

## **5 RULES FOR EFFECTIVE JOB ORDER MANAGEMENT**

### **1. Work only on high-probability job orders:**

- I once heard from a \$1 million producer that for every 15 job orders he wrote, only two to three of them would be worthy of a full search.
- Top recruiters are at peace with the idea that they can't place every candidate and they can't fill every job order.
- Managers: Require rookies to get permission to work a search.
- Pre-close these items with clients: hiring process, urgency, what happens if it goes unfilled?
- Focus on marketing stars rather than simply filling orders.
- Get comfortable saying no to clients with unrealistic expectations.
- Know your target: If you're a micro firm, go for higher-end searches where you can have an impact. If you're a midsize firm, you can target mid-level searches with lots of openings on which you can tag-team.

### **2. Have a system for defining the best searches to work on:**

- Label each job order as an A, B, or C.
- An A must have cooperation, urgency, and marketability. An A search warrants both a database search as well as original research.
- A B is missing one of the above components, and a C is missing two or more. A B warrants a database search only, and a C does not warrant any effort at all.
- Write these orders under a heading of A, B, or C on a white board and update it daily.
- Label your candidates as A, B, or C too, and screen them thoroughly.

### **3. Tell your clients why it is in their interest to give you timely feedback:**

- Pre-close timely feedback: "The clients who get the full focus of my team are those who respond quickly and give us feedback."
- Remember that your clients will treat you the way you teach them to treat you.
- Let them know why you will be calling: either to clarify specs, present someone, or ask for feedback. Also let them know that most calls will last 5 to 10 minutes.
- Ask them to notify you of any changes so that you can pace yourself.
- Pre-close the issue of timely feedback with candidates, too.

### **4. Talk to your clients directly about any lack of feedback:**

- Remind them of the schedule to which they have committed if they flake out.
- If they are not responding, be clear on the fact that the search is on hold until you hear back.

#### 4. (Continued) Talk to your clients directly about any lack of feedback:

- Let them know that their decision-making and timeliness are being observed by the candidate.
- Make two calls, then send one fax. If they still don't respond, move on.

#### 5. Ask your clients for concrete commitments:

- Get interview times in advance. This tests your client's urgency and also motivates you to take immediate action.
- Add a "client responsibilities" section to your agreement letter.
- Get exclusives or retainers from your clients.
- If nothing else, get a \$2,000 engagement fee.
- Schedule follow-up calls while your client is on the phone with you.



#### **ABOUT THE AUTHOR:**

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