Big Biller Secrets

Presenter: Seth Cummings – Team Leader, Kaye/Bassman International

Seth Cummings is a Team Leader for the Kaye/Bassman Wholesale Insurance division. As an executive recruiter, he places top brokers and brokerage support staff with some of the most successful insurance brokerage firms in the United States. He has successfully placed large production teams and even created brokerage firms through leveraging his relationships and market insight within the insurance industry. His relationships include large national firms, and mid-size to small shops. Seth has a unique background including being a sports marketing agent with contract law experience. His interesting blend of business experience translates well to the search industry.

About This Presentation:
In this episode, Seth talks about how to be seen as a "Market Master" in his industry. Seth will also discuss how to find "hidden" industry information and his tactics for leveraging that information to bring unique solutions to his clients.

Meeting: "Big Biller Secrets" by Seth Cummings

If you are reviewing this episode with a team, watch the entire Episode. Ask your group for their key takeaways and insights, and review the following below to fill in the gaps.

BANJO MINNOW: This minnow fishing lure simulates an "automatic strike response" genetically hardwired into a trout's DNA. Seth equates that to both the candidate and the client side of the placement equation. There are dynamic factors at play that shift in importance to both client and candidate at different times in their career or business respectively. Knowing what those dynamic factors are and how to apply them will determine your success. How do you know what those dynamic factors are? By asking questions! What questions will you start to ask to gather insights around what is important to that specific individual at that specific time?

Candidate Question #1: ____

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Candidate Question #2: ____

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Candidate Question #3: ____

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Client Question #1: ____

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Client Question #2: ____

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Client Question #3: ____

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WILDEBEEST: If you are going to be the wildebeest in your industry and know where it's going to rain, what are the tools you can utilize to develop that heightened sense of awareness? Seth's first suggestion is to read everything and anything available about his industry, especially company press releases. If you want a great exercise, go take a recent press release from your industry and break it down. Ask yourself:

- What was the organization's desired result or outcome from the announcement they made?
- What do anticipate this company's future initiatives to be around this specific activity or new venture?
- Do you have any connections, or insights, that may be valuable to them in this future endeavor?
- What does this news mean to this organization's biggest competitors?
- What does this news mean to your clients? How can you help them achieve a similar outcome or objective?

MOLES: Seth's second suggestion to developing the wildebeest's survivalist instinct is to have a mole in each company that they can rely on when needed. Not a new idea – but one to certainly break down. Do you have a strategy to reach out to those moles on a consistent basis? Do you have a way to provide value to those moles at frequent intervals, so you aren't *only* calling when *you* need information? Ask yourself:

- Who are the key players in my world that I want to keep in touch with?
- How often do I want them to hear from me?
- What is my strategy to provide information *that's valuable for them* in between the times I pick up the phone to ask for their help or insights?

Make sure to build ethical relationships with moles that are mutually beneficial – not just one sided where you really just use them for information. Even if you can't ever place them, you can still help them in other ways – but you need to set the stage so they understand what's in it for them. A possible script could be:

> *"(Candidate), you've been so incredibly helpful! I've never talked with someone who has known as much about the industry as you do, and I would love to be able to give you a call in the future when I need help – is that okay?"*
>
> *"In return, I want you to essentially laminate my business card and keep it in your back pocket. If you are ever going in for your review and want to know what you should be making at your level, call me. If you are ever updating your resume and want me to critique it, call me. If you ever want to leave and want me to give you the key hiring authorities and contact info at the top companies you want to pursue, call me. I can even send you the interview prep packet that I send to people before they interview. Sound good?"*

CHALLENGES: Seth makes a great point, which that every company, no matter the situation, has a history. They have all had someone leave who was disgruntled. They all have different nuances that make them unique. They all have a reputation. The moment you drop your client's name in the marketplace, your candidates will automatically associate your client with whatever preconceived or predisposed notions they have based on their experiences. What are those preconceived notions? A "safe" way to ask this of your hiring manager could be:

> *What are the rumors, or negative perceptions, about your company that someone may have in the marketplace? Every company has people who have left, and true or untrue, they talk about their past employer. What objections am I going to hear that I need to anticipate, and what do I say to get around those?*

If your client is *so highly regarded,* is it fair to expect that *every single candidate* you call will be interested? If not, why? You could even have a situation in which your client is known for exceptionally high quality work, they expect the very best from their team, and have the best products in the industry. However, in order to get that high quality work, they expect a lot from their associates, and that sometimes results in employees leaving because of a feeling of being "burned out". Possibly, your client is well known for their phenomenal culture, and their innovative work being the cutting edge of the industry – but they just pay a little lower than other firms. Whatever the reputation is, you need to know what you are working with!

