

## Coaching for Recruiters

**Presenter: Tony Dickel, Chairman of the Next Level Institute**

Tony is the Founding Chairman of the Next Level Institute, the Asian affiliate of Next Level Exchange. He has done something few others have managed; starting as a two-person recruitment team in Hong Kong in 1998, he subsequently built a multi-site multi-national search organization employing nearly 300 people out of 11 offices in 6 countries around Asia.

This company, the MRI China Group, was also voted "Best Recruitment Firm, Greater China" in 5 of the last 7 years under his stewardship. Previous to this role, Tony spent six years with ABN AMRO Asia Group, first as CFO and, later, as deputy COO, covering the region from Japan, China and Hong Kong to Indonesia.

### About This Program

In Tony's presentation, he discusses the keys to coaching recruiters to their Next Level of achievement, including:

- The distinct relationship required of coaching
- The mindset needed to coach and help others
- The structure and results successful coaching can deliver

### Meeting, Week 1: "Coaching for Recruiters" by Tony Dickel

**If you are reviewing this episode with a team, break this episode into two different segments using the starts and stops below as a guide. Week 1's suggested viewing schedule and exercises are below.**

**Facilitator (begin video and pause at 34:23):** A great coach has the ability to help their team do the right things at the right time with what they already know. However, for coaching to be successful, you need to be genuinely interested in the development and welfare of those on the team. To Tony's point, this doesn't mean you flinch from ruthless compassion (otherwise known as tough love), but any coaching that takes place needs to be firmly rooted in the recruiter's own goals and desires – not those of the coach.

One of the initial areas Tony discusses is the power of self-talk, both from a positive perspective and a damaging perspective. Tim Gallwey's "inner game" explores that in every human endeavor there are two arenas of engagement: the outer and the inner. The outer game is played on an external arena to overcome external obstacles to reach an external goal. In recruiting, this is the execution of our plans, the conversations on the phone, the scripts being used, and the approaches we utilize. The inner game takes place within the mind, and is played against such obstacles as fear, self-doubt, lapses in focus, and limiting concepts or assumptions. The inner game is played to overcome the self-imposed obstacles that prevent an individual or team from accessing their full potential.

In the following exercise, you can complete it from the perspective of your own situation or someone on your team. Remember Tony's "Gold Miner's Mentality"; the coachee has the gold and already has most of the skills and traits required to be great. The role of the coach is to find that gold and polish it so it shines brightly!

Take some time to reflect on the following:

What distractions do you allow to occur to your “outer game”? In Tony’s terms, what are your sources of interference? \_\_\_\_\_

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What can do you to eliminate or course-correct those distractions? \_\_\_\_\_

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What positive self-talk do you engage in on a regular basis? What are your strengths, and in what areas do you have a high level of confidence? \_\_\_\_\_

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What negative, or limiting beliefs, do you have about your abilities? What fears do you have when picking up the phone? \_\_\_\_\_

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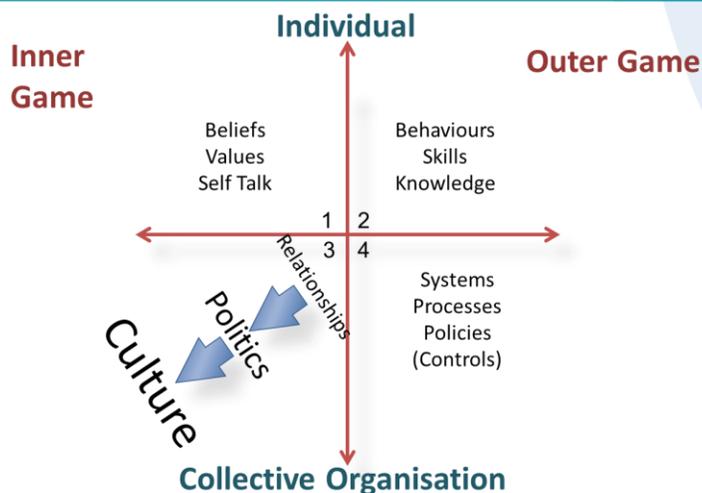
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Why do you have those fears, and what proactive steps can you take to equip yourself with the skills needed to turn the negative inner game into a positive one? \_\_\_\_\_

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Break at this point if desiring two separate meetings for this Episode.

## Week 2 Meeting: “Coaching for Recruiters” by Tony Dickel

Resume the video where you left off last week (34:23), and use the Facilitation Guide to expand on what Tony discussed. Watch through the end of the video.

**Facilitator:** Our segment this week is filled with immediately implementable questions that can be asked during a coaching session. Invite your team to proactively play a role in the development of their careers – as opposed to sitting back and patiently waiting for someone else to train them, promote them, and shape their futures. Asking questions rather than simply telling feedback will allow a leader to learn that individual’s perspective, which can help effectively guide the person’s thought process in the right direction.

Simply put? If you tell someone what *you* think, it can be met with skepticism. Instead, ask questions to help them arrive at the conclusion *on their own*. This not only allows them to play an active role in shaping their career, but take responsibility for areas of improvement and creatively stretch themselves in areas you may not have thought of. The purpose here follows the proverb of ‘*give a man a fish and he’ll eat for a day; teach him how to fish and he’ll eat for a lifetime.*’ You want to instill in your team not just the right perspectives, but the ability to understand the mindset behind arriving at those perspectives.

