



Collaborative Client Relationships

Presenter: Rob Mosley – Senior Director of Training, Next Level Recruiting Training

This session is about your ability to drive strong long lasting relationships, even during challenge economies. It is about your ability to differentiate yourself from your competitors. Why is this important?

If you fail to differentiate in your approach-you will be forced to differentiate by price.

This session will provide you with real skills to answer the following questions:

- How do we market for new clients in a way that differentiates us from our competitors?
- How do we build real value in a market that tends to see us as “vendors” or a “necessary evil”?
- How do we properly manage client tactics and demands so that we are seen as more than just a commodity?
- How do we elevate our level of relationship to secure engaged or retained work?

Week 1 Meeting: “Collaborative Client Relationships” by Rob Mosley

Facilitator: (pause at 4:30 on your video)

Differentiation by your Approach: Rob opens his session with the following comment: if you fail to differentiate in your approach, you will always be forced to differentiate by your price. What specifically is he referring to by approach? How do we differentiate by our approach at our firm? (Look for specific answers around exactly how the recruiter drives value to their client through his or her approach.) **(Resume Video)**

Facilitator: (pause at 14:40 on your video)

Personal Power: Rob talks about sources of internal power that we all bring to every client and candidate interaction: your attitude, your skills and market knowledge, and your preparation. In your own words, what is the significant take away from this discussion? Why do all of these sources of power have to be fully engaged for you to be completely effective at partnering with your clients? (Ask for one or two responses and specific example examples of how engaging in these internal powers helps differentiate you in a challenging economy)

Insight: While there are many ways to differentiate yourself in the marketplace, one of the most powerful discussed in this session is the concept of *insight*, information beyond the obvious that can be shared with clients to showcase your knowledge and market mastery. Insight is critical in every sales dialogue. It answers the question, “What do you know about me the client, my position, my organization and my industry?” Your insight will begin the essential process of developing rapport and legitimacy with your client or prospect. While the ability to share insight is easier with an existing client than with an unknown prospect, it is still essential in every call, regardless of the strength of the relationship.

Ask: So what would be the type of insight you could share with a client prospect to leverage your knowledge of the marketplace? What would this sound like in an e-mail, voice mail or direct conversation? Here are three examples of sharing insight - information that displays market mastery. Note that each of the following examples focuses on conveying insight into a different area: the client/prospect or his position, the client/prospect’s business or organization, and the client/prospect’s industry and/or general trends. (Follow through with these examples or your own)

1. *“Ms. Smith, I understand you’ve just accepted the position as Vice President of Sales for ABC Corporation. Congratulations! I also understand that your organization is scheduled to introduce a new drug line, which means your first few months will be filled with decisions that could have a big impact on your success for years to come.”*
2. *“Mr. Cooper, in preparation for this call, I noticed in the Chicago Banker that you are applying for your trust powers and thus will be building a trust department in the near future.”*



3. *"Mr. Jackson, in your role as Director of Marketing, I know you are constantly challenged with balancing a competitive recruitment package for your physicians with your not-for-profit status."*

Facilitator: (Resume video, pause at 17:00 on your video)

Business Principles: A principle is a Fundamental Truth. They apply across the board, in every situation, in every country. There are many great principles, and we will explore 3 of them today:

- You can't know where you are in your search process unless you know where the client is in their decision cycle.
- Today' short term actions drive tomorrow's long term consequences.
- A relationship built on concessions will never be a true partnership

Exercise: Divide your team into three groups and have each group take one of these principles and discuss the following questions around each principle:

- 1) What does this principle mean applied to our desk and our relationships to our clients?
- 2) How do we potentially violate this principle with our clients? (Give examples)

Homework/Insight Exercise: Here is your take away exercise around insight: I want you to develop one or two bullet points of insight around your general industry that you could leverage with your clients and prospects. Remember, it doesn't take a lot extensive research to demonstrate insight. Insight can be found by a minimum of research in your industry journals, trade magazines or company websites as an example. **(Resume Video)**



Week 2 Meeting: “Collaborative Client Relationships” by Rob Mosley

Week 1 Recap: Revisit your progress from the first part of the “Collaborative Client Relationships” episode last week. Have each person bring and read their examples of industry insights that they can use on client development calls. This

(Resume video where left off last week, pause at 26:20 on your video) Facilitator:

Let’s discuss two of the areas Rob just covered. What is the significance of understanding the process behind how our clients think? How does this help us differentiate in our approach with clients? Pick a key client and answer these two questions: Where is my client in regards to their decision with their current search and what is the evidence? How do I know that to be true?

Secondly, let’s cover the concept of Short Term Behavior. If we are primarily responsible for the perception our clients have of us and our service, how can we specifically start to change client perception of the value we bring to the table? **(Resume Video)**

Facilitator: (pause at 33:45 on your video)

The Three Levels of Relationship: The way a client sees your relationship will determine the way they treat you in the search process. There are essentially only 3 ways a client can view their relationship with you, and the way they see you will determine how they will negotiate with you around your fees and your search process. We are going to determine the type of relationship that your key client has with you and your organization. Remember, the level of relationship does not depend on whether they like you or not, it is about how you and your organization are treated.

Exercise:

- Pick a current key client organization. (one with which you have depth and breadth)
- Now write down your primary relationship in the organization and their title.
- Write down three additional relationships within that organization (this could be administrative asst., managers, individual project or sales people, etc)
- Next to each name, write the type of relationship each has with you: lose/lose, win/lose, or win/win.

(Resume Video)

Facilitator: (pause at 47:00 on your video) This last section provides examples and reviews key components of the Collaborative Client session. It will serve as a practical application of some of the models previously discussed. Ask your recruiters to provide take-aways from the following topics: Insight and Market Mastery.

Client Demands and Counter Demands: Have your recruiters list the top 5 demands they hear from clients and the top 5 counter demands they might request that would be equal and appropriate in return. **(Resume Video)**

Facilitator: (continue video to end) Finally, let’s discuss selling your search solutions. How do we prevent price from dictating a conversation with your client prospect until we are ready for that discussion?

Homework: Now that we have a new perspective in which to approach our client development calls, rescript both your marketing approach as well as those ways you overcome the key main objections you get when marketing.