

## Big Biller Secrets

**Presenter: Joel Slenning – CEO, ICON Medical Network**

Joel is the CEO of ICON Medical Network and the ICON Group of Companies, ICON Technical Network and ICON Locum Tenens.com. Joel has spent his professional career starting, building and improving businesses, spanning multiple industries. He has spent over a decade in the Staffing Industry, migrating from one of the nation's leading search professionals to now the CEO of ICON Medical Network. Throughout his tenure in the staffing industry he has carried "Recruiter of the Year" honors as well as being named one of the most influential people in the healthcare staffing industry. Joel is considered an industry expert in Healthcare, Life Sciences and Information Technology staffing and has been quoted in publications like The Wall Street Journal, Business Week, The Business Journal and other Healthcare related publications. He is also a frequent speaker at staffing industry related conferences around the United States.

### **About This Segment**

In Joel's presentation, he shares some of his best practices and recruiting concepts including how he maintains a 2 to 1 send out ratio, using the Power of 3, using L.E.R. and the Language Power CDS, and key must-do steps for continued success

### **Meeting, Week 1: "Big Biller Secrets" by Joel Slenning**

**If you are reviewing this episode with a team, watch until 32:58 into the video and ask your group for their key takeaways and insights. Review the following below to fill in the gaps; resume the following week with the remainder of the Episode.**

**POWER OF 3:** Joel begins by reiterating the power of three and the relevancy it has on this stage in the search process. Although it's desirable to have a thorough and complete job order and the three questions he asked are not the only questions to ask when screening the search specifications, think through the purpose behind his suggestion. If you've ever conducted a search looking for a "too good to be true" candidate, or if your sendout to placement ratio is not quite Joel's of two to one, think through and discuss as a group how to modify the scripts and questions below to best suit your organization and industry:

*"I certainly have a good understanding, after listening to what's important to you, of the individual you are trying to find and who you think will be best suited for this role. Let me ask you; if we had to define this job down to three major components, what could I present to you in a candidate that could meet those three things?"*

If the client needs some further direction, the following areas are (in Joel's experience) the most important:

**Education and Major Skill Sets:** *"What are the most important areas in someone's background, education, or developed skill sets that are most critical to you in evaluating this individual?"*

**Teamwork and Projects:** *"What can this person bring to the table that will allow them to hit the ground running in this job?"*

**Soft Skill:** *"What is the one thing that is going to make someone successful from a soft skill standpoint? Perhaps most important in terms of leadership style, or personality trait, or communication style, social grace, or interpersonal skill..."*

**LISTEN FIRST:** Want to become a better, more trusted recruiter? Stop talking and start listening. Just because you are the one driving the conversation with your candidate or client, you will have far more to gain by surrendering the floor rather than dominating it. The well-thought-out questions of great recruiters have much greater impact than the overbearing monologues made by those who have not yet come to understand the power of listening.

Again, take Joel's scripts and questions below and use as a starting point. Think through and discuss as a group how to modify the scripts and questions below to best suit your organization and industry. Start first with discussing the **why** behind each of these techniques.

Opening question designed to set the tone for the discussion:

*"Do you value staying informed of high-level (industry) opportunities that **could** be superior to what you're doing today?"*

Script designed to remove "selling" from the initial conversation, and lessen hesitations from the candidate:

*"I'm a recruiter, but I'm not suggesting that you make a move today. In fact, I don't know you and you don't know me, so all I'm asking is quite simply if you value staying informed of opportunities that could be clearly superior than what you're doing today. If the answer is yes, there is a possibility that I could accomplish that for you. If I do uncover a superior opportunity, I'll call you only when I have whatever that means to you. What I need is simply 10 minutes of your time to determine what **could** be a superior opportunity for you."*

Questions to understand current position:

*"Based on a scale of 1-10, how would you rate your current position? The overall scope of responsibility, the day-to-day, your satisfaction with this particular position..."*

*(It's a 7): "That's not great...but it's not bad, either. What makes it a 7? What's missing? What could make it a 10?"*

*(It's a 1): "What are you still doing there? How can you put up with a 1?"*

*(It's a 10): "That's outstanding. How did you come into such a role?"*

Questions to understand leadership and management:

*"Based on a scale of 1-10, how would you rate the leadership in your organization? How would you rate your manager? You would you rate the leadership all the way to the top?"*

*(It's a 7:) "So it sounds like you are being served well by your leadership. If it's not a 10, obviously there's bit of a gap – what's missing?"*

Questions to understand quality of life:

*"On a scale of 1-10, how would you rate the lifestyle of this position? This could include your commute, salary, benefits, the time off it gives you..."*

*(It's a 7): "It sounds like overall, there's not too much missing, but whatever is missing does sound important to you. What caused you not to rate your quality of life a 10?"*

**LISTEN, EVALUATE, AND RECOMMEND:** Good job! You successfully listened, which has earned you the insight to understand the story behind the candidate, and the opportunity beyond the issue. Listening is about discovery, and discovery can not only impact the present, but it can also influence the future. Listening is Step 1 of L.E.R.; if appropriate, it is time to move on to Evaluate and Recommend.

**Evaluate:** Before the recommendation comes the evaluation, which is not one-sided. Go back through each of the three areas and repeat what you heard; communicate to the candidate that you have listened carefully and that you understand their perspective. This does not mean that you *agree* with them, only that you *understand* or are *seeking to understand* their perspective. In addition to demonstrating that you were actively listening, the candidate might expand on their initial statements or clarify and modify their original stance on the subject.