Creating a culture of retention and a strong coaching environment is a journey, not a destination! Building a clearly defined career path for each employee, constantly evaluating progress based on measurable milestones, and crafting an environment of constructive feedback is just one step in that journey.

### UNDERSTANDING GOALS:

- Agree overall topic of discussion / area of “concern” or “interest”
- Agree specific objective of meeting
- Set long-term aim if appropriate

### Specific Questions:

- What are your long term personal and professional aspirations?
- If you achieve these, what will it mean to you?
- What are your immediate goals / problem / challenge / opportunity?
- What do you want that you do not have? For yourself, for your customers, for your staff (if applicable)?
- What are your billing targets?
- What will it mean to you if you achieve these?
- What is the possible outcome if you don’t achieve that?
- And what will happen if you *do* achieve that?
- On a scale of one to ten, how important is this issue to you?
- What needs to happen before you decide to do something about this situation?
- So, again, what is it that you want to achieve in this situation?
- What are you going to do to further your mastery of your market?

### Gathering Feedback:

- What would need to happen for you to walk away feeling that this time was well spent?
- If I could grant you a wish for this session, what would it be?
- What would you like to be different when you leave this session?
- What would you like to happen that is not happening now?

**REALITY:**

- Invite self-assessment
- Offer specific examples of feedback
- Avoid or check assumptions
- Discard irrelevant history / narrative
- Go back and re-check impact of the Reality on the Goal

**Specific Questions:**

- What is the situation right now?
- What keeps you up at night?
- What are your major concerns right now?
- What will you have to deal with when you walk out that door at the end of our session?
- What is it about the situation that you don't want?
- How often does this happen? (precisely)
- What effect does this have?
- What else is relevant?
- Given what we've discussed, are there any refinements you would make to your goal?

**Quadrant 1: Helping understand challenges to the "Inner Game"**

- What is getting in your way right now?
- What is holding you back?
- What do you fear about this?
- What are your "inner voices" saying to you?
- What values or beliefs do you have which support your goal?

**Quadrant 2: Aligning behaviors and skills with a specific goal**

- How are your current behaviors supporting your specific goal(s)?
- What behaviors would you need to change to achieve your specific goal(s)?
- What is your current skill or knowledge level related to what is needed?
- What training would you need to be able to achieve your goal?
- What experience would you need in order to achieve this goal?
- What is your current "reputation" related to the goal?
- How could this change?
- What else might be relevant?

**Quadrant 3: Creating effective systems, processes, and structures to support objectives**

- What systems, policies, or controls are currently preventing you from achieving your goal?
- Looking about our organization structure, what about this is relevant?
- What is it about the reward structure which is impacting your ability to achieve your goal?
- Given your strengths and talents, how do you think you could use those to serve, or to help, others or our organization?

**Quadrant 4: Relationships, Politics and Culture**

- What are others saying about this?
- What do customers, candidates, or staff think or say about this objective or goal?
- What is the impact on customers, candidates, or staff?
- Who else is relevant?
- What is their perception of the situation?
- What about the culture supports or interferes with your goal?

**OPTIONS:**

- What are your options?
- What other possibilities for action do you see? (Don't worry about whether they are realistic at this stage)
- What other alternatives are there?
- Yes, and what's another approach?
- If I could give you an injection of insight and courage, what would you do?
- Good, and what's one more option?
- If our roles were reversed, what would you tell me to do?
- What approach/actions have you seen used, or used yourself, in similar circumstances?
- What would be the most outrageous thing you could do?
- Would you like suggestions from me?
- What advice do you think I'm going to give you?
- What would your dog say?

*Ask your coachee to reiterate all the options before moving on.*

**Evaluative Questions:**

- What criteria would you use to judge the options?
- Which one seems the best against those criteria?
- What are the benefits of that option?
- And what would be the consequence of that?
- What are the pitfalls of that option?
- And what would be the consequence of that?
- So, what do you think of that option now?

**WRAP UP QUESTIONS:**

- What are you most excited about doing?
- How can you keep track of your results?
- What might get in the way?
- What do you need to do to overcome that?
- Who or what do you need to support you?
- How will you enlist support?
- What are the next steps?
- Precisely when will you take them?
- What might get in the way? (How will you deal with that?)
- What is it that you are going to do?
- How will I know that you've done it?

**(Facilitator):** Remember, coaching is a two-way street! Not only should every recruiter play an active role in their goals and decisions, but they should be free to articulate what they need from you as a leader in return. It is the role of any leader to serve the team around them, but without asking tough questions and being able to receive the honest responses, this open dialogue will rarely exist organically. To create this type of experience and environment, a leader needs to extend a proactive invitation on a consistent basis. The underlying fear that is not commonly discussed? This open dialogue will result in a long list of new initiatives, programs, and work. With the overloaded plates of most leaders, it is easier to hope the issues solve themselves. The irony is that the complacency of an employee can be mirrored by the complacency of the manager, until such time as at least one individual is open to taking the step to create alternative solutions.