

Big Biller Secrets

Presenter: Marty Shapan
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Marty's area of expertise and specialization is in the search and recruitment of professionals for the Western United States in Commercial Construction, Specialty Contractors, and within Real Estate Development. His focus is completing search assignments for executive leadership and regional management. Marty is a Managing Partner with Kaye/Bassman International, and co-leads the Construction and Real Estate practice. Since joining Kaye/Bassman in 2002, Marty has progressed from a purely recruiting role to working with clients and completing high-level assignments in the subcontractor market. In his first full year on staff he helped the team accomplish a Top 10 finish within a network of 4,000 recruiters. He currently co-leads one of the top producing practices within Kaye/Bassman.

About this Presentation:

In this presentation, Marty shares how he began his career in recruiting and how he and his team continue to produce during a challenging economy. Marty discusses how he differentiates from his competition, and includes a performance "checklist" to keep his practice on the right track towards making a placement or getting a new job order.

Meeting: "Big Biller Secrets" by Marty Shapan

If you are reviewing this episode with a team, watch the entire session and ask your group for their key takeaways and insights that they pulled from the episode. Review the following below to fill in the gaps.

BURN YOUR BOAT: Are you familiar with the phrase? "Burn your boat" is a commonly used term within sales organizations that illustrates your level of commitment to your career or task at hand. Ancient Greek warriors were both feared as well as respected by their enemies; these warriors were successful because they were well trained, well lead, and most of all, well motivated. The key to their success in battle was partially due to an inherent understanding of commitment and dedication – the moment the warriors landed on the enemy's shore, the first order given by the commanders was to "burn the boats!" The undeniable psychological impact on the soldiers as they watched their boats being set to the torch is similar to the mindset that one must have to a career in search. To the Greeks, there was no turning back, and any notion of retreat or surrender was removed.

To Marty's point – there was no backup plan if victory became too tough of an objective in search. Unfortunately, what holds most individuals back isn't because of inability or lack of motivation – it's because they never "burned their boats" and became fully committed to their career or task at hand.

"There's a difference between interest and commitment. When you're interested in doing something, you do it only when circumstance permit. When you're committed to something, you accept no excuses, only results."

- Art Turock

PRESENTING CANDIDATES: Marty's statement is one that, in theory, sounds obvious. He and his team are very strict in terms of quality control, and presenting only candidates with the best track records that fit the culture and qualifications. Most recruiters would probably say the same thing, so where is the disconnect? The true test of this is to look at your individual *candidate presentation to first time interview* ratio. Look back at the last ten candidates you presented to various clients – how many of them were brought in for an initial interview? The number, especially for retained clients, should be nearly one to one. This client has spent time with you going through the job order specifications, you committed to not wasting their time, and ultimately there are only two reasons a client does not interview a candidate you have screened. One, the client has changed what they are looking for since the original conversation, or two – you are not presenting the bulls-eye candidates you claimed you would. In theory – most recruiters would say they all present only candidates with the best track records. But in reality – if your clients aren't interviewing nearly every candidate you put in front of them – you might need to re-evaluate your screening process.

COMPETITION: This was just one sentence – and if you weren't paying attention, you might have missed it. *"When you are out sick just think, your competition is calling all of your candidates and clients."* Not only when you are out sick, but when you are doing internet research during the day, when you are out to a long lunch, when you are wasting time with a talkative un-placeable candidate, and when you are catching up with coworkers in the hallway – others are calling the candidates and clients that *you* should be calling. Sometimes, a successful call or a placement comes down to simply just being in the right place at the right time – and the more you are on the phone, the more chances you give yourself of being in that right place. If you weren't there at the right time, someone else will be.

MARTY'S CHECKLIST:

TIP #1: Send out a mass email to hiring managers twice a year.

- Think about those articles that could open the door for an elevated hiring conversation - in Marty's situation, he felt an article that spoke about countercyclical hiring or "top grading" would be most helpful. Send the email, and follow up within a couple of days to talk about strategic hiring and initiatives for the coming year.

TIP #2: Identify a true MPC – Most Placeable Candidate.

- Find that "A" player, the one who everyone would want to interview, and market that player to demonstrate the caliber of candidate you can bring to the table. Beyond all other criteria, a valid MPC must only have this: a marketable skill set that can be marketed to a majority of the firms in your niche. Remember – you only have one chance to make a first impression – and the caliber of this MPC will be the sole determining factor that a prospective client uses to judge the caliber of you, the recruiter.

TIP #3: Call all firms you have worked with in the past 3 years.

- If you need to talk with accounting or you track this yourself, reach out to everyone - you never know what has changed with those companies and what the relationship could be like today.

