Why Plans Fail

Presenter: Mike Gionta, Founder of The Recruiter U

Mike Gionta is Founder of The Recruiter U. While he still actively owns and operates and multi-million dollar search firm, Mike began The Recruiter U to provide training, coaching, and consulting to recruiting firm owners and show them how to properly hire recruiters, retain them, and grow their businesses. He works with search firms in analyzing their current operation, and then implementing systems and strategies that make recruiting revenue predictable and consistent. Mike is published frequently in The Fordyce Letter, Employment Marketplace and EMinfo, and is a trusted recruiting industry speaker at The Fordyce Forum, NAPS, MRI, GRN and numerous state associations.

About This Presentation

In this presentation, Mike discusses how business plans for your desk based on raw numbers without a clear vision of what that level of production is required can lead to poor results. Mike shows how to define specific objectives, stay on track, and reach your billing goals!

Meeting: "Why Plans Fail" by Mike Gionta

If you are reviewing this episode with a team, watch the entire 40 minute segment. Upon completion, personal reflection and review is critical for effective implementation of Mike's message. Ask team members to spend some time answering the questions below, and either share with an accountability partner or with the entirety of the team.

Facilitator: It is human nature for us to go through cycles; we reach a point where we desire a change in our life, and we want it NOW! Suddenly, we join a gym, we buy ten new books, we start two new hobbies, we throw some money in savings. The result is that two weeks later, the exercise program has waned, you've got a stack (or Kindle) full of unread books, you have a box of unopened art supplies, and your savings has not changed. This is a classic case of why plans fail – you've tried to change too much, too quickly, and all at once! Think New Year's Resolutions – you are determined to change your life, but by the end of January, you've bounced back to your comfort zones. It is important to manage the *implementation* of change realistically.

Keep this in mind - merely having a goal does not inherently create the motivation to achieve it. Motivation derives instead from conation, a trait studied by Kathy Kolbe. Conation is *"the will to succeed, the quest for success, the attitude that 'to stop me you'll have to kill me,' that elusive 'fire in the belly' that manifests itself in drive, enthusiasm, excitement, and single-mindedness in pursuit of a goal – any goal. All consistently successful people have it. Many well-educated, intelligent, enduring, and presentable people don't have it."* (*Self-Made in America*, John McCormack)

If you can't be bothered to achieve your goal, then your reasons for achieving your goal are not compelling enough! You've spent an entire lifetime developing behavioral patterns that will need to be reprogrammed – the solution is to build truly compelling reasons why you must achieve your objective. Mike suggests putting this goal into quantifiable terms, so you can track progress and measure results.

Mike also discussed procrastination, and that it often results when the "pain" you mentally associate with taking immediate action is stronger than the "reward" you mentally associate with taking that action. Recognize if this is your issue; if so, you have two options. One option is to constantly ask yourself if what you are doing right now is in service and alignment with you achieving your goal. The second option is to control what you allow your mind to focus on, and possibly increase the “pain” associated with lack of action.

Think of the most successful recruiters you’ve ever worked with - undoubtedly, a common thread between all will be that those individuals have the strength to learn why they failed, what to do in the future to succeed, and the willpower to get back on the horse and try again.

But exactly what is it that leads one person to try again when others just give up?

Industrial and organizational psychologists have spent decades researching this very subject. Angela Duckworth, assistant professor at the University of Pennsylvania, and her research focuses on a personality trait she calls "grit." She defines grit as *"sticking with things over the very long term until you master them."* She writes that *"the gritty individual approaches achievement as a marathon; his or her advantage is stamina."*

The bottom line is that it is perfectly acceptable to react to any change – personally or professionally – with fear. Change shifts our comfort zones, where we find security and stability, so fear is a naturally occurring reaction. Fear gains strength when you focus only on the negative possibilities of a situation or event. The answer is to concentrate on just two or three changes at a time - perhaps only just one! As your new habits embed themselves into your personality and habitual behaviors, you can add additional changes to your routine. This is the managed process of change that Mike refers to!

