previous weeks together)

Active Candidates:

Name:	Company:	Status:	Next Step:
Tom Johnson	Kraft	Qualifying	GSG Interview – 6.28.12
Beth Hoeffaker	Leprino	Submitted: 6.13.12	Waiting Feedback from Client
Nathan Hensley	Saputo	Telephone Int	Scheduled for 6.29.12
Nick Urban	Land O' Lakes	Completed Interview: 6.2.12	Waiting Feedback from Client



Action Plan for Next Week:

Schedule ongoing recruiting calls – Target Cheese Companies in Wisconsin, Illinois, and Minnesota

OR

No further calls scheduled – need feedback from client before we proceed.

Facts Client Needs to Be Aware of:

Talked to 9 people this week that are at Assistant Plant Manager or Production Manager level. 8 of them are currently at a base of \$85,000 or higher. These people had between 5-17 years of experience. 7 of the people mentioned that this is the 3rd time they've heard this position is available in last 2 years. The perception is that current VP is difficult to work for.

Needed from Client:

What flexibility is there with the salary range – position is currently at under market value? How do we explain the turnover for this position to counter the current “street” perception people have?

Tim, if you can give me answers to these questions it is going to be critical for us successfully sourcing high quality candidates for this position. I appreciate your energy on this matter.

***If you are breaking the Episode into two meetings,
end now and resume next week.***

Meeting, Week 2: “Push-Pull Closing” by Greg Doersching

If you are reviewing this episode with a team, break the Episode into two meetings. Resume Week 2's meeting at 23:33 and watch through the end of the video, using the material below to incorporate Greg's steps into your own closing process.

Step 5: Ask 3 Direct Questions before Scheduling Interview

“Are you really serious about pursuing this opportunity? If something about the opportunity isn't sitting right, now is the time to pull out. Should I schedule the interview?”

“There's a chance they may want to sit down with you and your spouse – are you prepared for that?”

“If this position were to come together, do you think your current employer would do anything to keep you? Have they ever offered you or someone else a counteroffer?”

Step 6: Debrief Clients in Writing

Sally,

I had a chance to speak with Tom after his interview yesterday and I've attached a formal copy of his remarks to this document. In brief, he thought the interview went very well and felt that fit between the needs of your company and his skillset was spot-on.

On the personal side he was very impressed with the way both you and Fred spoke of your organization it was clear to Tom that this was the kind of place where people take a very active role in making the company a success and it showed.

However he is still actively talking with other companies so if you are at all interested in pursuing Tom I would encourage you to schedule the next interview for some time in the next 10 days before someone else snaps him up.

Formal Debrief Document

Candidate: Thomas Krual

Interviewed with: Susanna Johnson

Ability to do the job: Tom is very comfortable with his ability to successfully handle all of the responsibilities of the position. He feels he is extremely qualified to handle all of the preventative maintenance issues. He further feels that having managed a staff of 8 currently handling the personality issues of a 5 person team will be an area he excels in.

Attraction to Company: Tom feels that Sajunito Cheese is a very professional well run organization where the people really matter. He is very comfortable that he would enjoy working in this facility.

Areas of Concern: No red flags at this time.

Compensation Verified: Still has an expectation of a \$63,000 base salary.

Availability for Next Steps: Tom is available for second interviews the week of March 17-22 or the 28-29.

Step 7: Ask 3 Direct Questions before Final Interview

"Before I schedule this interview, I have to ask – do you really want this job? Our client's expectations are that if this goes well, they will be making you an offer and they are anticipating that you will accept. If you aren't sure, now is the time to say so. It's okay if that's the case – but we need to talk about it now. Should we proceed with scheduling the interview?"

"Is there anything at all you or your family still have questions about that you'd need answered before you could accept the position?"

"We need to discuss compensation one last time. Let's go through the full comparison profile I sent you because I will be sending the client in writing what it is you are currently making and what they will need to offer you in order to have you accept."