- TIP #4:** Keep a running list of the “Top 50 Must-Know Candidates”.
- Do you know, with complete certainty, that you have identified the top 50 candidates in your space? Even those who aren’t interested in making a move today – do you know the most well-respected people in your industry? What have you done, and what can you do, to not only get to know them better, but position yourself as the *only* go-to recruiter in your space?
- TIP #5:** Identify, call, and talk with the “Top 100 Decision Makers”.
- Don’t have phone fear, and don’t assume *anything*. Just as in the case on the candidate side of the equation, do you also know with complete certainty that you have identified the top 100 decision makers in your market? Not the most accessible, or the nicest, or the ones your firm has worked with the longest – but the top 100 decision makers in your niche? What can you do to identify those managers, then reach out to in a unique way, and then establish yourself as someone worth the time investment?
- TIP #6:** Identify the 3 biggest industry trends in your niche.
- Do you know the three biggest initiatives or things being initiated in your industry? Do you know how those initiatives relate to your clients, and what their plans are to implement those or move in that direction? How can you leverage your knowledge and industry insights to help with that implementation? Know what is important to your clients – and then know how you can help them accomplish those specific goals.
 - If you don’t know the three biggest industry trends – what questions can you ask today on your calls to help you better understand marketplace developments.
- TIP #7:** Analyze where you spend your time.
- The 80/20 rule, when applied to recruiting, says that roughly 80% of your placement success will come from as few as 20% of the search assignments on your desk. The better job you do at identifying which 20% of your assignments are the highest priority, the faster you can generate over 80% of your revenue.
 - Have you analyzed where you are spending your time, and how do you know if you are investing time with the right clients? Alternatively, do you know your own “80/20”? Where does 80% of your revenue come from, and what 20% of clients are providing it? Are you spending time with some clients because you like them, but haven’t been getting the results?
- TIP #8:** Make a candidate “hot-sheet”.
- Instead of simply sending a resume, create a “hot-sheet” that includes the motivations of the candidate, the factual information that separate them from their peers, their compensation expectations, and how specifically this candidate aligns with what the client initially shared with you when taking the search assignment.

TIP #9: Send a hand-written card.

- When? Possibly after a noteworthy promotion, birth of a child, holidays, birthdays, after a conversation with a top 50 candidate or top 100 hiring manager – up to you!

TIP #10: Add new names to your database.

- When you first started, how many names did you add on a weekly basis? How about now? More than likely, your name gathering has dropped off a bit – you probably feel like you “know just about everyone”. Make sure you aren’t getting too comfortable with the known, and get back into asking great name gathering questions on every call, and researching off-hours as well.
- Use those new names to put together a fresh recruiting and marketing game plan.

TIP #11: Put together a candidate matching list.

- Take a comprehensive look at your entire inventory of existing candidates, and figure out three companies you can call and make marketing calls to on behalf of those candidates. This can also motivate your team, as they are excited to see a higher percentage of their candidates in process.

TIP #12: Know your ratios.

- This has been covered in many other episodes, which underscores the importance of this tip. How many recruiting calls does it take before you make a presentation? How many recruiting presentations before you recruit a candidate? How many candidates do you present before you get an interview, and how many interviews until you get a hire? How many marketing calls until you get a job order?
- In Marty’s example, his team’s ratios historically require 15 recruiting presentations to recruit two candidates, three candidates presented for a first time interview, and three first time interviews to secure a placement.

TIP #13: Separate your relationships.

- The following page has an example spreadsheet that can be used to break down “A”, “B”, and “C” relationships as Marty suggests.



CANDIDATE PIPELINE

"A" Relationships - Candidates have interviewed and a placement can be predicted within the next 30 days.

Client	Candidate	Position Title	Interview Date	Interview Type - TI, 1st, 2nd	Your Portion of Fee	Next Steps
					\$0	
					\$0	
					\$0	
					\$0	
					\$0	
Total					\$0	

"B" Relationships - Candidates are scheduled to or have interviewed, and a placement is predicted to occur within the next 30 to 90 days.

Client	Candidate	Position Title	Interview Date	Interview Type - TI, 1st, 2nd	Your Portion of Fee	Next Steps
					\$0	
					\$0	
					\$0	
					\$0	
					\$0	
Total					\$0	

"C" Relationships - Candidates are scheduled to or have interviewed, but a placement cannot be predicted within the next 90 days.

Client	Candidate	Position Title	Interview Date	Interview Type - TI, 1st, 2nd	Your Portion of Fee	Next Steps
					\$0	
					\$0	
					\$0	
					\$0	
					\$0	
Total					\$0	



TIP #14: Monitor your “A” and “B” relationships.

- Plan for falloffs and hiring freezes – Marty consistently plans to have twice as much “B” activity than needed, to accurately arrive at his forecasted “A” number each month. Separating out the three levels of placements will help you have a more accurate read on your pipeline and predicted (and realistic) activity.

TIP #15: Know what you want to gross, and plan to that number.

- Below is a worksheet from Module 2 of the Rookie Training Program that will help start with what each person would like to earn, and then create a quarterly, monthly, and weekly plan to meet those numbers.