PERSONAL REFLECTION:

Mike claims that we, as recruiters, know what to do and why we should do it and you even know how to do it. However, most won't! Mike’s formula for how to thrive in recruitment is described in three simple steps:

1) Do WHATEVER is necessary to speak with 15-20 people a day.

2) Arrange 3-4 first-time interviews a week.

3) Study recruiting and selling technique 45 minutes a day.

Do you complete these three steps consistently each week? Why not? Do you want to?

If you feel you have a different three steps for success in recruitment other than what Mike has listed above, list those quantifiable steps here:

1) _____

2) _____

3) _____

The next question: Why don't we do it? Mike shares that this is because the rewards are in the *future* – the discomfort and discipline are *right here*. When there's an absence of a compelling reason, or drive, you will be a thermostat. You'll work as hard as necessary to keep the temperature comfortable – and when it reaches that temperature, you'll turn off until needed again. Discussing goals is stimulation, inspiring, and energizing! It feels tough, awkward annoying, frightening, and completely unpleasant to discuss the *discipline* needed to reach those goals. There is no shame in being average or competent if you are unwilling to pay the price of excellence!

Which of our habits are we really prepared to change? _____

_____

_____

What lifestyle changes are we really prepared to make? _____

_____

_____

What issues are we really prepared to tackle now? _____

_____

_____

Let's start basic – set three measurable objectives that you feel will impact your business both immediately and long-term. Stay away from "make more calls" or "come in earlier to the office" or "get better clients" – be measurable and precise with your objectives. Mike shares some examples:

- Develop four key clients that provide multiple hires per year on an exclusive or ongoing basis.
- Speak with 15 people today.
- Set up four first-time interviews this week.
- Make (X) placements this year.
- Recruit (X) new candidates this week worthy of being presented on existing searches.

What are your three measurable objectives that you feel will impact your business both immediately and long-term:

1) _____

2) _____

3) _____

Once you have set your objectives, evaluate minute-by-minute and hour-by-hour (examples):

- Is the activity I'm currently engaged align with my need to speak with 15 people today?
- Is what I'm doing at this moment in support of my need to have four first-time interviews set up this week?

Find an accountability partner and plan for periodic review. Conduct an analysis every quarter. If you recognize that there are areas of the recruitment process that you can continue to learn, use the three curriculum examples below to put a learning plan in place to improve your quality along with your quantity!

- What were my objectives?
- What were the results?
- What did I learn?

ISSUE: **Low volume of presentations**	**POSSIBLE SOLUTION:**	**CONTINUED EDUCATION:**
Call reluctance	Role play recruiting/marketing script and resistance repetitively	"Telephone Mastery" by Scott Love, "Attraction Based Recruiting" by Greg Doersching, NLE Library
Planning issue	Allocate one hour per day for planning and name generation	"Power Planning" by Jordan Rayboy, "Recruiter ADD" by Jeff Kaye, Planning Module 2 Foundation, NLE Library
Motivation issue	Seek to understand why, connect long-term goals to short-term behaviors, secure permission for accountability	Identify and read motivational book (great list in Brett Blair Big Biller Episode) or engage in life coaching program
Name gathering issue	Allocate one hour per day for online name generation	Facilitation Guides by Mark Berger, Name Gathering Module 11 Foundation, NLE Library
Too narrow of a marketplace defined	Expand market using metrics for FILL	"Market Mastery" by Jeff Kaye, Module 1 Foundation, NLE Library
Execution issue (too many gaps over 3 mins from dial to dial)	Close out everything in 40 minute chunks of time	"Power Planning" by Jordan Rayboy, "Recruiter ADD" by Jeff Kaye, Planning Module 2 Foundation, NLE Library
Too long of conversations with too few candidates	Schedule CDS calls after hours	Solid CDS's Module 12 Foundation
Lacking passion/connection to client/search	Schedule conference call with hiring manager, secure additional information/sizzle	Search Assignments Module 6 and Approaches to Recruiting Module 9 Foundation, NLE Library

