



NEXT LEVEL
Recruiting Training

Client Series

Module 6 Overcoming Marketing Objections/Resistance

Training Workbook

Produced by:

Next Level Recruiting Training, LLC
214.556.8000 – www.NLRTraining.com



12 Insights to Increase Effectiveness in Overcoming Marketing Resistance

1. Know when to 1. _____ **and when to**
2. _____

- A polarity to manage – it's not an answer or an either/or but finding the right balance between selling and screening

2. Demonstrate 3. _____ **and ask them to do the same**

- Think of the issue and find out if there is something deeper there, thus seeking to understand their issues first
- Platinum rule: "Do unto others as THEY would have you do unto them"
- Ask them to put themselves in your shoes
- Don't simply react

3. Encourage 4. _____

- When met with any kind of a no, a good approach is to simply start off by inviting them to consider the possibility of them looking at it differently

4. Extending the call 5. _____



- Sometimes you just need to get them engaged and a good way to avoid additional objections is to begin asking questions to demonstrate your skills as a listener, questioner, and communicator
- Simply ask questions instead of getting into areas of resistance to simply extend the call. Engaging in these questions demonstrates the fact that you're a person that can be a consultant and can prevent objections from being brought up in the future
 1. *"If you lost a key member of your team and had to fill their position quickly how would you proceed?"*
 2. *"What criteria do you use to determine what search firm could best represent you in the marketplace?"*
 3. *"What are the biggest human resource challenges you expect to face in the next six months?"*
 4. *"Are there any specific issues or trends in your industry?" "How will they affect you?" "How do you plan to respond?"*
 5. *"In what areas are you forecasting your greatest growth?"*
 6. *"What involvement do you and/or your organization have in the local community or in local charities?"*



5. Resiliency and 1. _____ = currency

- 75% of people quit after first objection yet 90% of affirmative decisions are made after the first “no”, so 25% of people are getting 90% of the business

“Courage is being scared to death and saddling up anyway.”

– John Wayne

“Age wrinkles the body. Quitting wrinkles the soul!”

– Douglas MacArthur

6. Ask for and listen to the 2. _____ you get on every call

- Feedback you get determines whether the presentations work and you are being effective
- Ask hiring managers what you are doing that’s working and what you can do the next time you contact them to be more effective



“No one can make you inferior without your consent.”

-Eleanor Roosevelt

7. Develop a 1. _____ about yourself

Example:

“A typical recruiter may fill a dozen positions a year and at times in several industries, functions and areas. I have completed over 100 searches for accounting professionals in Dallas in the last three years in the retail industry. My firm has a 10 year track record of doing this successfully over 3,000 times. I am a member of the Dallas Financial Comptrollers Society and my strongest area of expertise is in the retail area placing financial analysts all the way up to CFOs like yourself. Give me 15 minutes of your time now or at a time of mutual convenience and then you can rest assure you will not ever hear from me again or at least for another decade if I don’t create immediate value in that conversation. Is now convenient or would you prefer we set up a time of mutual convenience?”



8. Increase your 1. _____

- Self-awareness, self-regulation, motivation, empathy, social skills, intuition and trust
- Greater the skills the greater you will relate with others and be better prepared to handle any challenge that you encounter

9. Understand the differences in 2. _____

- Not everybody sees things the way that you do
- We have to understand how they think if we're ever going to understand how to potentially challenge them in considering a different perspective

10. Utilize the concept of 3. _____

- The cost of the foregone alternative

11. Create a list of common 4. _____ **or**
5. _____

- Rehearse those rebuttals or create stories so that you deliver them with passion and you can focus on the delivery to that issue rather than simply thinking what you're going to have to say next
- Understand them, qualify their issue and then deliver a response that's meaningful based on the market that you're in
- Practice until it becomes routine



“So many objections may be made to everything that nothing can overcome them but the necessity of doing something.”

- Samuel Johnson (English writer)

12. Five step approach for managing 1. _____

1. 2. _____ - sometime the client might reverse himself or herself
2. 3. _____ - demonstrate your understanding
3. 4. _____ - ensure that you understand the correct issue and uncover possibilities
4. 5. _____ - “so what I hear you saying...” or “...is what I hear you are saying”
5. 6. _____ - propose a solution for the specific situation



15 Common Marketing Hurdles and Potential Responses

1. “You need to call and work with human resources.”