CLIENT FOCUSED SEARCH: Seth's ingredients in his recipe earn him the reputation of a market master in his niche. As such, he has the ability to craft a compelling professional recommendation when it comes time for an exclusive retained partnership:

> *"I appreciate your time and honesty in regards to (firm)'s current issues and your desire for growth. I am confident we can assist in your growth through identifying and on-boarding some high caliber brokers that can not only have an immediate impact, but also serve as a perpetuation plan in the future to some of your more seasoned brokers.*
>
> *We are a retained search firm. In order to engage us in an active search, we require an initial fee of ($) amount. This fee will be subtracted from the balance of (%) of the candidate's estimated 1st year total identifiable compensation and/or rolled to a new position at your choosing.*
>
> *While we do offer candidates to select clients on a contingent basis, we will not actively conduct a search on a contingent basis. While it is important to note that we have placed many quality candidates in this manner, it is difficult to guarantee candidates presented in a timely and consistent manner with a contingent relationship.*
>
> *Potential candidates will be presented solely with your opportunity and screened to your qualifications; our screening process includes presenting you with a "Broker Profile" that is far more in depth than a resume.*
>
> *In our retained search, we will act as a marketing arm for (firm). We have the ability to communicate an approved focused message to the market regarding the breadth of experience in your new leadership, (firm)'s resources and culture along with your unique opportunity for ownership.*
>
> *What questions do you need answered in order for us to authorize this process and get started on your search?"*

Big Biller Secrets

Presenter: Gordon Webb – Team Leader, Kaye/Bassman International

Gordon Webb joined Kaye/Bassman in 2008, and leads the Mountain States and Midwest Pharmacy practice. He has qualified for three consecutive Pacesetter awards and moved into the Future Partner group with billings of $800K since transitioning into his practice. Gordon prides himself on identifying and recruiting the top talent and has completed searches for entry, mid, and executive Pharmacy positions. His practice is built on a foundation of honesty and integrity, while maintaining a high level of connectivity in the market.

About This Presentation:
In this episode, Gordon shares his perspectives on continual training as his roadmap to success and how he measures success. He will also discuss how he leverages the "Market Mastery" mindset and his process of recruiting

Meeting: "Big Biller Secrets" by Gordon Webb

If you are reviewing this episode with a team, watch the entire Episode. Ask your group for their key takeaways and insights, and review the following below to fill in the gaps.

TOP TIPS: Gordon starts with a great "short list" of lessons learned. It's reasonable to expect that not all of these are areas of improvement for you, but take a look at this list and select *one* that you think will make the biggest difference for you.

- ☐ Keep a notepad next to the phone and list five words each day that are used in your dialogue with your market that you want to research and more fully understand
- ☐ Select a specific area of your Applicant Tracking Software System that you "have been meaning to get to" and learn or implement
- ☐ Record and listen to at least two phone calls
- ☐ Devote one more hour in the coming week to watching another training Episode, reading an industry publication, or another form of ongoing training and development
- ☐ Modify and begin to use either the Closing Form, the Practice Diagnostic Checklist, or the Key Performance Indicators templates that Gordon has suggested (found on the final pages of this Facilitation Guide)

BE UNIQUE: Remember – everyone is unique – just like you! Your hiring managers and candidates have "heard it all" – so what do you want your audience to remember when they hang up the phone with you? Your sense of humor? Your career advice? Your industry insight? Your inspirational story? If you don't know where you are going with the call, you'll accomplish exactly that.

TURN THEM DOWN: Gordon provides a great suggestion which is to give appropriate feedback and be honest when you are not the right person to assist a candidate or client! One of the toughest circumstances we face as recruiters is when a candidate is desperate for our assistance. It's easier to avoid these conversations or individuals completely, but Gordon suggests a different approach:

> *"(Candidate), hope you are well. Thank you for sending me your resume.*
>
> *As you probably know, I get a lot of inquiries about how successful individuals like you can improve an employer's revenue, processes, efficiency and increase productivity. Like other search firms, my firm has individual practices covering a variety of industries.*
>
> *The (specialty) practice that I lead concentrates its work in three areas: a) recruiting top (specific types of candidates and certifications); b) sourcing potential acquisitions; and c) (additional area if relevant). Unless you fit in these categories, it's unlikely that I can help you.*
>
> *Here are some suggestions to help your search:*
>
> *• Use social media like LinkedIn, Facebook and others to connect with people from all walks of life that you already know, and with industry and discussion groups that are closely aligned with yours.*
>
> *• Research and locate good recruiters that cover your industry both where you live, and where the work is. Get connected and stay in that traffic.*
>
> *• If you know the name of the hiring authority or can get it, have a recruiter formally present you. You want to avoid the HR department if at all possible. A successful recruiter will greatly leverage the way you are seen by the hiring authority and improve your chances for success.*
>
> *• Go back over your resume and reconnect with your old supervisors, friends, and acquaintances. Never lose sight of the fact that your reputation and your existing relationships are the most important assets you have, whether you are employed or not. Protect them and use them to your advantage.*
>
> *Given what I have said, if you still think that having a 15 minute conversation is worth both your time and mine, please call me to arrange a time when we can have a conversation. I will likely have some time on my calendar in a couple of weeks.*
>
> *Best,*

