



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. 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)



In a Solid Candidate Profile

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

6. 1 _____ status

- Interviews – “Where have you interviewed recently?”
- Resumes – “Where have you sent your resume?”
- Offers – “What offers do you have pending / recently received / turned down?”
- Targets – “Who have you dreamed about working for?”

7. 2 _____ and 3 _____

- Get three of each
- Ask when you can call them

8. 4 _____ date

- “Is there anything in your personal or professional life that would prevent you from accepting a position and resigning from your current company and starting within (time frame)?”
- Resignation worries
- Counter-offers



In a Solid Candidate Profile

9. ¹ _____ traits

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

10. Specific F.I.L.L. questions (² _____, ³ _____,
⁴ _____ and ⁵ _____))

- Incorporate into candidate profile

11. ⁶ _____ expectations

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

What I need from you**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



11. Suggestions

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 _____



11 Suggestions

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:



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:



Profile Sheet Page 1

CANDIDATE PROFILE SHEET



Profile Sheet Page 2



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?) 1. 2. 3. 4. 5.	Companies would not work for: (and why?) 1. 2. 3. 4. 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. 2. 3. 4.	Title:	Date: Status:

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. strength
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

