



NEXT LEVEL
Recruiting Training

Candidate Series

Module 3

Overcoming Objections/Resistance

Training Workbook

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Overcoming Objections / Resistance

- Overcoming objections
- Handling resistance
- Dealing with challenges
- Responding to buying signs
- Sharing alternative perspectives

12 Insights

Increasing Your Effectiveness

1. When to screen and when to sell

- 1 _____ VS. 2 _____
- 3 _____ VS. 4 _____
- Not a 5 _____ to make, it is a 6 _____ to manage

2. Demonstrate empathy

- People don't care what you 7 _____ until they know that you care
- Share 8 _____ that are analogous to their 9 _____



To Increase Your Effectiveness

3. Use 1 _____ questions and statements

- “I would invite you to consider...”
- “Are you open to the possibility...”
- “Can I share with you an alternative perspective...”

“New opinions are always suspected and usually opposed without any other reason but because they are not already common.”

- John Locke

“Your assumptions are your window on the world. Scrub them off once in a while or the light won’t come on.”

- Alan Alda

4. Get comfortable with that which is 2 _____

- 75% of people quit after the first 3 _____
- 90% of 4 _____ are made after the first objection
- 25% of people are doing 5 _____ % of the business



To Increase Your Effectiveness

5. Persistence and determination alone are omnipotent

“Nothing in the world can take the place
 of persistence. Talent will not; nothing is more
 common than unsuccessful men with talent.
 Genius will not; unrewarded genius is almost a proverb.
 Education will not; the world is full of educated derelicts.
 Persistence and determination alone are omnipotent.
 The slogan ‘press on,’ has always solved and always will solve
 the problems of the human race.”
 - Calvin Coolidge

- 20% of candidates won't be 1 no matter how good you are
- 20% of candidates will be recruited no matter how 2 you are
- 60% of candidates will be recruited because of 3
and 4!

6. Ask for and 5 for 6 on every call

- How quick did they try to get off the phone?
- How often do they shut you off and down?
- Why didn't you keep their interest?
- Don't just listen to what they say but what they are
7 saying.
- Listen to 8 they are saying what they are saying.



To Increase Your Effectiveness

7. Develop a 30-60 second _____ on why you are not the person to blow off or dismiss.

Example of Commercial:

[LEAD IN]

I realize that you get called more than you care to from many recruiters and as such you've got to either tell them that you're not interested, too busy or simply hang up the phone really quick. Hey I understand your need to do this and 99 times out of 100 times it's exactly what you should do. But there is one out of 100 times that you shouldn't hang up, one out of 100 times that you should continue the conversation, one out of 100 times where you need to spend some quality time talking with a professional. Here's the good news, this is that time and I am that person. Now let me share with you why,

[COMMERCIAL –create your own]

“I will not rest until I have you holding a Coke, wearing your own shoe, playing a Sega game featuring you, while singing your own song in a new commercial, starring you, broadcast during the Super Bowl, in a game that you are winning, and I will not sleep until that happens.”

And what I'm doing is offering you an opportunity to gain insight and learn about your market from someone who speaks with your competitors all day. I'm giving you an opportunity to have a conversation with a market industry expert. I talk to people all day long. You live in your world and do your job. I do nothing but talk to people like you all day long - 15 to 20 of you a day, 100 in a week, 5,000 in a year. I've been doing this for _____ years. 90% of the market, I know everything about it. I'm an individual to be reckoned with... in a good way. Do you have time to speak now or would you prefer to speak one evening this week?



12 Insights

To Increase Your Effectiveness

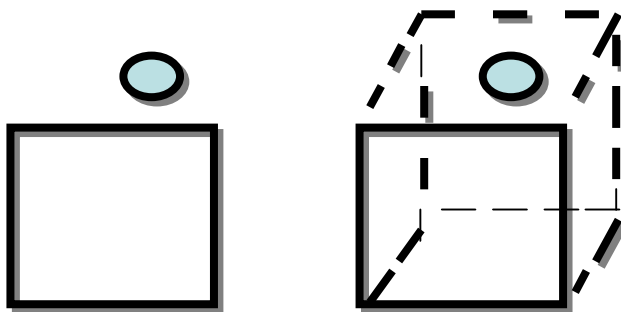
8. Develop or heighten your 1 _____ intelligence

- Learning effective 2 _____ and 3 _____ communication skills will allow you to communicate more effectively

9. Understand that there is a difference in perspective

- A big company is bureaucratic to some but 4 _____ and 5 _____ to others
- Promotion is exciting to some but 6 _____ to others

**“Man’s mind once stretched by a new idea never
regains its original dimensions.”
- Oliver Wendell Holmes**



The only difference is perspective!