Candidate Closing Form

CLIENT ______________________________ HIRING MANAGER __________________________

CANDIDATE ___________________________ INTERVIEW DATE __________________________

Section #1: The Recap - Part of the intent with these questions is to never have more than your first candidate go to an interview without being able to share some specific insights about the hiring manager, agenda, or types of questions covered.

- *"How long did the interview last?"*
- *"I know you were slated to meet with (hiring manager or individuals) – who else did you meet with? Was there anyone you met with that we didn't plan for? Talk to me about that person and that conversation. What were your impressions of each of them?"*
- *"Walk me through your day – and since I haven't had a chance yet to step foot in their office, tell me about getting there and in the door – start from the beginning!"*
- *"What kinds of questions were asked? Were there any that caught you off-guard?"*
- *"Which of the questions that we discussed prior to your interview were asked?"*
- *"I know that to me, (hiring manager) has a (great personality) when we are on the phone – what was he like face to face? How was the tone of the meeting?"*

Section #2: The Hot Buttons - Help the candidate start to line up their initial wants and desires of a future opportunity with what they just learned about this current opportunity

- *"What most impressed you about the hiring manager? What most impressed you about the opportunity?"*
- *"I know when we first spoke, (hot buttons) were the things that were most important for you to consider when making a move. How does this opportunity compare in each of those areas?"*

- *“How well can you see yourself fitting into the team? What is most compelling about being able to work alongside (boss/manager)?”*

- *“What does this allow you to do, that you currently don’t have the opportunity to do?”*

- *“What concerns do you have about what you saw or heard? What concerns about the commute or location? What concerns about the initial expectations in the role?”*

- *“What other areas do you still need more information? Are there some subjects or questions that could use some clarification or expansion?”*

Section #3: The Ego Check Regardless of if you have a huge ego to reel in, or a modest candidate, these questions will arm you with information that may be important to readdress with the client on the client debrief call.

- *“Did they give you any indication of how you compared with other candidates they were considering?”*

- *“How did they express their interest in you?”*

- *“Were there any areas of the interview that you felt you could have covered better, or any subjects that you don’t feel you were able to convey your skills and abilities in sufficient detail?”*

- *“Are there any important capabilities or experiences that you have that you, in hindsight, think are important areas that should be covered with the client?”*

- *“Do you think they have any concerns? In other words, no fit is ever 100% perfect – what possible hesitations do you think the hiring manager may have?”*

- *"In your opinion, and so I can reiterate with the client when I speak with him/her, think about what you now know they are looking for in their next hire. Why do you think you are the best one for the role?"*

Section #4: The Compensation

- Although you advised both parties to stay away from this subject, you can still ask *"Did money come up? What, if anything, was covered as it pertained to compensation?"*

Section #5: The Next Steps

- *"What new things have surfaced since we last spoke? What opportunities, or conversations, have appeared?"*

- *"How did you end the interview – how did they leave it with you in terms of next steps? What was the timeframe?"*

- *"Who else would you want to meet with (within the company) that you haven't yet had the chance to meet with?"*

- *"Besides compensation, what else is important to you in this decision that we haven't yet talked about?"*

- *"This is more than likely a (quick, 30 day, 60 day) process – what else is going on personally or professionally that will possibly present a problem during that time?"*

- *"Who else do you feel needs to get involved with this decision? Spouse?"*

- *"If the company called me up and said "we want to hire you", what questions need to be answered in order for you to say "yes"?"*

Client Closing Form

CLIENT ________________________________ HIRING MANAGER ___________________________

CANDIDATE ____________________________ INTERVIEW DATE ____________________________

Section #1: The Recap

- *"How did the interview go from your perspective?"*

Section #2: The Alignment

- Revisit the original search parameters the client originally gave: "*Let's quickly break down the requirements that you first described when we started this search – how does he/she compare in each of those areas?"*
    - With each area of alignment, you are reinforcing that this is the right fit
    - With each areas in which the client is unsure, you now have a list of areas to address further

- *"How does he/she compare to the other candidates you currently have in process?"*

- *"Were there any red flags in terms of his/her professional ability?"*

- *"Red flags with his/her personality fitting in with your culture?"*

- *"Red flags with his/her experience as it relates to what you were looking for?"*

- *"Red flags financially?"*

Section #3: The Continued Sell - People want what they can't have; this section is designed to remind the client that there are two sides to this decision, and the candidate isn't a sure bet when it comes to accepting an offer of employment.