ISSUE: High # of candidates recruited, but low # of interviews	POSSIBLE SOLUTION:	CONTINUED EDUCATION:
Clients have a low sense of urgency	Need to find more and new clients	“Strategies to Get $250k Clients” by Mike Gionta, Marketing Modules 3 – 5 Foundation, NLE Library
Clients have a low sense of urgency	Create a more robust process of pre-qualifying clients before dedicating efforts to the search	“Five Steps to Effective Client Qualifying” by Jon Bartos, Search Assignments Module 6 Foundation, NLE Library
Candidates are not sufficiently matched to client’s search specs	Revisit the process for matching and presenting candidates; use Candidate Opportunity Profile for alignment	“Critical Control Points” by Greg Doersching, Matching and Presenting Module 13 Foundation
Clients not excited about candidates presented	Need more sizzle, sound bites, and proof statements when presenting candidates	“Radical Reference Checking” by Jeff Skrentny, Modules 12 and 13 Foundation, NLE Library
Actively MPC’ing candidates, but unable to overcome initial resistance	Rescript responses to most anticipated marketing resistance and role play	“10 Real Answers to 10 Common Objections” by Greg Doersching, Marketing Resistance Mod. 5 Foundation, NLE Library
Candidates are initially interested, but then fall off	Readdress how to identify hot buttons and articulate next steps; might be overly desperate to get candidates in process	“Candidate Control” by Carol Wenom, “Spotting Danger Signs” by Scott Love, Module 12 Foundation
Not a viable niche	Expand market using metrics for FILL	"Market Mastery" by Jeff Kaye, Module 1 Foundation, NLE Library
Searches are not exclusive	Ask for exclusivity for limited timeframe; secure future exclusive searches	“Spectrum of Search Solutions” by Rob Mosley, Service Charges Module 7 Foundation, NLE Library

ISSUE: High interviews – low/no acceptances	POSSIBLE SOLUTION:	CONTINUED EDUCATION:
Candidates not interviewing as strong as they could be	Dissect how candidates are being prepped for interviews; create a more robust prep process; role play interview questions with candidate	Send candidates the "Candidate Interview Prep" video, Interview Prep Module 14 Foundation
Clients insufficiently attracting candidates during the interview	Educate clients on passive vs active candidates; more thoroughly prepare clients for interviews	"The Closing Process" by Doug Beabout, send clients the "Client Interview Prep" video, Module 14 Foundation
Candidates not truly motivated to make a change; not enough pain to justify a move	Revisit the hot button questions asked during recruiting conversations; add new questions to CDS to screen on motivating factors	"Attraction Based Recruiting" by Greg Doersching, Solid CDS's Module 12 Foundation, NLE Library
Clients have low sense of urgency	Need to find more and new clients	"Strategies to Get $250k Clients" by Mike Gionta, Marketing Modules 3 – 5 Foundation, NLE Library
Clients not sold on the candidate during the interview	Need to be prepared with strong information regarding candidate's viability and experience	"Radical Reference Checking" by Jeff Skrentny, Interview Debrief Module 15 Foundation
Searches are not exclusive to the recruiter	Ask for exclusivity for limited timeframe; secure future exclusive searches	"Selling Search" by Doug Beabout, Service Charges Module 7 Foundation, NLE Library
Low/unrealistic offers extended by the client	Educate clients on candidate's entire compensation package and expectations; be aware of creative options for bridging the gap	"Critical Control Points" by Greg Doersching, Pre-Closing and Qualifying Module 16 Foundation, Offer and Acceptance Module 18 Foundation
Candidate not pre-closed on acceptance prior to offer	Create a checklist with questions for each of the six essential areas of pre-closing candidates	"Five Steps to Effective Candidate Qualifying" by Jon Bartos, Module 18 Foundation