

## How to Win Business Without Cold Calling

**Presenter:** *Mike Walmsley*, [www.mikewalmsley.com](http://www.mikewalmsley.com)

Mike Walmsley has worked in the recruitment industry since 1988. Formerly a big-billing recruiter, he was one of the initial drivers of the international recruitment group, Parker Bridge, before subsequently becoming Managing Director and helping to mastermind a twenty-fold growth in staff size & financial turnover.

### About This Program

This is a live presentation of Mike's topic entitled, *"How to Win Clients Without Cold Calling."*

### Meeting: "How to Win Clients Without Cold Calling" by Mike Walmsley

**If you are reviewing this Episode with a team, watch the entire Episode and use the following group discussion points to facilitate dialogue building on what Mike has introduced.**

**(Facilitator):** Utilizing a **reference check approach** to segue into a possible recruiting or marketing call is one of the warmest ways to initiate contact with a prospect! Conducting a few quick, preliminary reference checks will not only confirm if this is a candidate worthy of your endorsement, but allow you to flip the call during the conversation.

Mike shares an example of a possible introduction with which to open the call:

*"(Name), Mike Walmsley with (firm). I'm calling to ask for your help in connection with (name of candidate)."*

Once you've opened the call, continue to guide the conversation and ask questions that are easy for a manager to answer, even if it's been quite some time since they worked directly with the candidate.

- *"I show that (candidate) worked with you from (year) to (year) – would you say that sounds accurate?"*
- *"What position was (candidate) in when he/she worked with you?"*
- *"What kind of personal characteristics come to mind when you think of (candidate)?"*
- *"In your opinion, what were the primary catalysts for (candidate) leaving the company?"*
- *"Would you rehire (candidate) if he/she was interested in rejoining your team?"*
- *"On a scale of 1 – 10, how would you rate (candidate)?"*
- *"How does (candidate) compare with others you've had in similar positions?"*
- *"How did you see him/her grow and evolve throughout your time of working together?"*
- *"What are two or three most significant/memorable accomplishments (candidate) made while you worked together?"*

- *“Given that nobody is perfect and everyone has areas of improvement, what are the areas that (candidate) can and should continue to develop?”*
- *“What is the number one reason one of our clients will get excited about (name of candidate) and want to hire him/her over the other candidates we will present that have a similar background?”*
- *“Who else could you recommend as a reference who may have had interaction or experiences with him/her from a different perspective?”*

When appropriate, flip the call to a prospecting call. Mike provided a few examples, and additional ones are listed below:

- *“When you are recruiting, what roles do you find the most difficult to fill?”*
- *“Is your team/department fully staffed right now?”*
- *“What future openings do you anticipate in your department/team?”*
- *“Does your organization use search firms? Are you ‘locked in’ with particular firm?”*
- *“When did you last need to fill a position externally? How did you go about filling it?”*
- *“Do you have any candidates in a “holding pattern” if someone leaves your group unexpectedly?”*
- *“Are there top-grading opportunities? Any group/department that has fallen short recently?”*
- *“Are there any sectors that you aren’t in right now that the right candidate could open the door for?”*
- *“What will have to happen for you to have a hiring need?”*
- *“If the ‘Michael Jordan’ of (FILL) were to call me and express an interest in your company, should I even pick up the phone and let you know?”*

To conclude the call, point out that there are differences in every recruiter’s approach and that yours sets you apart.

*“For today, and our initial reference check, this is all we need. Once (candidate) moves further along in the interviewing process, I (or possibly even one of my clients) may want to call you back. Hopefully you can tell from our approach today, our process is different than that of most recruiters. We’ve found it saves our clients money and time; does this sound like an approach you would be interested in?”*

Mike offers another warm calling technique, which is to call in to the organizations that have just had an open position created due to the candidate you placed leaving. **Think of placements you have made in the last 90 days** – have you called each of those companies and offered to refill the position? If your fear is that you will be met with the statement of “WHY SHOULD I USE YOU? YOU STOLE MY PERSON!”, view the possible rebuttals on the following page to create something you can make your own and be prepared for that call.

**Rebuttal #1:** *“Honestly, you just answered your own question. Just to be clear - what we can do to you, we can do for you. You may not like that answer, but until you are a client you are a source. You may not like that answer either, but you won’t appreciate it until you are a client.”*

*“Was the guy good?” (pause) “He was one of your best guys, wasn’t he. If we can do that successfully, we can help you do the same thing. You may think it’s predatory, you may think it’s evil, but that’s what you are paying money to find. Yes, I took a great guy out of your company and placed him with my client – which is exactly why you should work with us.”*

**Rebuttal #2:** *“I know the specific situation that you are referring to and I know it’s disappointing to lose someone of that caliber and talent. I want you to understand that it wasn’t done maliciously or intentionally to harm your firm. No different than you do your job all day, we were doing ours, which is simply to present people with opportunities – no different than we would do for you if you were a client. If those people are open to learning more, we make the introduction. I know it’s frustrating when you aren’t a client, but you’ll be loving us when you are – and I have several of your peers as references for you to connect with that will say the same thing. I want to earn the opportunity to have you loving us – what’s the best way to do that?”*

**Rebuttal #3:** *“The nature of our business is that you are either a client or a source. Up until this time, you haven’t been a client, and I know it’s upsetting but I don’t think anyone would be happy retaining me to fill positions if I was fearful of stepping on the toes of source companies. That being said, you guys are a great company and you are usually pretty hard to recruit out of because you take care of your people and are a good organization. Our ability to really get to know (name of candidate), scratch beneath the seemingly content surface and uncover (name)’s desire to make a change in his career is a testament to our skills and what we can do on your behalf. If there’s another firm out there that you are considering, and they haven’t ever recruited anyone out of you – I’d question that firm’s ability to truly recruit the higher achieving candidates. Wouldn’t you prefer that we are uncovering those candidates for you instead of within you?”*

**Rebuttal #4:** *“I 100% understand why you would feel that way and respect your position. At the same time it is a relatively simple situation. If there are 10 (type of) companies in (city) and I have 3 (type of) companies that align with our firm, then the other 7 (type of) companies have to be sources. If I were to try and do business with all 10, then I would be doing exactly what most people in your position hate: Recruit from and for the same company. I will take responsibility for not making a stronger effort in making you a client but can’t apologize for you being a source. What can we do to change that? Are you open to doing business together so we don’t have to have this conversation again?”*

When working with a candidate, **prepare several questions** you can ask in order to identify warm leads.

- *“Where have you interviewed in the past, where you really wanted the role but didn’t get it?”*
- *“Where have you interviewed in the past year and who did you interview with? Why didn’t you move forward?”*
- *“How is your team staffed right now? Who is overworked, and why?”*
- *“Will you do me a favor - shoot me an email with a directory of your past/current company, or an org chart.”*