

(Facilitator): Let's dissect Tim's compelling question – the answer to which creates the foundation for every business development conversation – “*why should clients do business with you?*”

Tim gives some suggestions in terms of areas you could consider. One differentiation point could be the specialization in a niche – being a specialist in your field. However, many recruiters specialize, so continue to break this down until you have some differentiating proof statements that can be used as your platform for business development. An alternative way to think about this compelling connect is *what will you help your client do?* What can partnering with you help them accomplish, that partnering with another firm or no firm at all, won't?

Point of differentiation: _____

What does this mean to the client? _____

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Remember to consistently position your statements in a way that speaks to the client – what's in it for *them* to partner with you as opposed to others. People care about how you helped others accomplish what they needed to accomplish, or added value to their organization. Results are key, so try to quantify as much as possible.

As Tim summarizes the three types of people discussed in Malcolm Gladwell's book “*The Tipping Point*”, reflect on which of these are natural gifts for you, and which are areas you could focus on improving?

Mavens: Best described as “*information specialists*”, or “*people we rely upon to connect us with new information.*” They accumulate knowledge, especially about the marketplace, and know how to share it with others. According to Gladwell, “*A Maven is someone who wants to solve other people's problems, generally by solving his own*”. Mavens create their success due to their

knowledge, social skills, and ability to communicate. As Gladwell states, "Mavens are really information brokers, sharing and trading what they know".

Salesmen: Best described as 'persuaders'; salesmen are charismatic people with powerful negotiation skills. They tend to have an indefinable trait that goes beyond what they say, which makes others want to agree with them.

Connectors: The people who "link us up with the world...people with a special gift for bringing the world together." They are "a handful of people with a truly extraordinary knack [...for] making friends and acquaintances". He characterizes these individuals as having social networks of over one hundred people. Gladwell attributes the social success of Connectors to "their ability to span many different worlds is a function of something intrinsic to their personality, some combination of curiosity, self-confidence, sociability, and energy."

The following is an excerpt from a speech delivered by Jeffrey Fox as he discussed his book "How to Become a Rainmaker". How can you apply the same principles to your business development strategy?

When I first started Fox & Company, I got a call from a guy who turned out to be a fabulous person, and he had a retirement community in Cornwall, PA. Cornwall, PA is so small that our mail got returned a lot of times. He had a retirement community in association with the United Methodist Church. His name was Harry Schimmel. Terrific guy. Anyway, he invited me down and I was referred to him by a market research firm we use some time.

He had this dilemma that he had to grow to survive. He had all this property and he had to build apartments and condos and houses so he could attract the people to keep the retirement community going. So I went down and we went through the whole thing and I gave him – I don't call them proposals – I call it an Action Plan. And I call it an Action Plan to get something. SO mine was an action plan to grow Cornwall Manors in order to survive.

So I put together this Action Plan, and I left, and he called me up, and I knew he'd been talking to other firms that specialized in retirement communities. He called me up a week later and said "Jeffrey, have you ever heard of such-and-such group?" And I know what he was doing was trying to get me to get rid of them somehow. So I said, "No, I haven't heard of them," and he said "They specialize in retirement communities." I said "Fine. Do you mind if I ask you some questions? Do you think that Cornwall Manor is different from other retirement communities, or do you think that it's exactly the same?" He said, "I think it's very different." I said "Okay, be on the alert for a cookie-cutter approach. If those consultants at that company don't ask you 'What are your unique points of difference,' if they don't ask you 'What's special about your place that attracts a certain kind of customer,' be aware that there's going to be a problem." He said "Thank you very much."

He calls me back a month later and says "Jeffrey, it didn't work out with the other people. Will you keep the fees the same?"

And I said "No. They're up. When do you want me to start?"

If you are reviewing this episode with a team, break this episode into two different segments – Part 1 and Part 2 (already broken into two different episodes on the site). For homework between the two meetings, have each associate create a targeted list of hiring managers and organizations that will be connected with in the next 60 business days.

Week 2 Meeting: “Business Development” by Tim Tolan

Week 2’s suggested viewing schedule and exercises are below.

(Facilitator): If Tim’s research is accurate, it’s important to think through the various touch points that will yield the highest return on your time and efforts. Tim provides some suggestions of what he’s done to create consistent touch points; for additional ideas and to read some of Tim’s blogs and publications, check out www.timtolan.com. Select the initiatives below that would be most relevant for you, or add your own:

- _____ Send relevant materials or news articles
- _____ Attend Industry Trade Shows
- _____ Write an article (an example from Tim is on the final page of this Facilitation Guide)
- _____ Send a congratulatory email regarding company news (remember: subject line matters)
- _____ Phone call
- _____ In-person meeting
- _____ Send newsletters or brochures
- _____ Send a hand-written note
- _____ Additional idea: _____

(Facilitator): As Tim says, what gets measured gets done. As it relates specifically to business development, Tim suggests creating a handful of weekly metrics that are tracked and over time will tell a story. Over the next week, set a goal for each of the following areas:

Number of meaningful conversations with prospects per week:

_____ Goal _____ Actual

Number of new search presentations:

