

## Candidate Control

### ***Presenter: Carol Wenom – Vice President, Whitaker Technical Services***

Carol Wenom began her recruiting career in 1978 with one of the nation's largest engineering placement firms based in Houston. She became Manager of a major technical recruiting firm in Dallas for six years before returning to Houston as Vice President of Whitaker Technical Services in 1989. She is currently the Vice President and General Manager of the Colorado Springs Office. Consistently a top producer in the recruiting industry, Carols has been recognized with numerous honors and awards at local, state and national levels. She was honored in 1992 as the Houston Area "Consultant of the Year" and "CTS of the Year" by the State Professional Association (TAPC). In 1994 she was also recognized by the National Association of Personnel Services as "CPC of the Year". More recently, in 2003 the Houston Area Association recognized Carol for Outstanding Contributions to the Professional Staffing Industry.

### **About This Segment**

In this program, Carol presents ideas and processes to better manage candidates from initial conversation to the "real" closing. She'll show you how to make candidates work within your process, learn how to frame and ask the "tough" questions and ultimately find the perfect client fit for their career.

### **Meeting: "Candidate Control" by Carol Wenom**

**Facilitator: (Begin the video and watch the entire first half. Continue to the second half and pause at 1:58)** Let's talk about a few of the areas that Carol has covered so far. First, most are more than likely using a similar form as Carol's. However, do you use it as an opportunity to set the stage for mutual expectations? Do you email it out and say 'get back to me at your earliest convenience' or do you further explain why and how you are going to use it? If you need to rework the surrounding context in which you send out your Candidate Profile Form, use Carol's example as a great starting point:

*"Thank you for contacting me about looking for a new opportunity. Please take a few minutes to fill out and return the attached interview questionnaire so that I can get a better understanding of the specific goals and parameters of your search. If you would return it to me, along with a word version of your resume, I'd like to review it and get familiar with the big and complete picture of your experience and your reasons for making a job change. Once I've had a chance to review your responses, I'd like to set up an appointment to talk with you so that we can review your search together."*

So in an ideal world, your candidate would fill this out and return to you promptly. But we all know that typically doesn't happen – and one of our biggest frustrations typically stems from candidates who were once excited about your opportunity now fall off the face of the earth. How do you regain candidate control? Carol uses the following script when you do reach that individual:

*"I'm surprised - I expected to hear back from you on this. It sounded like you were pretty interested when we talked initially about a job change, yet I haven't received the questionnaire back yet. Have you changed your mind?"*

*"I am reattaching the interview questionnaire - I assume that since I didn't get it back, you lost it, misplaced it, or maybe it never got to you. Here's another copy – please fill out and return to me so that I can get a better understanding of the specific goals and parameters of your search. Once I've had a chance to review your responses, I will call you to talk with you further so that we can review your search together. If you have a problem getting this back, please call me at your earliest convenience."*

**Facilitator:** Another subject that Carol covered is the concept of 'gaining candidate trust.' We probably all like to view ourselves as very trustworthy recruiters who always put our candidates at ease. Let's think about it this way – have you ever had a candidate not tell you they were interviewing somewhere else? Ever find out that you candidate had sent their information to another recruiter - much longer after the fact? Or that they were not as interested in your opportunity as they once were...but didn't know how to tell you? Most candidates have something in common – **a fear of letting you down.**

How do we work with this fear? Carol brings up a good point, which is to clearly communicate that this is about the candidate – not you and your open job orders. On the front end of your candidate relationship, make sure you have a time where you cover mutual expectations. What could this sound like?

*"I know that you may have worked with other recruiters in the past – but since we have not worked together to this extent before, I want to make sure you know what you can expect from me and, in turn, what I will expect from you. I will never send your resume to a company before giving you a chance to check them out first. If one of my clients is not interested in moving forward, I will do all I can to tell you why. If they are interested in making you an offer, I will work with you and with them to ensure that there will never be an offer extended that you will not accept – if the offer isn't where it needs to be, I will not allow them to extend it. In return, I ask that you be open with me as to how you truly feel about the companies and opportunities you are looking at. I ask that for the time being, you work with me exclusively until you feel that I'm not representing you the way you'd like to be represented. If for any reason, at any time, you decide you want to stay where you are – I ask that you always be honest with me. I'm not interested in a short term relationship – and if now isn't the right time to make a move you have every opportunity to tell me that along the way."*

**(Start video where you left off and play until the end of the video) Facilitator:** Let's talk about taking the data sheet - this is a subject that we've covered in other episodes as well. Are you asking the questions under the questions? Are you sticking with the surface, or asking enough supplemental questions that you get the true answer? Your list could look something like this:

**FIRST QUESTION:**

- What's your next step in your career?

**CONTINUE THE DIALOGUE:**

- Tell me how you have moved up through the company.
- Would you like to have your boss's job? Do you feel you are qualified for it? Why or why not?
- What opportunities are available within your current company?
- What position are you working towards at your current company?

- How will your current position help you reach your long term goals?
- How do you feel about your progress to date? Are you where you thought you would be?
- How are you limited? How could a new position/company potentially help you overcome those limitations?
- What is your next step?
- When is your next review scheduled? Are you up for a promotion?
- When was your last review?
- Has the company outlined what you need to accomplish to take the next step? Do you think these are realistic milestones?

You will probably not get through all of these questions, but the more you ask, the more you'll know. Now that we've expanded the list for one question, either brainstorm with the group or have your team each create a few additional questions under each of the next few areas. Come back together next week, compile the lists, and save for future training sessions. This can be a great list if you take the time to put together!

**EXPAND ON THE FOLLOWING QUESTIONS:**

- What are your strengths?
- What are your biggest accomplishments?
- What are your weaknesses?
- What are you looking for in your next opportunity?
- Where would you be open to relocating?