

## Six Sigma Selling

**Presenter: Margaret Graziano – Owner, KeenHire Inc.**

Margaret Graziano is the owner and managing partner of KeenHire, Inc., a full service talent management solutions firm. Ms. Graziano has worked in the recruiting industry since 1983, and has been using pre-employment assessments and behavioural based interviewing since 1999. Her specialty is in coaching and training recruiting and HR professionals, as well as corporate hiring managers, on bridging the gap between recruitment and retention. She has mastered the benchmarking process, applied these skills to the candidate selection process, and created systems and processes that focus on choosing the right hire.

### **About This Segment**

Sales is the lifeblood of any organization. Now it's time to take YOUR sales skills to the next level. In this session, Margaret Graziano presents advanced sales concepts entitled "Six Sigma Strategic Selling". You will learn about creating exponential sales opportunities, leveraging the workforce labor shortage, how to differentiate yourself, strategic partnering and much more.

### **Meeting: "Six Sigma Selling" by Margaret Graziano**

**If you are reviewing this episode with a team, break this episode into two different segments.**

**Facilitator (begin the video and pause at 12:29):** Margaret is going to give several more suggestions on differentiation, but let's pause for a moment and talk about the scenario she's described. This "30-second elevator pitch" is not a new concept – but let's role play for a moment.

*Have a few members of your team describe "why them" – why your firm is different or why they should use you over other recruiters. Now, put them through the following two tests to determine differentiation.*

**Test #1:** For every statement in your commercial, say the opposite. For example – **"I only represent the best, A+ candidates"** would become **"I only work with the worst, F-candidates."** **"I am relentless in getting your search filled"** turns into **"I will work on it for a bit, but when it's hard to find candidates I'll move on to another search."**

What does this test indicate? If it would never make sense to say the opposite statements in your commercial, you need to revise. It is more than likely fluff and filler words – and not differentiating at all.

**Test #2** (if have more than one version of commercials in your group): Have each recruiter read their scripts aloud, then have everyone rank them in order of who you'd buy from first. You can even create an anonymous feedback form so people can give true constructive criticism.

What does this test indicate? If your commercial was ranked anything less than first, you've lost the business. Revise, re-differentiate, and repeat Test #1 and Test #2!

**Facilitator (resume the video and pause at 20:19):** Let's talk about asking great questions. One of the better ways to differentiate yourself isn't with a universal script that fits for every occasion and every client – it's by asking great questions that in and of themselves differentiate you. They also give you the answers that you need to be able to create a specific solution-oriented value proposition for each client individually. Let's create a list of questions that are high-level, big picture questions that go beyond a current need.

**Examples:**

- Big picture - what keeps you up at night?
- Imagine that you wake up tomorrow and you guys are immediately in a new sector of the business. Barring any barriers to entry – what would that be?
- How would the loss of your (biggest customer/vice president of \_\_\_\_\_/your patent/biggest producer) impact your business over the next 12 months? What's your contingency plan?
- What is the biggest threat to your business over the next 24 months?
- What are the things that frustrate you in your recruiting process?
- What's your biggest competitor doing that you wish you were?
- What is your contingency plan if your (hiring/R&D/sales/business development strategy fails?

## **Week 2 Meeting: “Six Sigma Selling” by Margaret Graziano**

**Resume the video where you left off last week (20:19 of the first half), and run until just 1:39 of the second half.**

**Facilitator (pause at 1:39 in second half):** Margaret mentions a scripted introduction that works for her – causing a pattern interrupt from her audience. Do you like that approach? Why or why not? Let's modify the script below to whatever works for each of our audiences – pattern interrupt is a powerful tool to disarm peoples' knee-jerk defense mechanisms and programmed responses. What revisions to the script below would make it work for your market?

*“This is (name) from (company). We not spoken before and I am not even sure if it makes sense for us to talk. Would it be all right to briefly tell you why I have called and then you can tell me if it makes sense for us to go further?”*

*“We work with companies **perhaps** like yours, in helping them increase their effectiveness and efficiency in their hiring process. Typically if someone like you had an interest in speaking with someone like me it is because they have concerns in one of three areas. They are tired of having their plans for growth stifled by turnover, poor quality hires, or wrong matches. They are frustrated with the low return on their investment from new-wave staffing solutions (like job boards, or cookie cutter click and send recruiters). They are concerned that their staff is already inundated with MANY high priority tasks competing for their time – basically, they know something's gotta give and they are open to outsourcing the recruitment and selection.”*

**Facilitator (resume the video and play until the end):** Margaret has covered a great deal of material when it comes to setting up a unique sales process with your potential clients. Let's break down each of the areas one by one and make sure we are fully equipped to ask the right questions to get the information we need. *(Get them started with the examples below and brainstorm additional questions to differentiate and gather information)*

**Search Process:**

- What have been your biggest frustrations with your search process?
- In the past, what has caused you to fire one firm and hire another?
- When conducting a search, do you know if the entire market has been contacted? Do you know how many people do the exact job that you want done?
- How many calls were made on your behalf last week? Is that important for you to know?
- What is the marketplace saying about you? Would you like to know that kind of information?
- Have other search firms presented their presentation/script to you for your approval/suggestions? Is this important to you? Do you know how they are describing your opportunity?