12 Insights

To Increase Your Effectiveness

10. Understand and teach 1 _____ cost of
2 _____

- Cost of the foregone alternative
- Great way to turn them around but potentially very dangerous to put emphasis on money

11. Make a list of common 3 _____

- Rehearsing 4 _____ + 5 _____ =
6 _____ consistency

*Repetition is the mother of all learning.
Repetition is the mother of all learning.
Repetition is the mother of all learning.*

12. Follow a 5-step approach for any objection

1. 7 _____

2. 8 _____

3. 9 _____

4. 10 _____ Back

5. 11 _____



17 Common

Hurdles & Potential Responses

1. Fear of ₁_____

- Understand that this is normal
- Illustrate how the fear of not changing can be greater than the fear of changing

2. Not ₂_____, happy

- Always start by asking “why?”

Three Approaches*

1. Determine sincerity of response
2. Risk / Reward
3. Probe for pain

**See sample scripts on next page*



Hurdles & Potential Responses

Sample Scripts

EXAMPLE OF “NOT LOOKING” SCRIPT:

I’m actually glad to hear you say that you’re not looking and happy, because most of the people we eventually place weren’t actively looking the first time we spoke with them. Everybody who’s not looking fits into 2 categories.

One is the person who is with a company he loves so much that, he wouldn’t leave unless he won the lottery! Those guys are pretty rare.

The other category is the vast majority of guys that are doing a good job for their employer, but who realize that there may be an opportunity out there somewhere that would offer them something that their current job doesn’t, whether it’s an advancement, scope of responsibility, location, etc.

So the question is, which category are you in?



Hurdles & Potential Responses

Sample Scripts (Cont'd)

EXAMPLE OF RISK / REWARD SCRIPT:

I am not surprised that you are happy and not interested, most of the people that my clients ultimately hire said that when I first spoke with them. That's what organizations want... people who are happy and doing a good job for a competitor but would be receptive to a change if and only if it represented a *significant* career enhancement for the prospect.

The risk here is that we both spend 15-20 minutes of time sharing information between two professionals in the same market and nothing comes from it directly or even indirectly...

The upside (reward) is that either now or in the future and directly or indirectly the investment of time results in a profoundly positive life changing experience. I understand your reluctance, and promise that I will not waste either of our time. That said, would you prefer to talk at night or can you speak confidentially from your office?

[OR]

Can't guarantee this is right but if the lottery was 1:200, would you spend ½ hour if the prize/reward were a profoundly positive change for your life personally, spiritually, professionally, and financially?



Hurdles & Potential Responses

Sample Scripts (Cont'd)

EXAMPLE OF PROBE FOR PAIN SCRIPT

- Why don't you want to change?
- What do you like about your job and what things would you change if you could?
- Are you being compensated fairly, and how do you know that?
- How is your relationship with your boss, and what are the opportunities for growth/advancement?
- Are you going to retire there?
- Etc.

Then work the areas of discontentment like a boxer works a bad eye.



17 Common

Hurdles & Potential Responses

3. Just changed 1 _____

Remove the variable

- If the client would be ok with this and it could be explained, would you at least consider it?

4. Not a good 2 _____ (Busy)

- Reschedule call

5. Up for 3 _____ or 4 _____

- Very dangerous counter-offer potential if candidate gets raise or promotion
- Important to have back up candidates
- Great candidate potential if he/she does not

6. Don't want / need 5 _____

- Ask, "why?"
- Create value proposition by demonstrating what you can offer

7. Final 6 _____ with another company

- "What if I could get my client to expedite the interview process?"



