

## **UNDERSTANDING COMPANY INFO AND SELLING POINTS**

**Scripted Dialogue:** *One of the most important things I need to be able to attract passive candidates is the ability to have a good story, and that is the story of your company. People like to hear where you've been, where you are, and most importantly where you are going. They can't help but put themselves in as a central character and imagine how they could play a role in chapters that have yet to be created.*

- When was your company founded?
  - How many offices do you have? Do you anticipate opening others in the coming years? If so, where?
  - Where do you focus geographically? Do you anticipate expanding? If so, where?
  - Describe your physical office location and environment. (offices/cubes, small campus, etc.)
  
- What was your previous year's volume?
  - What is your current year's expected volume?
  - What are your plans for growth?
  - How does your company's size and volume compare to where it was five years ago?
  - What would you consider to be your company's share of the market? What plans are in place to increase market share?
  
- How is your company structured? (departments, divisions, and specialties)
  - How many (titles you are searching for) exist within the company?
  - What is the current ownership structure? What is the opportunity for ownership?
  - Who is primarily responsible for business development?
  - What is the training program for this individual, both initially as well as continued development?
  - What other divisions within your organization are canvassing for talent?
  
- What is your core (projects/products/clients)?
  - What are some of your most noteworthy (projects/products/clients)?
  - What do you consider to be your most promising, or profitable, (products/clients)?
  - What (projects/products/clients) are you not involved with yet but would like to?
  - Where are you trying to gain market share/what piece of business are you not in that you want to be in?
  
- 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?
  - What do people generally say about working for your firm, both as current associates and as former associates?
  - What is the reputation of your organization in the marketplace?
  
- Who do you consider to be your main clients? Who do you consider to be your main competitors?
  - Who would you most like to emulate? If you could acquire five companies, what companies would they be and why?

## UNDERSTANDING SELLING POINTS

**Scripted Dialogue:** *Probably the most important area for us to cover is that of the ‘sizzle’ of this opportunity. I am going after the happy, passive market – which means that I have to be able to **sell first** and then **screen second**. If we don’t do a great job of selling the ‘sizzle’, we’ll miss out on attracting a higher layer of the candidate pool.*

- Why should a person who is happy and secure in his/her position, quit their position and come to work for you?
  - **OR** Why would someone doing what you want done **stop** doing it for them and **start** doing it with you? What is exciting?
- If the candidate hired turns out to be a superior performer, what is the next step up for this individual? Where can he/she be in 3 years - in 5 years?
  - **OR** What is the career path from this position?
  - How long does someone stay in this role?
  - If the prior person in this role was promoted, causing the opening, does the same opportunity exist for this future hire?
  - Tell me about the last two people who had this position and where did they go?
  - Share with me a success story of someone in your organization in a similar role.
- What is the most rewarding thing that you have ever done for an associate?
- What is driving people to your organization?
  - What brought you there? What keeps you there?
- Help me complete the sentence “this position is the opportunity for someone to \_\_\_\_\_.”
  - The reasons need to be beyond ‘work with great people’, ‘take the next step in your career’, or ‘work in a great environment’ – what does this position allow someone to do above and beyond what they might have the opportunity to do currently?
- What advantage does a person working for your company enjoy over the competition? How does your company differentiate itself?
  - What in-house resources do you have that give people a competitive advantage?
- What sort of company related functions do you do on an annual basis? Any spontaneous events? Do you or the staff ever meet for after work get-togethers such as barbeques, softball games, golf tournaments, night at the movies, bowling night, fishing trips, or even celebration of a completed project?
- What special programs do you have that accommodate family activities?
- What are three or four additional selling points we haven’t yet covered that will make them want to join your company?
  - Three/four additional selling points that will make them want this position?
- What involvement do you and/or your organization have in the local community or in other charitable organizations?

**Red Flag:** *The company has gone through quite a bit of turmoil, with a high turnover rate in this department and backwards revenue progression.*

- What role can this hire play in the creation and implementation of improved procedures and methods? Who signs off on those kinds of changes, and what is the reporting relationship with this hire and that decision maker?
- 'Growing' doesn't necessarily equate to 'profit' – if your revenues have decreased, how has the profitability of your company been impacted?
- How does your decreased revenue compared to that of the industry? Have others experienced the same decline, and by what ratios?
- What changes have already been made to course correct this turmoil, and what upcoming changes are on the horizon? What impact have these prior changes made thus far?