_____ Goal _____ Actual

Number of new search proposals:

_____ Goal _____ Actual

Number of new searches signed:

_____ Goal _____ Actual

Total search value of current opportunities:

\$_____ Goal \$_____ Actual

(Facilitator): Tim expands on a point he discussed in Part 1 of this Module – the possible points of differentiation for the question “*why should clients do business with you?*” Think through the following as they relate to you and your value proposition:

How is your search process different than that of other firms? _____

What does this mean to the client? _____

How do you continue to help in the transition process after 30, 90, or the months following after the placement has been made? _____

What does this mean to the client? _____

How have your candidates made a difference with your clients? _____

Who can you reach out to for a written testimonial to attest to this difference? _____

Tim's Trade Show Checklist:

- Plan to attend anywhere from two to four industry relevant trade shows each year
- Join the association related to each trade show – this is a low cost investment and the database benefits are tremendous
- Search for pre-attendee list on the internet prior as soon as date/location are released
- Secure the list of attendees one month in advance of the conference
- Set realistic but aggressive goals for each show for:
 - Potential client meetings
 - Potential candidate meetings
- Use a combination of the phone, personal hand-written letters, and LinkedIn messages to set up your invitations to meet for coffee, breakfast, lunch, or dinner
- Stop by each target company's booth to leave your business card (but not your collateral)
- Send your collateral within one week of the conference with a thank-you letter and your planned follow-up activity
- Make sure to *always* have a full "dance card" confirmed in advance; do not rely on setting up meetings on-site or at the last minute

Additional Reading: Tim finds reading a great way to improve your knowledge and find new ideas. Some of his top picks:

Flight Plan by Brian Tracy

How to Become a Rainmaker by Jeffrey J. Fox

Outliers by Malcolm Gladwell

Secrets of Great Rainmakers: The Keys to Success and Wealth by Jeffrey J. Fox

The Ultimate Sales Machine by Chet Holmes

You Can't Win a Fight with your Client by Tom Markert

Tough Interview Questions

HOW TO KNOCK HARDBALL QUESTIONS OUT OF THE PARK BY TIM TOLAN



Tim Tolan

When the tough and uncomfortable questions come up during a job interview, healthcare CIOs need to be ready to answer them with absolute conviction. Most candidates are accustomed to answering “softball” questions during the course of a job interview, and most can do so without batting an eyelash. Such questions help validate a candidate’s success metrics (i.e. great leadership attributes, qualities, career progress, etc.), and they are usually

easy questions to answer. Most of us are proud of our accomplishments and it’s important to get them out there, as previous success can often give us a preview of upcoming attractions.

Here’s the challenge: like a baseball player, you must be able to respond flawlessly to each question—regardless of how dif-

A REALLY GOOD INTERVIEWER WILL ASK YOU THE TOUGH QUESTIONS, AND IN MANY CASES, THE WAY YOU RESPOND CAN HAVE A SIGNIFICANT IMPACT ON YOUR FUTURE CANDIDACY—JUST BE SURE YOU PAUSE BRIEFLY TO GATHER AND FORMULATE YOUR THOUGHTS.

ficult they may be. And you must do so with speed, accuracy, and without hesitation. What I find really interesting is why some candidates never prepare for the fast balls, curve balls, or the occasional slider.

Here are a few questions that you should be ready for the next time you are up at bat:

- Why are you here today?
- Tell me about a time you had to make a tough decision and the outcome was not good. Why did you make that decision, and if you could do it all over again, what would you do differently?
- Describe a time you had to compromise your ethics.
- What is your biggest weakness as a leader?
- What is your greatest career accomplishment?
- What is it like to work for you and what would your people say about your leadership?
- If you could improve in one area of leadership, what would that be?

- Please describe a recent situation when your work was criticized.
- What do you think of your current boss?
- How would you describe your personality?
- How long will you stay with our organization?
- What would your boss say is your greatest strength and weakness?
- Why are you the best candidate for this role?

A really good interviewer will ask you the tough questions, and in many cases, the way you respond can have a significant impact on your future candidacy—just be sure you pause briefly to gather and formulate your thoughts. Spouting off a quick answer just to prove you’re quick on your feet rarely scores a home run. The interview is looking for depth and honesty in your answer, and yes, it may expose the human side of a mistake you’ve made, but that’s ok! We all slip-up now and then, and it’s important to be able to articulate and explain the lessons you have learned, and how previous experiences helped you later in your career.

Of course, in order to respond properly to a question in an interview, you have to answer! Failing to answer or glossing over a question posed by an interviewer is a huge mistake. Attempting to demonstrate that you’ve never made a bad decision by ignoring a question is very risky and will most likely result in another bad decision on your part.

Organizations are looking for excellent leaders, and leaders become great through experience. Overcoming and learning from previous failures make us better at what we do. Being human and admitting mistakes and what we learn from them can have a positive outcome during an interview. It demonstrates personal growth and experience.

So the next time you get a chance to swing the bat, be prepared for every question that’s thrown your way, positive or negative. Pause for a moment to think about your response and then answer each question honestly and with conviction.

Swing hard!

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