17 Common

Hurdles & Potential Responses

8. No time to 1 _____ resume

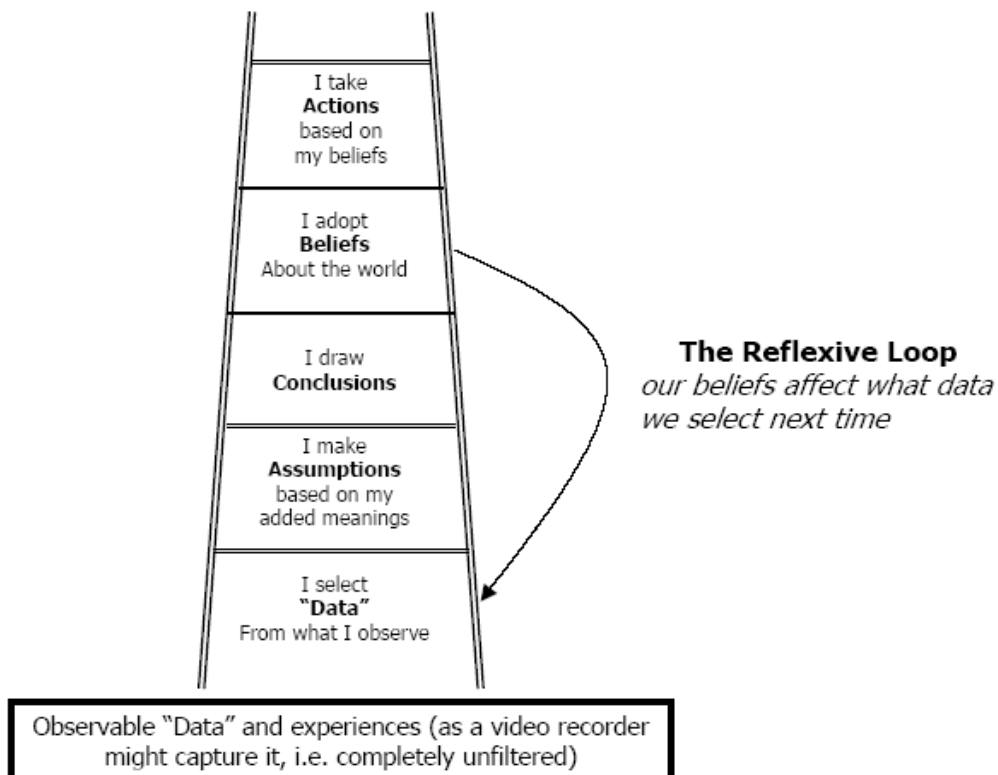
- Show them how to do it
- Volunteer to do it
- Suggest an exploratory conversation prior to updating resume

9. Heard bad things about 2 _____, company,

3 _____, etc.

- Encourage them to explore and make up their own mind

The Ladder of Inference



17 Common

Hurdles & Potential Responses

10. ¹_____ issues

- Need 6 weeks vacation
- Need to work from home on Fridays
- Need for spouse to find work as well (deal with early)

11. No ²_____

- Why?
- Explore short-term sacrifice for long-term gain
- Analyze actual benefits of current city

12. Bad experience with ³_____

- Encourage due diligence
- *See sample scripts on next page*



Two Specific Scripts to Consider:

1. I'm really sorry you had a poor experience – it's unfortunate – there is always the good, bad, and ugly... but I am the beneficiary of such a situation. It's kind of like when you buy a McDonald's hamburger or choose a stockbroker, lawyer, or even a car. Even if you have a horrible experience, you are going to buy again, but you're just going to do more research next time. It's that upfront research or due diligence that is the key! So, what can I share with you that will give you the confidence you need in my ability to effectively become your champion?
2. Unfortunately, the cold hard truth is that search firms are no different than other _____ companies. There are a lot of good ones and some bad ones. And naturally, I'm going to tell you that we're not just one of the good ones, we're one of the best (which is why we make more placements in the industry than any other firm in the U.S.). Since you've been burned in the past by using a search firm, I'd be more than happy to furnish you with a list of references of candidates whose lives we have positively impacted in a career change that we navigated. Would this be helpful to you?

13. Loyalty to boss, 1 _____ or 2 _____

- Empathize
- Probe
- Challenge



17 Common

Hurdles & Potential Responses

14. ¹_____ issues (i.e. long-term project)

- Respect their concern
- Present alternative perspective
- Investigate client's willingness to wait

15. Questions are true ²_____

- “What is the compensation?”
- “Who is the company?”
- “Where is it located?”
- “Is this confidential?”

16. “Where did you get my ³_____?”

- Avoid documenting referral source
- Never disclose source without permission
- Protect confidentiality

17. No interest and ⁴_____ resistance

- “I’m not interested”
- “I don’t know anyone”
- *See examples of responses on next page*



Examples of Responses:

1. *“Hey, when you’re making a career move do you tell everyone? My point is, it’s career suicide. People don’t advertise that they’re looking. They don’t wear a sign on their chest saying, “I’m open to a new job”. So many times people that are open to considering change are people that you won’t know. That said, who can you think of that you respect that is doing the job that may be open to the possibility but may not be looking?”*
2. *“Have I said something to you that makes you feel uncomfortable? I believe I always handle myself in a professional manner. Was the conversation we just had that bad that you wouldn’t wish it on anyone else? Because all I’m trying to do is network and expand my grapevine. So if you can help me, I believe you’ll find that good things will come back to you. Hey, good old-fashioned law of karma. You know, you help others reciprocate; it comes back to you ten-fold.*

Wouldn’t you be thankful if there was another individual out there, one of your peers, that potentially told a recruiter you might be a good fit for a situation even though you’re happy, obviously not looking, but maybe someday in the future you’re still happy not looking but someone goes ahead and gives your name and that recruiter ultimately calls you and provides you with an incredible life changing, profoundly positive, career changing experience. You’d be thankful that that person gave your name even though you were not looking and you were happy.