Points to consider

- The position reports to you and therefore the accountability and timeliness and quality rests with you
- They have many internal clients and usually across multiple levels and functions and usually feel pretty overwhelmed
- Some see recruiters as adversaries and therefore are used because they weren't being effective
- They usually lack the technical competence necessary to answer the specific questions (maybe give specific examples)
- Find out where's the budget for the fees coming from (power usually rests with budget)
- Share that it is not that you don't value HR as YOU SHOULD but you're going to need them to champion you
- Some times it's simply a way of politely saying that they don't want to waste their time
- Working with HR is good when there is a cooperative relationship between the line manager, HR and you. This is the best scenario



Sample Script

“I am happy to call them and frequently find that HR is vital to a healthy partnership. What I have found though is that many times HR professionals are busy and spread very thin (some have duties beyond recruiting). As such, it can be difficult to get a return call. However, experience has shown that if you call with instructions that it is important that they speak with me and that you want to work together, then this issue can be minimized. However, I have also found that the most vital information can only be supplied by the hiring manager (maybe share a recent example). What I would propose is that we spend some time talking about exactly what you want, what you have to offer to attract what you want, agree on the best targets and process that allow me to do an effective job and then allow me to work out with Human Resources whatever it is that you need me to do after you have alerted them as to the importance of my call. Perhaps we can have a conference call to ensure that we are all on the same page together. If that makes sense, then let’s begin by you sharing with me...”



Shorter Responses/Questions

1. *“How would you feel if I was to call you about a potential career change and the only information I could provide you with was information from the HR department?”*
2. *“What can I share with you that would cause you to considering investing your time personally?”*

2. “We have no openings.”

- *“For the right individual, would you create an opportunity?”*
- *“Would you be receptive to a top grading initiative?”*
- What kind of person would they like to have if they did have an opening?
- Recognize this is a common smokescreen that is a polite way of getting off the phone
- If it's sincere and the timing for hiring is not right then always ask them who else might have needs and get additional information

Sample Script

“That’s understandable. The vast majority of companies I called did not have an opening when I called just like the vast majority of people I recruit were not looking to change jobs. My goal is to get to know you and your organization. I want to know what opportunities you face as well as the challenges. If I can truly get



to know you and your wants and aspirations, then I will know what kind of talent you will need that will help you get there. I have yet to hear a hiring manager tell me that they would not want to consider a candidate that solved an immediate problem or represented an accelerated achievement of an objective. Only by spending some time truly understanding you and your staffing related issues can I be better suited to assist you either now or in the future. So, what..."

3. "We are already aware of that candidate."

- We are paid for our expertise in being able to land candidates not just to identify them.

4. "We are using another firm."

Points to consider

- Seek an understanding of how they found that firm and why
- Challenge them with the risk/reward of considering an alternative firm



“A sign of a first rate intelligence is the ability to hold two opposing views in the mind at the same time.”

– F. Scott Fitzgerald

5. “We don’t use recruiters or are not going to on this search.”

Points to consider

- How do they know they’re hiring the best possible candidate?
- *“What if the cost of not hiring a better candidate is several times as expensive as a service charge?”*
- Consider comparing what you could surface compared to their own internal efforts – “It costs you nothing to look” approach
- Passive candidates versus active candidates can be very different. How often does the hiring manager read ads? Is their HR department contacting passive candidates? *“How would you respond to an HR call versus an industry search firm recruiter?”*
- Many times the hiring manager simply has not considered the benefits of a search firm so provide value/benefit
- 80% of all executives change positions through a search firm so what makes this position less important



1. “We have an approved vendor list.”

Points to consider

- How did they create the list and what are the criteria in order to be added?
- Consider asking them to move forward with you on this search and then allow you to assume that it will be all worked out
- Many times this is another smoke screen
- Create immediate value and a sense of urgency (MPC is great approach for this)

7. “Have had bad experiences with recruiters”

Points to consider

- Seek to understand why and instill in them a higher level of confidence in your ability to be a lot different
- They now know what they don’t want

Utilize the opportunity of their bad experiences to have a discovery of what a good experience could look like



8. “No time/too busy”

Points to consider

- This is a “sharpening the saw” issue and the paradox of why the position needs to be filled
- Ask what you can do to save some time in the overall effort and demonstrate to that hiring manager that time spent early on can help save time later
- Offer to spend time before work starts, after work, or on weekends
- This is also a polite way of saying I am just too busy for you and you need to create more value

9. “Send me some information.”

