

That's a Great Question

Presenter: Rob Mosley, Managing Partner – Next Level Exchange

Rob is a Partner and Sr. Director of Training and Development for Next Level Exchange. Rob comes to Next Level from MRINetwork™ Corporate in Philadelphia, PA, where he served as the Chief Learning Officer, responsible for all training and sales development of 1,100 offices worldwide. Previously Rob was with the Acclivus Corporation, an international performance development company; he has facilitated the Acclivus curriculum on five continents and was part of the Acclivus team responsible for global relationships with companies as diverse as Dell Inc., Accenture, KPMG Consulting, and CDI Corporation. Rob is a keynote speaker and facilitator at continuing education seminars in the areas of Business to Business Sales Execution with a focus on collaborative client development.

About This Session

In this session entitled, "That's a Great Question", Rob discusses great dialogue. Great dialogue in our business is the cornerstone of our craft. And great dialogue has four distinct elements; Probing, Listening, Responding, and Aligning. Rob will break this down and discuss each of these important skills to better understand how they integrate with each other to form true diagnostic communication with your clients.

Meeting, Week 1: "That's a Great Question" by Rob Mosley

If you are reviewing this episode with a team, there are several role plays and continued discussion exercises that will help ensure the successful implementation of the material shared. For the first segment's role play, watch until 12:24 and pause at the natural break that Rob has created.

Facilitator (start from beginning and pause at 12:24): This exercise around developing "executive insight" will help you influence by seeing through the lens of that individual. Spend a few minutes identifying key titles at each of the three levels of an organization. List at least four ways that individual is measured; keep in mind you know nothing about them and are making assessments based solely on their title or role. How are they measured? What are the key priorities on their dashboard each day? For example, a CEO is measured on profitability, revenue, growth, margin, velocity, customer trends and corporate image.

Title for Executive Level: _____

How is this person measured?

1. _____
2. _____
3. _____
4. _____

Title for Management/Departmental Level: _____

How is this person measured?

1. _____
2. _____
3. _____
4. _____

Title for Individual/Project/Field Level: _____

How is this person measured?

1. _____
2. _____
3. _____
4. _____

This list that has just been created should be leveraged in any conversation with an executive, or manager, or field individual to show that you have an understanding (insight) beyond the obvious. This is a much more interesting conversation than just talking about hiring or staffing need, and can actually magnify the need when the time comes for that conversation.

As a final exercise using the list created, script out your opening dialogue with a prospective hiring manager that lets them know you have insight into what drives them, their priorities, and how they are measured: _____

Facilitator: *(Resume watching the video at 12:24 and watch through 30:00)* To begin next week's meeting, we will use the questions that Rob has provided and create our own. Throughout the course of your week, be thinking of questions that you currently ask that are designed to gather information beyond the obvious to help you understand client's goals, problems, needs, financial considerations, our competition, and the decision making process.

Meeting, Week 2: “That’s a Great Question” by Rob Mosley

If you are reviewing this episode with a team, start first with picking up where you left off with last week’s meeting.

(Facilitator): When we wrapped last week, we had just concluded learning about the real power of the skill of qualifying is achieved when you use questions as a foundation on which to ask further questions that will give you some true insight. Asking clients more challenging questions may change their perception of us and the service we provide, as well as create a stronger sense of mutuality or purpose. Using the questions that Rob has provided as examples as well as creating your own, what are the questions that you want to ask in each client development conversation?

To understand the **Goal** needing to be achieved:

- How are you measured in your current role?
- In what areas do you plan to focus your resources?
- How do your recruiting goals this year differ from your goals last year?
- What do your clients look for from your company? How do they define the value that you create?
- When you lose business, what key factors cause that to happen?
- How will you measure the success of your (recruiting) program over time? How will you know when your objectives have been met?
- _____
- _____
- _____
- _____

To understand the **Problem** that needs to be solved:

- What is keeping you from meeting your recruiting goals right now?
- What is the most pressing obstacle that is keeping you from being most effective?
- With the challenges you face, what different provisions have you put in place to help you accomplish your recruiting goals?
- What do you personally see as the most challenging part of achieving these goals?
- If your current recruiting approach is described as ‘not working,’ what is not working and why is it not working?
- When you do have openings, what is your most difficult position to fill and why?
- _____
- _____
- _____
- _____

Questions to understand the **Need** that exists:

- What are the primary duties and responsibilities of this position?
- Considering your goals and challenges, what are your growth expectations and time frames?
- What do you believe to be your most urgent need for the situation?
- What key resources need to be in place that are currently lacking in your organization?
- What key personnel must be in place to meet your goals for this year?
- What are the most critical positions that need to be filled now?

- _____

- _____

Questions to understand **Financial Factors**:

- How can we assist you in justifying your budget?
- What are the criteria you will use to evaluate the investment in an outside resource?
- Are you incented to come in under budget? How does working with an outside resource affect that budget for you?
- Are there time constraints to your budget? Is this a “use it” or “lose it” budget item?
- What would be the consequence of not investing in a partnership for your recruiting needs?
- What is the process for approving your budget? When does your budget cycle begin?

- _____

- _____

Questions to understand our **Competition** and the history of past experiences:

- Who have you worked with in the past?
- What other potential options are you considering?
- Will you work exclusively or with multiple recruiting firms?
- What recruiting firms are you currently working with that are driving value to your recruiting efforts? What do they do best? Where could they improve?
- How many proposals will you be soliciting for this project?
- What are your available options at this point?

- _____

- _____

Questions to understand the **Decision Process**:

- What is your process for making decisions?
- Where are you in the decision-making process?
- What criteria will you use to make a decision? Would you list them in order of importance?
- What is your timing on making the decision? What key issues or events are driving your deadline?
- Who in addition to you is a part of this process? What is the extent of their involvement? What are their roles?
- How will you measure the success of the decision?
- _____
- _____
- _____
- _____

Facilitator: (resume video at 30:00 and watch through the end of the video) Let's take the questions we have scripted above and select a few to wrap in context, rationale, perspective, opinion, or probing for symptoms:

- Context / Rationale
 - *"Knowing that this search has to pay for itself and that we're going to be held accountable, how will you track and measure the success of the placement?"*
 - *"The economy continues to give many companies a pretty tough time; where are you experiencing your greatest hiring and retention challenges right now?"*
- Perspective / Opinion:
 - *"From your perspective, is it more important.....?"*
 - *"You've worked with this team before; in your opinion..?"*
 - *"I would value your insight; why do you think.....?"*
 - *"Would you share your perspective on.....?"*
 - *"I haven't seen this situation before but in your experience...?"*
- Probing for Symptoms / Fact Finding
 - *"Could you tell me more about....?"*
 - *"Could you give me an example of....?"*
 - *"When did you first notice.....?"*
 - *"What seems to be the key contributing factors to.....?"*
 - *"How has this affected.....?"*
 - *"Have you had the chance to see what this might be costing the business in terms of.....?"*