So that said, who can you think of that you at least might respect or maybe someone that you just think might be good giving me some advice to expand my grapevine?”

3. *“So, nobody comes to mind? We placed dozens of XYZ professionals last year. There’s a great chance that those people’s co-workers didn’t know they were even considering moving until they put in their notice. So, if you know of someone who has at least done the work I mentioned, I’d love to contact them confidentially and just ask them myself because if somebody’s considering making a move, the one person they’re definitely going to tell is a search consultant/executive recruiter/headhunter/body snatcher/flesh peddler/human capital management expert.”*



Examples of responses (Cont'd):

4. Questioning Method:

- *“How long have you been there?”*
- *“How many people in your office are doing what you do?”*
- *“Where did you work before this?”*
- *“Who are the competitors you keep running into?”*
- *“If you were in my shoes, who would you be calling?”*
- *etc...*

Conation: co-na-tion [koh-ney-shun]

A burning desire to succeed. That quest for success.

The attitude that to stop me you will have to kill me.

*That elusive fire in the belly that manifests itself
in the form of drive, enthusiasm, single mindedness
in the pursuit of any goal.*

All consistently successful people have it.

*Many educated, intelligent, endearing and presentable
people don't have it.*



Let's Put It All To Work

- 1. Write out an objection you encounter frequently and then write out two analogies that will help you in providing an alternative perspective.**

Objection:

Analogy #1:

Analogy #2:

- 2. Create three invitational questions.**

1.

2.

3.



3. Create a tracking form for your next 20 recruiting presentations to assess and improve your performance.

Example:

	Hung Up	Cut Off Early	No Help	# Of Referrals	Profile Taken?	Feedback when asked
Call #1						
Call #2						
Call #3						
Call #4						
Call #5						
Call #6						
Call #7						
Call #8						
Call #9						
Call #10						
Call #11						
Call #12						
Call #13						
Call #14						
Call #15						
Call #16						
Call #17						
Call #18						
Call #19						
Call #20						
TOTALS						

4. Write your own 30-second commercial on what separates you from other recruiters.



5. Ask five people who know you if, in their opinion, they think you frequently project negativity. Ensure that you ask the question in an open and inviting manner. If you get more than one person that says “frequently”, then you may want to spend some time working on this! List responses below:

1. _____
2. _____
3. _____
4. _____
5. _____

6. Make a list of the top five objections you hear. Write out responses and memorize them.

1. Objection: _____
Response: _____
2. Objection: _____
Response: _____
3. Objection: _____
Response: _____
4. Objection: _____
Response: _____
5. Objection: _____
Response: _____



7. List three probing questions designed to identify pain in a potential prospect's career:

1. _____

2. _____

3. _____

8. List a recent example of a situation where you jumped to conclusions based on limited information.

Then, study the ladder of inference and identify ways of slowing down your climbing of the ladder.



- 9. List two questions (Q) typically asked by prospects. Then, list a corresponding framing question (FQ) that can be used to answer each.**

Example:

Q - Where is it located?

FQ - Is there anywhere you would NOT consider relocating?

1. Q: _____

FQ: _____

2. Q: _____

FQ: _____

- 10. List one thing that you are committing to changing and define how and by when that change will occur as a result of ideas/concepts presented in this module:**



Answer Key

Page 2:

1. Push
2. pull
3. Persuade
4. dissuade
5. decision
6. polarity
7. know
8. examples
9. situation

Page 3:

1. invitational
2. uncomfortable
3. objections
4. decisions
5. 90

Page 4:

1. recruited
2. bad
3. persistence
4. talent
5. listen
6. feedback
7. not
8. how

Page 5:

1. commercial

Page 6:

1. emotional
2. interpersonal
3. intrapersonal
4. stable
5. secure
6. scary

Page 7:

1. opportunity
2. money
3. objections
4. rebuttals
5. repetition
6. increased
7. Pause
8. Empathize
9. Probe
10. Play
11. Solve

Page 8:

1. change
2. interested

Page 12:

1. jobs
2. time
3. raise
4. promotion
5. recruiter
6. stages

Page 13:

1. update
2. boss
3. people

Page 14:

1. Life
2. relo
3. recruiters

Page 15:

1. team
2. company

Page 16

1. Timing
2. buying signs
3. name
4. referral

