



NEXT LEVEL
Recruiting Training

Candidate Series

Module 4 Quality Candidate Profiles

Training Workbook

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Quality Candidate Profiles



Transitionary Dialogue

The approach should be directly proportionate to how challenging it is to recruit people.

4 Questions



To Categorize Candidates

1. **Qualification** - “What was it that I said about this opportunity that caused you to think you might be interested and qualified?”
2. **Motivation** - “On a scale of 1-10, how motivated are you?”
3. **Future potential** - “When I call you back, what kind of position would you want me to call you about?”
4. **No potential** - “Who do you know?”



The 6R Profile - abbreviated version

1. **R₁**_____

2. **R₂**_____

3. **R₃**_____

4. **R₄**_____

5. **R₅**_____

6. **R₆**_____

See example of Candidate Profile at the end of the workbook



In a Solid Candidate Profile

1. _____ information

- Contact information
- Birthday
- Family status
- Education / certifications / awards / distinctions / organizations / interests / hobbies

There are three times when people really look at their career options:

- 1. At the end of the year*
- 2. At their performance review*
- 3. On their birthday*



In a Solid Candidate Profile

2. 1 history

- Education
- Complete job history
- Responsibilities / accomplishments / benefits
- Cultural issues
- Background check

*People are perfect twice in their lives;
Once when they're born and once when they
create their resumes.*

3. 2 for change

- Probe for areas of discontentment to identify motivators (hot buttons)



Imperative Ingredients

4. 1 package

Breakdown of Current

- Base, bonus, commissions, over-rides, etc.
- 401k, stock, equity, ESOP, retirement, stock options
- Vehicle, car allowance, gas, company credit card
- Benefit package
- Vacation
- Continuing education

Future Expectations (wants and needs)

- Same as above

5. 2

- Where
- Own home or lease
- If own, equity situation
- Relocation expense expectations



In a Solid Candidate Profile

- Identify and match the candidate's behavioral traits with those described in the position requirements

- Incorporate into candidate profile

- What I need from you and what you can count on from me

I need you to...

1. Work exclusively with me
2. Write a commercial about yourself
3. Let me know of every situation you're involved in

In a Solid Candidate Profile**I need you to...(cont'd)**

4. Make me aware of any changes
5. Share all family issues related to your candidacy
6. Call me immediately after your interview
7. Make me aware of any compensation changes
8. Alert your references of potential calls
9. Respond to my calls or emails within a _____ timeframe
10. Be available, within a reasonable timeframe, to interview
11. Commitment to not taking a counter-offer
12. Be a good referral source of names



In a Solid Candidate Profile

What you can count on from me

I will...

1. Never give you an offer that's unacceptable
2. Give you a thorough preparation for all interviews
3. Return every phone call and email within a 24 hour time period
4. Represent your needs accurately and effectively
5. Maintain strict confidentiality
6. Give you regular status reports
7. Get all your questions answered
8. Help you with any family issues or special needs
9. (If relevant) commit to a dedicated marketing effort on his/her behalf
10. Let you review the presentations I deliver
11. Provide you information on the market
12. Provide you general career advice



To Ensure a Successful Interaction

1. Focus more time on the candidate's 1 _____, 2 _____,
3 _____ and 4 _____

2. Have the candidate email the resume 5 _____

- Will eliminate redundancy will eliminate redundancy
- Uncover red flags
- Search assignments should not read like ads and candidate profiles should not read like resumes

3. Vary your questions between 6 _____ ended and 7 _____
ended

- Ask questions that maximize the odds of a more robust response, building rapport and moving the process forward
- Demonstrate active listening
- Don't be afraid to comment, but don't dominate or play "topper"

Example of effective closed-ended question:

If an opportunity that I presented to you was a significant enhancement -better boss, better company, better opportunity- is there any reason why you wouldn't move for the same compensation?