Candidate Compensation Worksheet

Candidate's Compensation	
Base Salary:	\$
Last Raise and Date:	\$
Next Raise and Date:	\$
Last Bonus and Date:	\$
Next Bonus and Date:	\$
How the Bonus is Calculated:	
Guaranteed: Yes or No	
How fluctuated from year to year:	
Other compensation:	
Candidate's Retirement and Equity	
Retirement Plan:	
Vesting Period and Percent Match:	
Amount in the account:	\$
Any loans against the current plan:	\$
Ownership of Stock Options / Grants:	
Price at Issue / Price Per Share Today:	\$
Ramifications of leaving? Unvested options?	
Penalty for early resignation?	
Profit Sharing Program?	
Additional Compensation	
Vehicle / Allowance / Mileage:	\$
Gas Card / Toll/Bridge Card / Paid Parking:	
Cell Phone / Laptop / Etc:	
Expense Account:	\$
Tuition Reimbursement and Penalties:	\$
Healthcare: (Cost, Elect Coverage, and Who)	\$
Vision and Dental: (Same as Above)	\$
Vacation Policy and Details:	
Other additional compensation:	



Candidate Compensation Worksheet

Client's Standard Package	
Stock or Retirement Incentives:	\$
When Eligible and Vesting Schedule:	
Profit Sharing Plan:	\$
When Eligible and Vesting Schedule:	
Vehicle / Allowance / Mileage:	\$
Gas Card / Toll/Bridge Card / Paid Parking:	
Cell Phone / Laptop / Etc:	
Expense Account:	\$
Tuition Reimbursement and Penalties:	\$
Healthcare: (Cost, Elect Coverage, and Who)	\$
Vision and Dental: (Same as Above)	\$
Vacation Policy and Details:	
Other additional compensation:	



Candidate Email

Tom,

I want to just confirm everything we talked about earlier today. I am going to schedule your personal interview with Schrieber Foods for 10 am on Friday the 27th. Also, I want to make sure I had a very clear understanding as to all of the things we discussed concerning compensation so I am outlining what I heard below. Please review this and email me back that my information is correct. As soon as I get that email back from you I will schedule the interview with Kim.

Thanks,
Greg

Current Compensation

Base: \$72,000
Bonus: 15% (Due April '06)
Vacation: 3 weeks

Benefits: Standard

Relocation: Only issue is that he owns a 30' sailboat and there will be some cost in moving this

Expected Compensation

Base: \$81,000 – 83,000
Bonus: 20% as per plan
Vacation: 2 weeks remainder of this year & 3 weeks as of Jan 1 next year.
Benefits: As per plan

Client Email

Polly,

I wanted to let you know the Gary Thomas is all set for his interview on the 27th but I wanted to take a minute here to go over something with you one last time before we spend the money and time necessary to bring him in. Gary and I have had numerous conversations regarding his salary expectations and I wanted to make sure you had clear information regarding this, so here are his expectations:

Current Compensation

Base: \$72,000
Bonus: 15% (Due April '06)
Vacation: 3 weeks

Benefits: Standard

Relocation: Only issue is that he owns a 30' sailboat and there will be some cost in moving this

Expected Compensation

Base: \$81,000 – 83,000
Bonus: 20% as per plan
Vacation: 2 weeks remainder of this year & 3 weeks as of Jan 1 next year.
Benefits: As per plan

As long as you are confident that we can work within these parameters and/or come to an acceptable compromise I see no reason to not proceed with the interview. If you have any serious issues please call me to discuss them.

Step 8: Coach through the Resignation

- Shocked and Amazed
- Saddened
- Questioning your Thought Process
- The Hidden Promotion or Project
- Stalling Tactic

CANDIDATE OPPORTUNITY PROFILE

Candidate Name:		Position:
Current Role and Responsibilities		
Years of Experience		
Degree and Certifications(s)		
Relocation Details		
Management Experience		
Recent Projects		
Lead Projects		
Motivations for Making a Change		
Availability to Interview		
Screening Question	<i>Describe how you prospect and develop new client relationships:</i>	
Screening Question	<i>Describe your most complicated project to date, and your role on that project:</i>	
Screening Question	<i>Describe your experience with ABC Software:</i>	
Current Compensation Outline:	Base Salary: Expected Bonus (Amount and Date): Previous Bonus (Amount and Date): Benefits: Vacation: Retirement/Equity/etc:	
Expected Compensation:	Base Salary: Expected Bonus (Amount and Date): Previous Bonus (Amount and Date): Benefits:	