Points to consider

- There is nothing wrong with a client wanting some information but early on can sometimes be a way of getting you off the phone and instead should be something you do at the end of the call to make it productive
- Would they consider continuing the conversation under the assumption that they are going to like what they see in your company information



10. “How do you work? What are your fees?”

- The good news is that these type of questions when asked early-on are buying signs
- Answering these questions too early can be a mistake because you haven't created enough value but not answering the question at all can also be a mistake because it could appear evasive
- A first step might be to clarify with them what they are asking for. This will give you time to reflect and get your information together
- A good response might be that you customize the way you work around the unique individual needs and expectations of every client and would be prepared to better answer the question after you have a clearer picture of their needs. Thus you can ask questions now in keeping with that objective
- If you are pressed then you should give them a direct answer, but let them know that there could be flexibility
- An example of this might be that our service charge is 35% of the first year's identifiable compensation and our process is _____ and the terms are _____. However, we have never gotten business because we were the cheapest firm nor have we lost it because we were the most expensive so let's move forward on the basis that we are going to establish a way to work together



11. “Send me a resume.”

Points to consider

- People are not resumes. When you are marketing a candidate, you will have a much better grasp on a candidate than some achievements, duties and responsibilities woven into a chronological history of his or her professional life. A desire of an MPC presentation is to secure an interview for the candidate and secure a detailed search assignment that you can share with the candidate in confirming his or her interest
- This should not be done without a cleared fee arrangement
- Imagine if every candidate said send me the job description
- Strive to confirm an interview for a specific date that can be cancelled by the candidate if she does not like what you share with her or cancelled by the hiring manager if the hiring manager does not like the candidate after reviewing the resume
- *“The only way I can get the top people in our industry is to assure candidates that I will represent them in the strictest of confidence. I will be happy to share anything you want to know about him/her, but I cannot jeopardize their current position by sending out the resume at this time.”*



- *“I don’t believe that a resume would answer all the questions you might have about this candidate. Why don’t we arrange a time when I can explain his complete qualifications in more detail?”*
- It’s simply another way to get off the telephone

12. “How can you conduct this search in X city and not see the candidates?”

Points to consider

- This assumption is predicated on the assumption that seeing people is an important criteria in making an evaluative decision on whether or not to present that individual to that organization
- While these issues can be valid they must be compared against the negative aspects of potentially screening the person out that otherwise would be hired
- The extra time it also takes to visit those individuals costs time out of the office that could have been used to speak to more individuals and it slows down the hiring process
- This is the most common thought process of individuals who work in a local agency market and at the senior executive levels but not in between where people work national practices



- Industry practices tend to focus on multiple geographies and therefore do not allow it without expensive travel costs that most employers wish to avoid
- Imagine the time saved if all hiring managers could be shown why this is not needed! However, for key accounts, and if costs are justified, you should honor your clients' wishes
- However, if the client wants it and the cost and time can be justified, then by all means it is something that should be done

13. "I already have good candidates in the loop, interviewing or that I am about to hire."

- Phenomenal resistance area, the hiring manager is about to make a decision, there's a sense of urgency, they've already got candidates in the loop and all you have to do is find an individual that's better than who they have

14. "All positions are posted on our website, get what you need there and send me any resumes that you think fit and I will get back with you if interested"

- Invite them to consider that, while you understand why they feel they've wasted their time with other recruiters, it will not be a waste of time with you



15. “Why should I use a recruiter (you)?”