To Ensure a Successful Interaction

4. 1 _____ and 2 _____ gather while taking candidate profile

- Ask questions with a dual purpose of securing the current information you want now and gathering secondary information for the future

5. The 3 _____ - _____ for getting the candidate's compensation expectation

Test willingness to make lateral compensation move then ask:

1. Desired Compensation
2. Minimum Compensation

- *Explain your role in negotiation and why the two numbers are important*

6. 4 _____, 5 _____ or 6 _____ candidate profiles

- A distraction free environment allows for a deeper personal connection

7. Set exact 7 _____ and 8 _____ for the candidate profile

- Discuss importance of follow through, integrity, and commitment
- Companies will look at the candidate's behavior during the interviewing process as a mirror once they are on board



To Ensure a Successful Interaction

8. Managing the 1 _____ / 2 _____ continuum

- Help the candidate visualize the potential change
- Knowing when to persuade (Pull) and knowing when to dissuade (Push) candidates

9. Accurately gauge the 3 _____ of the candidate moving

Do not delude yourself or your client

- S₄ _____
- I₅ _____
- N₆ _____
- A₇ _____
- L₈ _____
- O₉ _____
- A₁₀ _____



To Ensure a Successful Interaction

10. Use 1 _____ forms

- Prewritten questions should follow your candidate profile form
- The information gathered should be entered into a keyword / code searchable database*

** PC Recruiter is an excellent tool for this purpose!*

11. Be aware of the 2 _____ aspects of interviewing

- Age, Race, Sex, National Origin, Religion, Marital Status, Pregnancy, Child Care, Disabilities, Arrests, Credit, Photos, Citizenship, etc.

Final Closing Points:

- Every question you ask or those you don't is a reflection of 3 _____ and 4 _____
- The foundation of all relationships is 5 _____
- How you treat your candidates will dictate 6 _____

- People don't care 7 _____
_____ they know 8 _____



Let's Put It All To Work

1. Write out transitioning dialogue that you will use for a person that says, "I am interested" and moves them into taking a candidate profile.

2. Create a list of questions to uncover "hot buttons"



3. List three behavioral traits that most of your clients want and a question you can ask a potential candidate to identify his/her competency in that characteristic.

Example: Hard-working

1. What time do you get to the office and what time do you leave?
2. How many hours a week do you work or are you willing to work?
3. What if “Whatever it takes” is 80 hours a week and 6:00 am to 8:00 pm, 6 days a week?

1. _____

2. _____

3. _____

4. List five specific F.I.L.L. questions that you will ask on every candidate profile.

1. _____

2. _____

3. _____

4. _____

5. _____



5. Review mutual expectations. Underline/highlight those that you plan on using with the candidates you recruit.

6. List three open-ended questions when taking a candidate profile.

1. _____

2. _____

3. _____

List three closed-ended questions when taking a candidate profile.

1. _____

2. _____

3. _____

7. Write down at least three name-gathering questions you will ask on every candidate profile.

1. _____

2. _____

3. _____



- 8. List one or two nights/mornings of each week that you will speak with potential candidates and take profiles.**

Example:

Tuesday morning from 7:00 – 8:30 AM

and

Thursday evenings from 6:00 – 8:00 PM

- 9. Review your candidate profile form. Make any changes to it based on ideas generated from this module.**

- 10. List anything 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:**



CANDIDATE PROFILE SHEET

Candidate Name:		Referred by:		Date:	
Address:	AE:	Home Phone:			
Home e-mail:		Cell Phone:			
Work e-mail:		Pager:			
Preferred Next Title:			Will relocate:	Yes	No
EMPLOYMENT HISTORY					
CURRENT POSITION					
Company:	From:		To:		
Title:			Phone & Ext:		
Supervisor's Name:	Title:		Phone & Ext.:		
Duties/Main Responsibilities:					
Accomplishments:					
Product:					
Territory:					
People in Dept/Company:	Rank:	No.Supervised:	Travel: Yes No	1 2 3 4 5 nights/week	
Compensation Base:	Bonus:	Comm:	W2:		
Basis for Comm:		When next paid?:			
Basis for Bonus:		When next paid?:			
Last Raise:	Next Raise:				
Are you satisfied with your benefits:	Yes No	How do they compare with the industry?:			
Laptop: Yes No	Car:	Yes No	Cell Phone;	Yes No	Pager: Yes No
Competition:					
Special Equip/Skills:					

