Big Biller Secrets

***Presenter: Eric Dickerson – Managing Director and Practice Leader,
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Eric Dickerson is Managing Director and Senior Practice Leader of the healthcare division at Kaye/Bassman International. Since 1997, Eric's areas of healthcare recruitment expertise have ranged to include Academic Medicine, Administration, Finance, Health Information Management, Informatics and Information Systems. Over the past decade Eric's focus has been in Academic Medicine producing over 350 successfully completed searches for Deans, Chairs, Vice Chairs, Directors, Administrators and Faculty. In addition to single positions, his team has helped build divisions, departments and new medical schools. Eric is often quoted in professional publications including All Healthcare Jobs, American Medical News, Becker's Hospital Review, Healthcare Finance News, US News and many more.

About this Presentation:

In Eric's presentation, he shares some of the biggest lessons learned from his decades of search experience including how to remain true to your recruiting specialty, how to conduct face-to-face new client meetings that produce searches, how to secure and expand retained search engagements, and much more.

Meeting: "Big Biller Secrets" by Eric Dickerson

If you are reviewing this episode with a team, watch the entire Episode and ask your group for their key takeaways and insights that they pulled from the Episode. Review the following below to fill in the gaps.

EXPECTATIONS: Time and time again, skipping this step ends with a frustrated recruiter and a client blissfully unaware of the frustration. Why are they unaware? Because we forgot to give them the manual on desired codes of conduct by both parties! Eric shares the Mutual Expectations he has with his clients and they have of him. This is something he shares with them prior to a commitment to engage in the search, likely leading to a better understanding from the client's perspective of why to work on an exclusive and financially committed basis.

1. **KBIC** will continue to immerse itself in the COMPANY culture to aid in identifying, attracting, and hiring suitable candidates.

2. **KBIC** will talk with COMPANY staff deemed appropriate for each relevant area to establish a mutually agreed upon position profile for each new search. KBIC can search on any position COMPANY deems appropriate.

3. **KBIC** will pre-screen all candidates telephonically before presenting their information officially to COMPANY.

4. **KBIC** will provide candidate availability for interviewing and will assist in scheduling travel arrangements agendas, etc. as needed.

5. **KBIC** will present selected candidates along with detailed summaries, either verbally or in writing, as to why the candidate appears to fit the position profile. The summary will include issues such as skill sets matching position requirements, accomplishments illustrating proven performance, candidate motivations for change, what challenges will be faced in attracting and retaining the candidate, relocation and compensation issues and others as deemed relevant during the course of a search.

6. **KBIC** will provide in-depth interview feedback to both COMPANY and the candidate.

7. **KBIC** will maintain post-acceptance and resignation follow-up to aid in the candidate's transition and will follow the agreed upon roles and procedures mutually developed for each search assignment.

1. **Company** Soon after the initiation of the agreement, a conference call will be established between KBIC's Project team and COMPANY's hiring managers involved in this project. Such conference call should take 30 minutes – 1 hour and will provide KBIC with the firsthand information necessary to effectively recruit, screen, attract, and present the appropriate candidates. We will be representing COMPANY and as such want to ensure an accurate and exciting message.

2. **COMPANY** agrees to make a concentrated effort to return all KBIC phone calls within two business days or at a scheduled time.

3. **COMPANY** agrees to make a concentrated effort to make a "go/no go" decision on interviewing candidates KBIC presents within three business days of such presentation.

4. **COMPANY** agrees to make a concerted effort to provide preliminary compensation estimates to KBIC for each candidate prior to an on-site interview. This information will not be shared with the candidate, but will be used solely as a guide to assist KBIC in "pre-closing" the candidate's financial requirements.

5. **COMPANY** agrees to make a concerted effort to prepare an offer within five (5) business days from a decision to offer a candidate the position.

6. **COMPANY** may share all direct inquiries or recommendations with KBIC in an overall effort to produce the best candidates for the positions.

7. It is expected that a result of KBIC's intense market penetration, **COMPANY** will be contacted directly by candidates as a direct or indirect result of KBIC's efforts notwithstanding paragraph #6 above, KBIC would rely on COMPANY's good faith to refer such direct contacts to KBIC for screening, presentation, and additional attraction.