*“The first area we discussed was that of your current position. You rated that area a 7, and obviously there’s a gap there. What I heard you say is that this gap is due to A, B, and C. Did I understand you correctly?” Repeat for leadership and quality of life.*

**Recommendation:** Remember that you are trying to seek agreement not on if your client is the right next step for them, but simply on if they are interested in learning more. That’s it. Do keep in mind that you need to deliver a recommendation that provides a benefit to the candidate – not you or your client.

*“Based on the information you’ve shared with me so far, here’s what I heard – there are some pretty significant gaps. I believe that there could be an opportunity out there that not only fills those gaps, but tremendously impacts your role, your management, and your quality of life. I’m not saying that you are in a bad position, but I might suggest that you entertain the option of learning a little more about an organization that can bridge that gap. Are you interested in learning more?”*

**Pause the Episode at 32:58 and resume with the remainder of the Episode for Week 2’s meeting.**

## **Meeting, Week 2: “Big Biller Secrets” by Joel Slanning**

**If you are reviewing this episode with a team, pick up where you left off the previous week (32:58) and watch the duration of the Episode. Ask your group for their key takeaways and insights, and review the following below to fill in the gaps.**

**PREPPING:** Three things the organization brings to the candidate and the three things the candidate brings to the client. Remember those three things – key in on those. Remember the three things we talked about that were really important in order to win the job – key in on those points.

*“If, during the interview, you have the revelation that this IS the match we thought it was, I want to make sure that they feel the same way. Remember that these are the three things that are really important to my client: A, B, and C. Of course, it’s completely within your right not to move forward, but I want that decision to rest with you.”*

*“Before you speak with (candidate), I want to remind you of what’s most important to him. If, during the interview, you have the revelation that this IS the match we thought it was, I want to make sure he feels the same way – and he will if you communicate A, B, and C aligns with his long and short term professional and personal objectives.”*

**INTERVIEW DEBRIEF:** Joel has made this a wonderfully simplistic process, but one that started with aligning the candidate and opportunity quite well on the front end. His recommended debrief questions for the candidate and client are below; how can you implement within your own practice?

Client:

*“Based on a scale of 1-10, how would you rate the candidate’s fit overall for the position?”*

*(7 or above). “That’s fantastic; I want to make sure I understand, is there a reason they aren’t a 10?”*

Candidate:

*“Based on a scale of 1-10, how would you rate your fit for the position? What about fit for the overall organization? How would you rate your excitement level for the position?”*

**METRICS:** No two recruiters are alike – they aren’t alike in skill level, or industry, or average placement fee, or average timeframe of the placement process, or tenure, or even desired earning potential. That said, did you listen to Joel’s metrics with the mindset of *“that wouldn’t work for me”*, or did you listen to them with the mindset of *“I’ve just learned how a million dollar producer monitors his success; what can I pull from his and make my own?”* Although the question is rhetorical, be honest!

- 80 calls per day. New recruiter - 40% marketing, 60% recruiting. Tenured recruiter - 60% marketing, 40% recruiting.
- 20-25 connects per day
- 10 candidate conversations per day, 9 of those yielding a Candidate Data Sheet dialogue where the three scale questions are asked.
- 1 sendout per 9 CDS conversations (tenured recruiter – 1 sendout per 5 CDS conversations)
- 1 job order conversation per 10 marketing connects

**TACTICAL TIP:** Once you’ve had some success with a repeat client, be persistent to get on the CEO’s calendar. The benefits Joel mentions are just some of the few; if this isn’t something you’ve made a regular practice of, start doing so! It will change your relationship with the client, and change your ability to make future matches:

*“What do you think makes your organization great, and why we should continue to bring phenomenal people to your organization? We’d really appreciate your perspective on this.”*

**ATTITUDE:** Think about Joel's statement: *"you are in control of what you bring to the table every day."* What are you getting out of bed for each day, and what are you doing to get better at what you do? What are you doing to invest in your skill sets every week, every month, and every year? To Joel's point, most recruiters are willing to make the investment in their candidates and clients, but tend to overlook investing in themselves until they hit a slump! Plan to grow, commit to others, and always be growing personally and professionally!

*A man came across three masons who were working at chipping chunks of granite from large blocks. The first seemed unhappy at his job, chipping away and frequently looking at his watch. When the man asked what it was that he was doing, the first mason responded, rather curtly, "I'm hammering this stupid rock, and I can't wait to go home."*

*A second mason, seemingly more interested in his work, was hammering diligently and when asked what it was that he was doing, answered, "Well, I'm molding this block of rock so that it can be used to build a wall. It's not bad work, but I'll sure be glad when it's done."*

*A third mason was hammering at his block fervently, taking time to stand back and admire his work. He chipped off small pieces until he was satisfied that it was the best he could do. When he was questioned about his work he stopped, gazed skyward and proudly proclaimed, "I...am building a cathedral!"*

Three men, three different attitudes, all doing the same job. Do you think the man building a cathedral felt that what he did mattered? Maybe a bit more than the others? His attitude was influenced by his perception of how his work mattered. Do you think the quality of his work was influenced as well?

Believe in what you do every day!