Points to consider

- We feel we are in a position to normally produce higher caliber candidates in that the majority of the candidates we recruit are happy in their position when we contact them, but are receptive to considering an opportunity that may represent an enhancement in their personal/professional lives. The corresponding difference in impact on the bottom line is best compared by tracking the performance of the candidates placed by us versus candidates hired through other avenues such as advertising. The fact that most of our clients continue to use us year after year confirms this positive difference!
- There is opportunity cost to a company in the foregone profit that could have been generated by a more suitable candidate. Without a doubt, a position can be filled by someone, but the candidates we produce, will usually outperform their counterparts hired through other sources. The service charge paid to us is insignificant when compared against the positive impact a solid hire can have or the damage that can result from a bad one. Compare people in your top quarter versus the bottom quarter and calculate the difference in bottom line impact



- The longer a position remains vacant, the greater the opportunity cost there is to the company. Since every staff member directly or indirectly generates profit, not having a suitable staff member on board has cost the foregone profit from that producer as well as the toll it takes on the other team members. Past history has demonstrated our speed at reducing that opportunity cost
- As a third party, we are privy to information that could be vital when considering hiring a candidate. We can be in a unique position to possess information that you wouldn't have otherwise that could make you hire a person you otherwise wouldn't have, or perhaps more importantly, have you not hire the wrong person you might have! Hiring the wrong person and/or not hiring the right person can be a phenomenal expense to a organization
- We can delve into personal issues that as a potential employer you cannot. This very relevant information provides us all with a very early picture of what's to come in our process
- We act as a buffer in handling the financial negotiations. This helps in normally attracting candidates at more reasonable compensation levels and prevents the deterioration of the relationships that have been cultivated between you and the candidate. Access to this information early on also provides for a more knowledgeable person



- Rarely is it desirable for a company to do direct recruiting out of their competition. It can be costly in reputation, provoke a counter-attack, and is usually less effective. Removing this capability reduces a company's effectiveness in attracting the best candidates
- We have stronger capabilities in landing the tough ones. We have placed many professionals in our history and as such have faced almost every conceivable obstacle. Tapping into the candidate's motivations, positioning you as the solution and overcoming any roadblocks is very difficult at times, but this is where we truly excel. History has demonstrated the toughest ones can be the best ones and consequently the worst ones to have lost because we were not involved
- We join you in the hiring decision. Therefore, we will take accountability for a reasonable length of time and replace a candidate that doesn't work out. Should this happen without our involvement, a repeat of all the hire energy, effort, and money must be spent again
- Time spent with our involvement is not light. It dramatically increases without it. A quick numerical analysis may shed some light
 - Extensive research to name gather the right target audience
 - 600 phone calls results in 200 conversations



- 200 conversations yields 50 potentially interested candidates
- 50 candidates recruited produces 10 qualified people for us to screen
- 10 pre-screened candidates results in 5 candidates who are ultimately presented
- 5 presented candidates produces 3 or 4 candidates interviewed that provides the ultimate candidate hired

You are part of only the final two steps. It takes weeks/ months to fill one position from scratch. Our history and continued effort is what provides for our ability to deliver rapidly. The work described above could represent over a month of someone's full time. This assumes that person had our same resources, training, capability, credibility, and support

- Most simple reason is that my firm has the one thing that no one else in the country has...ME!



Final Points on Marketing Resistance and Objections

- Always make sure that you are dealing with the right person. If that person does not have the authority to effect that change, you need to enroll them in getting you involved with the people that do
- Challenge yourself and others to look for creative solutions

*“The **significant problems** we face cannot be solved at the **same level** of thinking we were at when we created them.”*

- Albert Einstein



Let's Put It All To Work

1. Give some examples of how you can demonstrate empathy.

2. Write at least three more questions you can ask to extend the call.

a.

b.

c.



[illegible]

4. Create a list of additional objections you encounter and your rebuttals to each.

Objection

Rebuttal

Objection

Rebuttal



Objection

Rebuttal

Objection

Rebuttal



- 5. List at least one thing that you are committed to changing and by what date that change will occur as a result of ideas and concepts in this module.**



Answer Key

Page 2

1. Sell
2. Qualify
3. Empathy
4. Open Mindedness
5. Questioning

Page 4

1. Persistency
2. feedback

Page 5

1. Mini commercial

Page 6

1. Emotional intelligence
2. Perspective
3. Opportunity cost
4. Objections
5. Resistance

Page 7

1. Resistance
2. Pause
3. Empathize
4. Probe
5. Play-back
6. Solve