EDUCATE THE CLIENT: It is perfectly acceptable to walk away from a search, but do so in a way that educates the client as to why you are walking away or why you are not the right recruiter to solve their current problem. Eric shares his script for the likely situation of a client wanting to work with multiple firms:

"I am not going to be able to partner with you on this search, but want to share with you why. It is my professional opinion that with (X) number of agencies all calling the same candidate pool in the market, there could be an unfortunate consequence that quality

individuals – the ones you want to hire – who hear from multiple recruiters about your opening will become concerned that there are larger issues within the organization and that you all are desperate. We both know this is not the case, but it is my experience that it is their perception. Also, because you don't have control over what the is being said in the market about your company, leadership, and opportunity, some candidates may be receiving mixed messages and perceiving that you don't actually know what you want in the role or opportunity. All of this can lead to lack of candidate interest. I'll follow-up with you but in moving forward, if you find that the candidate flow is limited or candidate quality is lower than you desire, we can certainly discuss a search process where the targeted message, candidate pool and systematic approach can be implemented and the best available candidate that meets your quantifiable qualifications can be landed."

HAVE AN AGENDA: Feeling both overwhelming excitement and incredible fear of a face-to-face client meeting are both completely normal! One of the best ways to ensure a successful boardroom presentation with a new client is to have a pre-set agenda that is determined by both parties. You want to make sure that no subject gets missed – either because you forgot to cover it, or because you failed to ask what the client needed to hear. Although you will drive the content of the meeting, Eric suggests starting with putting the ball in the client's court at first: *"We have prepared a packet of information for everyone and can step right in to our presentation, however, before doing so I would like to first make sure you don't have any critical questions of me right off the bat."* Agendas should be customized to the client's particular needs and desires, but Eric shares his as a template that can be used as a starting point:

- Introduction to Kaye/Bassman International Corporation
    i. Our History
    ii. About Us
    iii. Clarification of Process
    iv. Goals of Today's Visit
- What are the most important factors as you look to fill this position?
    i. Background/Accomplishments
    ii. Experience
    iii. Personality
    iv. Specialty
    v. Do you have a close to ideal model candidate?
- From your perspective, what are the positives to the following:
    i. Opportunity, Institution, Geography, Community
    ii. Anything else that could draw a potential candidate's interest?
    iii. What brought you to (company) and what keeps you here?
    iv. What have or could be the pitfalls to recruitment? Key issues to address

GET CRITICAL: Whether you have a mentor within your organization or not, you can always be your own worst critic! Take a list of the last 50 conversations you had (either recruiting or marketing) and review the common objections that you faced. Likely they are the most common ones, such as "*I'm happy where I'm at*" or "*call HR*"…take an hour to pull up the 100+ scripts to the most common marketing and recruiting objections in the NLE Library. They are *actual scripts* that some of the biggest billers in the industry use on a daily basis; if they worked for them, they could work for you!

GET CRITICAL PART 2: Conduct an assessment to determine your strengths and weaknesses (example on the final page of this Facilitation Guide). Analyze yourself, or solicit feedback from your team, colleagues, and boss. Ask for candid and specific feedback regarding strengths and weaknesses for planning, marketing, recruiting, and deal driving. Sometimes, others see us better than we can see ourselves!

GET CRITICAL, FINAL CHAPTER: This can be the toughest part, because you want to appear as though you are the all-knowing, consummate professional who knows exactly what to do in every situation and how to do it. However, soliciting feedback from your clients not only creates a stronger search process, but it can make them feel like a valued partner in the process itself. If they didn't like something, felt like something was missing, or had additional expectations, you want to create the forum for them to share that information with you. If they don't, they may seek to find a search firm who does!

GET HELP: If and when you decide to expand your team to include a team operations manager, Eric shares his list of primary responsibilities that are outsourced to this critical individual. If you don't outsource these tasks, you may still want to consider adding them to your weekly, monthly, or quarterly initiatives.

- Weekly industry blog(s) keeping information – search for industry news, generic workplace articles, articles we are quoted in and then ones we write.
- Monthly newsletter – Eric's newsletter is sent out electronically to over 20,000 current and potential clients and candidates in the market, and includes industry news, candidate updates of senior level placements, Feature Jobs that include links to those position profiles as well information about our team and practice.
- Builds Position Profiles for each new position, including details on the Opportunity, Organization, Position, Hiring Authority, and Location Information.
- Conduct initial Searches for Candidates via PCR, LinkedIn and Web search for potential new candidates and add them into a designated rollup list in PCR
- Increase LinkedIn presence in the market, sending sending InMails, joining industry groups, connection requests, etc.
- City/School/COL data updates (industry specific)
- Capability Presentations for Client Meetings, including History, Experience, Specialization, Process, Additional Services, Mini Case Studies, Recent Placement Success, & Testimonials.
- Candidate Presentations (Booklets) including Letters of Interest, Executive Profile, CV and Answers to Screening Questions
- New position leads via the job alerts
- PCR/database Cleanup

QUESTION THE PURPOSE: Have you ever gotten to the end of a seemingly busy day, reflected as you left the office, and realized that very little actually moved forward? We are always busy, but the question is of course "*busy doing what*"…and Eric shares a checklist of ways to make sure you can differentiate between calls that deserve your continued attention and calls that do not.