- *"On a scale of 1 – 10, gauge the interest level, in your perspective, of the candidate. Why?"*

- *"Did he/she give you an indication of how your opportunity compared to others that he/she might be considering?"*

- *"In your opinion, and so that I can reiterate with him/her, why is this the best opportunity for him/her?"*

- *"In terms of selling your opportunity, is there anything that you didn't sell him/her on that you should have?"*

Section #4: Compensation

- *"Did you talk about financials? What did the candidate share with you? What did you share with the candidate?"*

- *"Let's say that you were ready to extend an offer – in your opinion, do you feel that he/she would accept if one was extended? What else can we do to attract this candidate to your organization?"*

Section #5: The Feedback

- Share any likes or possible concerns the candidate expressed
- If the candidate needs additional information in specific areas, share with your client
- If the candidate has hesitations, put together a plan of action
- If the candidate shared thoughts on next steps, articulate those desires to your client

Section #6: The Next Steps

- *"Did he/she close you at the end of the meeting on next steps? What were those next steps?"*

- *"What is your timeframe to making a decision?"*

- *"What else needs to happen to make a decision on hiring or not moving forward?"*

- *"Are there any questions you need to have answered in order for you to finalize your decision?"*

- *"Is there anything else that we haven't yet talked about that's important to you regarding this interview and this candidate?"*

- Be clear of the timeframe for the remainder of the process so you can properly prepare your candidate as to the timeframe they will be working with

NEXT LEVEL Exchange

Practice Diagnostic Checklist

	Deficient (Correct)	Competent (Build)	Proficient (Reinforce)	Action Plan
MARKETING				
Market definition				
Has defined F.I.L.L.				
Has market defined by size and scope				
Has org charts for each company/department				
Planning				
Has master marketing list				
Has effective daily marketing plan				
Utilizes effective planning method				
Metrics				
Achieves marketing presentation metric				
Achieves job order metric				
Forms/Letters/Scripts				
Utilizes needs analysis/job order form				
Utilizes form letters				
Utilizes marketing scripts				
Utilizes rebuttal scripts				
Has 30 second commercial script				
Process				
Utilizes effective method of presenting agreements				
Utilizes effective method of organizing agreements and job orders				
Utilizes effective method of updating client				
RECRUITING				
Planning				
Has a master candidate list				
Has new recruiting calls planned daily				
Utilizes effective planning method				
Metrics				
Achieves recruiting presentation metric				
Achieves resume/CDS metric				
Forms/Letters/Scripts				
Utilizes candidate data sheet/profile form				
Utilizes form letters				
Utilizes recruiting scripts for each job order				
Utilizes rebuttal scripts				
Process				
Utilizes effective method of organizing resumes/CDS				

Practice Diagnostic Checklist

	Deficient (Correct)	Competent (Build)	Proficient (Reinforce)	Action Plan
PLACEMENT PROCESS				
Metrics				
Achieves candidate presentation metric				
Achieves 1st time face-to-face interview metric				
Forms/Letters				
Utilizes candidate prep form				
Utilizes client prep form				
Utilizes candidate closing form				
Utilizes client closing form				
Utilizes form letters				
Process				
Utilizes effective method of presenting candidates				
Utilizes effective method of presenting interviews				
Utilizes effective method of extending offers/rejections				
MARKETING COMMUNICATIONS				
Has effective marcom strategy (newsletters, ecards, etc.)				
Has effective promotion strategy (conferences, trade shows, etc.)				
Has effective social networking strategy (LinkedIn, Facebook, etc.)				
DATABASE				
Maintains data integrity				
Utilizes coding system				
Documents calls effectively				
PRODUCTION				
Achieves billing and cash-in objectives consistently				

Key Performance Indicators for the week

	Marketing Presentations	Job Orders	Recruiting Presentations	Resumes	Candidates Presented	Telephone Interviews	1st Face/Face Interviews	Market Connect Time
Monday	0	0	0	0	0	0	0	0:00:00
Tuesday	0	0	0	0	0	0	0	0:00:00
Wednesday	0	0	0	0	0	0	0	0:00:00
Thursday	0	0	0	0	0	0	0	0:00:00
Friday	0	0	0	0	0	0	0	0:00:00
Total	**0**	**0**	**0**	**0**	**0**	**0**	**0**	
Expectation	**50**	**5**	**50**	**10**	**8**	**4**	**2**	20:00:00
Difference								