Section I – Results	Example		Your Info	
Billing Objective for the Year	\$300,000		\$	
Average Fee	\$25,000		\$	
Monthly Billing Objective	\$25,000		\$	
Number of Placements per Month	1			
Section II – Activity Objectives				
	Example	For Month	Your Info	Your Total
Candidate Activity				
Number of First Time Face-to-face Interviews for	8 to 1	8		
No. of Candidates Presented to Clients for a First Time	2 to 1	16		
No. of Candidates Recruited to Yield 1 Presented to a	3 to 1	48		
Weekly Activity				
Number of First Time Face-to-face Interviews per Week	2	8		
No. of Candidates Presented per Week	4	16		
Monthly Activity				
Number of Candidates Recruited per Week	12	48		
No. of Recruiting Presentations to Recruit 1 Candidate	6 to 1	288		
No. of Recruiting Presentations Made per Day	14 – 15	288		
Client Activity				
Weekly Total Job Orders Secured	2	8		
No. of Marketing Presentations to Secure 1 Job Order	15 to 1	120		
No. of Marketing Presentations Made per Day	6	120		
Section III – Energy				
	Example	Weekly Total	Your Info	Your Total
Number of Recruiting Presentations per Day	14 – 15	72		
Number of Marketing Presentations per Day	6	30		
Daily Activity				
	Example	Daily Total	Your Info	Your Total
Number of Recruiting Attempts to Recruiting	3 to 1	45		
Number of Marketing Attempts to Marketing	5 to 1	30		
Total Market Connect Time to hit Presentations	4 hours	80 hours		

TIP #16: Meet with a financial planner.

- It might seem like you are putting the cart before the horse, especially if you haven't begun to experience a great deal of recruiting success. But knowing the "why" behind your financial goals, and then being able to share those with your family and spouse, will help a great deal in not only the achievement of those financial goals, but in their support behind you.

TIP #17: Have a strong support system.

- Whether it's as spouse, children, or friends and colleagues, have a support system you can lean on and that can help push you when you need pushing, and celebrate with you when times call for celebrations.

TIP #18: Always prepare clients and candidates for interviews.

- Never assume the client will know the important points to cover, and never assume that the candidate knows all there is to know to be prepared. This is where many placements are made or lost; the more focused and prepared the candidate and client are on *selling* each other, the better the chemistry will be, and the better the odds of a placement coming together.

TIP #19: Always debrief clients and candidates after the interview.

- Have a script and conversation flow that maps out the tough questions for both clients and candidates. Identify red flags fast – ask the tough questions about relocation, salary, spouse and other deal breakers in the debrief – not during offer formulation!

TIP #20: Never lead with contingency agreements.

- Lead with selling retained or engaged; be proud of your service and know your minimum to walk away from a deal. Don't bend over backwards to take a deal out of desperation, because easily won concessions are often not respected. Go into every relationship with the idea of working together out of mutual respect, and create the foundation of give and take.

TIP #21: Secure a rolling monthly retainer for a client with multiple needs.

- Ideally, identify at least one large client with multiple needs and secure a rolling monthly consulting, or retained, agreement. Fill positions against the agreement, which will help with cash flow, hiring, and client commitment.

TIP #22: Know what progress looks like for *you*.

- Prime Directives for Marty and his team:
 - First – make a placement
 - Second – secure a job order
 - Third – recruit two qualified candidates
 - Fourth – Execute 15 to 20 presentations
 - Fifth – Have 100 attempts (or dials)
 - Sixth – Have at least four hours of market connect time

- TIP #23:** Don't confuse *activity* for *productivity*.
- Everyone is busy – the question is, busy doing *what*?
- TIP #24:** Social Networking
- Not as a replacement for the phone, but to be an additive during non-primetime hours. Using social networks helps to further build your brand, build a presence, and increase your searchable results.
- TIP #25:** Leverage existing relationships.
- Think of how things and people are connected within your space, and leverage one placement or relationship to introduce a new one.
- TIP #26:** Create email versions of holiday greeting cards, newsletters, and birthday cards.
- Have a strategic marketing strategy that helps build your personal brand that utilizes a strategic email campaign; mark these events on your calendar and notice how your future marketing and recruiting calls seem much less “cold”.
- TIP #27:** Define what a successful relationship looks like.
- Important on both the candidate side as well as the client side – let your audience clearly know what they can count on from you and what you need to be able to count on from them. Define upfront what steps will be taken when things *don't* go well, and even create a document to email them stating the mutual expectations.
- TIP #28:** Script everything!
- Wing nothing – script out interview prep conversations, debrief conversations, closing calls, MPC presentations, voicemails, and recruiting scripts. Also script rebuttals to the top five resistances you get for marketing and recruiting, but more important - constantly work to improve and change those scripts if they aren't working for you!
- TIP #29:** Send your MPC script to your MPC.
- Send your script to your MPC – this will allow for the candidate to better understand how you are representing them, but also help you add to that commercial.
- TIP #30:** Send your marketing script to your retained clients.
- For clients that are retained, have them not only review and sign off on your script, but give them a list of source companies you will pursue. They may add some additional companies to the list, or give you some added insights for your presentation.
- TIP #31:** The Rule of Threes.
- Remember to have one candidate interview on at least three positions, and three candidates interview for every position.



TIP #32: Don't work in an overly broad market.

- Be a master of one universe, as opposed to a “jack of all trades” and a master of nothing.

MAKE A SHORT LIST: Go back through these 32 practical tips and identify the top five that will help you make the biggest difference in your niche. Start with a short list of what to implement immediately, and implement those well. Once you have those mastered, come back to this list, and select the next round of calculated improvements.