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Profile Sheet Page 2

PREVIOUS POSITION			
Company:	From:	To:	
Title:		Phone & Ext:	
Supervisor's Name:	Title:	Phone & Ext.:	
Duties/Main Responsibilities:			
Accomplishments:			
Product:	Territory:		
People in Dept/Company:	Rank:	No. Supervised:	Travel: Yes <input type="checkbox"/> No <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> nights/week
Compensation Base:	Bonus:	Comm:	W2:
Basis for Comm:		Basis for Bonus:	
Competition:			
Special Equip/Skills:			
Reason for Leaving:			
ADDITIONAL EMPLOYMENT			
Company:	Title:	From:	To:
Product:	Salary:		
Reason for Leaving:			
Company:	Title:	From:	To:
Product:	Salary:		
Reason for Leaving:			



Profile Sheet Page 3

EDUCATION					
School	Degree	Major	GPA	Graduated	Dates
1. _____					
2. _____					
3. _____					

REFERENCES					
Company:	Supervisor:	Phone #:	Company:	Peer:	Phone #:
1. _____					
2. _____					
3. _____					
4. _____					
5. _____					

QUALIFIERS AND PRECLOSES	
Likes about current job:	
What is the next step in your current position?:	
Unkept promises:	
Doesn't like to do now:	
What would keep you from resigning tomorrow?:	
Wants in next opportunity:	
Preferred working environment (mgmt style, etc):	
Likes about our opportunity?:	
What else would you need to see in an opportunity?:	
Is there anything in your personal or professional life that would prevent you from making a change?	
Have you asked for improvement?: Yes <input type="checkbox"/> No <input type="checkbox"/>	Counteroffer covered: Yes <input type="checkbox"/> No <input type="checkbox"/> Min. Comp. Desired: \$
Min. Comp Required: \$	Authority to accept: Yes <input type="checkbox"/> No <input type="checkbox"/> Amount: \$



Profile Sheet Page 4

INTERVIEWING INFORMATION			
Companies would like to work for: (and why?)		Companies would not work for: (and why?)	
1. _____	1. _____		
2. _____	2. _____		
3. _____	3. _____		
4. _____	4. _____		
5. _____	5. _____		
Willing to relocate: Yes <input type="checkbox"/> No <input type="checkbox"/>		Willing to travel: Yes <input type="checkbox"/> No <input type="checkbox"/> How many nights out?: _____	
Preferred location: 1 _____		2 _____ 3 _____	
Willing to commute: Yes <input type="checkbox"/> No <input type="checkbox"/>		How far?: _____ Able to interview: Yes <input type="checkbox"/> No <input type="checkbox"/>	
When can you interview? Option 1: _____		Option 2: _____	
Other recruiters? Recruiter 1: _____		Recruiter 2: _____	
Resume online?: Yes <input type="checkbox"/> No <input type="checkbox"/>		Willing to remove resume from board? Yes <input type="checkbox"/> No <input type="checkbox"/>	
Where?: _____			
Company interviewed with: 1. _____		Title: _____ Date: _____ Status: _____	
2. _____			
3. _____			
4. _____			
RELOCATION INFORMATION			
Significant other: _____		Occupation: _____	
Children (names and ages): _____		Hometown: _____	
Current Home info: _____		How long: _____	
Current Mortgage Rate: _____		Current Mthly Pmt: _____	
Memberships: _____			
Outside interests: _____			
NOTES			
1. _____			
2. _____			
3. _____			
Reconfirm commitments made by candidate: _____			
1. _____			
2. _____			



Answer Key

Page 3:

1. oles
2. elocation
3. esponsibilities
4. emuneration
5. ealistic expectations
6. eceptivity to change

Page 4:

1. Personal

Page 5:

1. Employment
2. Motivations

Page 6:

1. Compensation
2. Relocation

Page 7:

1. Interview
2. Referrals
3. references
4. Start

Page 8:

1. Behavioral
2. Function
3. Industry
4. Location
5. Level
6. Mutual

Page 11:

1. dreams
2. vision
3. goals
4. aspirations
5. prior to profile call
6. open
7. closed

Page 12:

1. Name
2. information
3. two-number technique
4. Morning
5. night time
6. weekend
7. date
8. time

Page 13:

1. push
2. pull
3. probability
4. trength
5. n
6. unmbers
7. nd
8. aw
9. f
10. verages

Page 14:

1. standardized
2. legal
3. you
4. your organization
5. trust
6. what they say about you
7. what you know until
8. that you care