- Is this person going to be presented to a client in the next 30 days?
- Did I get commitment to work with this client (in whatever capacity – MPC people when needed, contingent search, engaged search, etc)?

- Did I get the name of a candidate I can recruit, the name of a competitor that is hiring or did I get the name of a hiring manager with an open opportunity?
- Do I know what kind of opportunity or what compelling reason I should call a candidate back? This is key because without this information the next time you call it will either be a cold call or "just checking in" call and both have a low value and a lower return.
- Did I get a specific piece of information I can share with someone on my next call that will give them insights not otherwise privy to?

THE SCIENCE OF COMMUNICATION: Seek to understand your client's primary communication style, and mirror that style in order to effectively build relationships and get tasks accomplished.

Action – Action focused communicators are short-winded. They want to know that their audience was motivated to move.
- Focus on the result first; state the conclusion at the outset.
- State your best recommendation; do not offer many alternatives.
- Be as brief as possible.
- Emphasize the practicality of your ideas.
- Use visual aids.

Process - A process-oriented communicator is someone who focuses on the steps from start to completion with a particular plan of action. Think of it as "how" and "why". Process oriented individuals want to make sure the "how" is understood and believes that if the steps are followed accurately, the "why" will follow naturally.
- Be precise; state the facts.
- Organize your discussion in a logical order: Background, Present situation, Outcome.
- Break down your recommendations.
- Include options and alternatives with pros and cons.
- Do not rush a process-oriented person.
- Outline your proposal.

People - People People tend to focus more on the relationship between the idea being presented and the people it is going to affect, whether clients or employees.
- Allow for small talk; do not start the discussion right away.
- Stress the relationship between your proposal and the people concerned.
- Show how the idea worked well in the past.
- Indicate support from well-respected people.
- Use an informal writing style.

Idea - Idea People encourage open discussion and the sharing of ideas.
- Allow enough time for discussion.
- Do not get impatient when he or she goes off on tangents.
- Try to relate the discussed topic to a broader concept or idea
- Stress the uniqueness of the idea or topic at hand.
- Emphasize future value or relate the impact of the idea to the future.
- If writing, try to stress the key concepts that underlie your recommendation at the outset. Start with an overall statement and work toward the particulars.

Practice Diagnostic Checklist

	Deficient (Correct)	Competent (Build)	Proficient (Reinforce)	Action Plan
MARKETING				
Market definition				
Has defined F.I.L.L.				
Has market defined by size and scope				
Has org charts for each company/department				
Planning				
Has master marketing list				
Has effective daily marketing plan				
Utilizes effective planning method				
Metrics				
Achieves marketing presentation metric				
Achieves job order metric				
Forms/Letters/Scripts				
Utilizes needs analysis/job order form				
Utilizes form letters				
Utilizes marketing scripts				
Utilizes rebuttal scripts				
Has 30 second commercial script				
Process				
Utilizes effective method of presenting agreements				
Utilizes effective method of organizing agreements and job orders				
Utilizes effective method of updating client				
RECRUITING				
Planning				
Has a master candidate list				
Has new recruiting calls planned daily				
Utilizes effective planning method				
Metrics				
Achieves recruiting presentation metric				
Achieves resume/CDS metric				
Forms/Letters/Scripts				
Utilizes candidate data sheet/profile form				
Utilizes form letters				
Utilizes recruiting scripts for each job order				
Utilizes rebuttal scripts				
Process				
Utilizes effective method of organizing resumes/CDS				
PLACEMENT PROCESS				
Metrics				
Achieves candidate presentation metric				
Achieves 1st time face-to-face interview metric				
Forms/Letters				
Utilizes candidate prep form				
Utilizes client prep form				
Utilizes candidate closing form				
Utilizes client closing form				
Utilizes form letters				
Process				
Utilizes effective method of presenting candidates				
Utilizes effective method of presenting interviews				
Utilizes effective method of extending offers/rejections				

MARKETING COMMUNICATIONS

Has effective marcom strategy (newsletters, ecards, etc.)				
Has effective promotion strategy (conferences, trade shows, etc.)				
Has effective social networking strategy (LinkedIn, Facebook, etc.)				

DATABASE

Maintains data integrity				
Utilizes coding system				
Documents calls effectively				

PRODUCTION

Achieves billing and cash-in objectives consistently				