**Analyze the Role:**

- Looking back at your last "X" number of hires that did not work out, why did that happen?
- Think of your top people – what skills/skill sets do they possess that are so difficult to attract or replicate?
- What do you need this individual to accomplish in the 1<sup>st</sup> 12 months on the job (specific tasks/achievements)?
- Think of the last few hires you made in this role – what was the main selection criteria you saw in those people that confirmed that they were the right person for the role?

**Understand how to Power Merge:**

- Share with me a success story of someone in your organization in a similar role.
- What's the best way to describe where your company is headed?
- What is driving people to your organization?
- What brought you there? What keeps you there? Talk to me a little about your culture ...
- What advantage does a person working for your company enjoy over the competition? How does your company differentiate itself?

**Gain Commitment:**

- Who are the parties that need to sign off on initiating a search?
- What is the interviewing process? Who will they meet with?
- What can you tell me about each of the interviewers? What kinds of questions do they ask?
- How do you like to see a candidate dress for an interview?
- Do you fly in the candidate's spouse?
- Talk to me about the typical timeline of the interviewing process. How soon do you get back after a submittal? What expedites the process and what slows it down?

- How much information are you accustomed to getting in regards to a particular candidate? Just a resume? What information is important to you? Family status, salary, motivation for change, etc...
- How do you evaluate personality traits when interviewing? Is there any type of behavioral profiling system that you currently use?

**Post-Placement:**

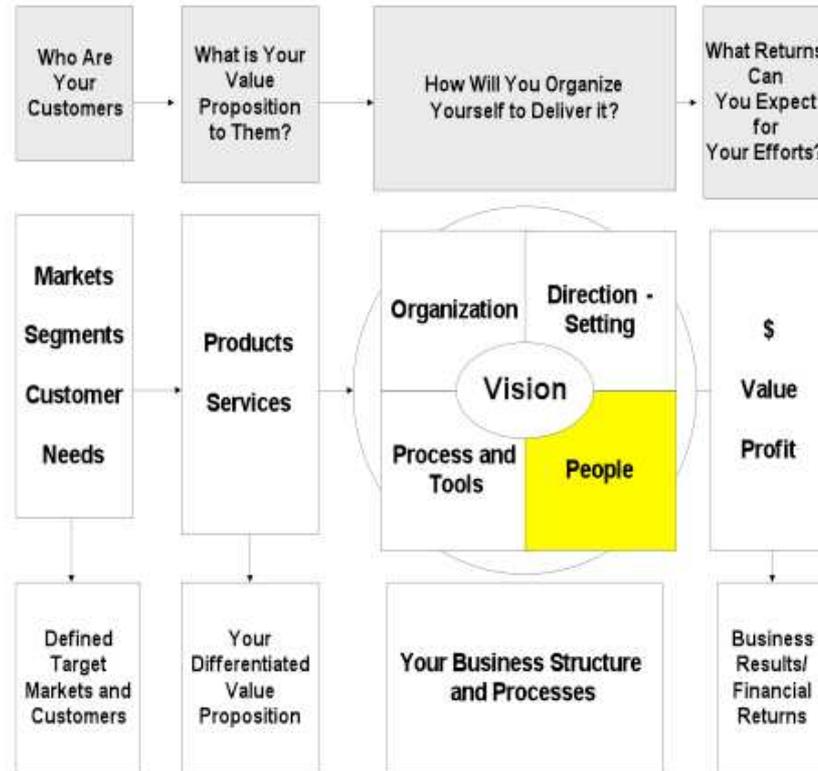
- What else can we do in the future to make this a better process?
- What did I do that was better than what you've seen with other recruiters?
- What did I not do, but you want me to do, that other recruiters have done?

**Facilitator:** Last but not least, Margaret mentioned the importance of being able to present how your search process is different from your competitors. Let's first write down how we initially describe our search process.

*(Have everyone take a few minutes to write down how they would explain to a client 'how we work')*

Read aloud and work on fine-tuning a few to make them even stronger. What do you do in the process that is different than other recruiters? How do you screen? How do you short list? What kind of references do you solicit? Build your list of differentiating factors, and revise your scripts accordingly.

**On the last page is the slide that will help your call flow as you define your customers, your value proposition, and deliverables:**



***Strategic Organizational Development Model***