



The Heart of the Matter

Presenter: Rob Mosley, Senior Director – Next Level Recruiting Training

Rob Mosley is the Sr. Director of Next Level Recruiting Training. Rob has over 25 years in the Recruiting and Training serving as the Chief Learning Officer for the MRI Network and as an international keynote and presenter with the Acclivus Corporation. Rob was listed as the top rated speaker at the 2009 NAPS national conference and presents to over 25 conferences and workshops each year. You can take advantage of more of Rob's unique facilitation style by participating in one of the Next Level University Client or Candidate Mastery workshops found on www.NextLevelExchange.com.

About This Segment

Rob's presentation is on the cornerstone of our craft; Great Dialogue. Specifically, he addresses the heart of great dialogue as four distinct elements; Probing, Listening, Responding, and Alignment. Our session today will dissect each of these four chambers to better understand what is really behind great communication with both clients and candidates and why great conversation equals great compensation.

Meeting, Week 1: “The Heart of the Matter” by Rob Mosley

If you are reviewing this episode with a team, watch the entire first half of the episode in Week 1's meeting. Use the exercises below to expand on the Probing subject that Rob initially covers.

Let's take a minute to apply the qualification process to our client. The value of asking questions cannot be overemphasized; probing is the skillful and purposeful use of questions to guide the sales dialogue. You can effectively guide a person's thought process by asking the right questions. For a client/prospect to be considered fully 'qualified,' what knowledge would be required? It is also critical that you focus on *how* you ask a question – remember that there are closed probe questions and open probed questions. A closed probe is phrased in a way that tends to 'close down' or restrict the range of the client's response. An open probe is phrased in a way that tends to 'open up' or expand the range of the client's response.

Let's look at the seven main areas that Rob has started with some possible questions. What additional questions could we add that work for our industry or niche?

Goals/Objectives

- How are you measured in your current role?
- What are your primary initiatives for the next quarter (or two or three quarters)?
- How do your (recruiting) goals this year differ from your goals last year?
- What do your clients look for from your company? How do they define the value you create?
- When you lose business, what key factors cause that to happen?
- What do you look at every day to see if you are on track (for hiring)?
- How will you measure the success of your (recruitment) program over time? How would you identify that the objectives have been met? What would be the specific metrics?
- In what areas do you plan to focus your resources?
- What can you tell me about your hiring and planning priorities?
- Tell me how the company's mission statement or strategic goals translates to your performance around hiring and talent acquisition.

Challenges/Problems

- What is keeping you from meeting your (recruiting) goals right now?
- What is the most pressing obstacle that is keeping you from being most effective?
- What do you personally see as the most challenging part of achieving these goals?
- If your current search approach is described as 'not working,' what is not working and why is it not working?
- With the challenges you now face, what different provisions have you put in place to help you accomplish your (recruiting) goals?
- What pressures are you under to increase productivity/efficiency?
- What are the specific challenges or barriers that might be restraining the impact of the program? How are they currently addressed?
- What hurdles do your shareholders see that are impacting your ability to meet corporate earning initiatives? What must you do to increase shareholder value?
- What is preventing you from achieving your goals?
- When you do have openings, what is your most difficult position to fill and why?

Needs Analysis

- Considering your goals and challenges, what are your growth expectations and time frames?
- What do you believe to be the optimal solution for this situation?
- What key resources need to be in place that are currently lacking in your organization?
- What is holding your organization back from being a leader in its field?
- What specifications will your system/program require to meet your plan for this year?
- What tools do you need to put in place to stay ahead of the competition?
- What would be the worst-case scenario if these goals weren't achieved?
- What key personnel must be in place to meet your goals for this year?
- What are the most critical positions that you need to fill now?

Decision Process

- What is your process for making decisions?
- Where are you in the decision making process?
- What is your timing on making the decision? What key things are driving your deadline?
- Who in addition to you is a part of this process? What is the extent of their involvement? What are their roles?
- What criteria will you use in making a decision? Would you please list those criteria?
- What else do I need to know about how decisions are made?
- Who is the final decision maker?
- How will you measure the success of the decision?
- What are the corporate objectives during the project?
- Are there corporate objectives/factors that could negatively affect your decision?

Financial Factors

- How can we aid you in justifying your budget?
- Are you willing to pay for the right solution?
- What would be the consequence of not paying for this solution?
- What are the incentives for you to come in under the budget?
- Are there time constraints on your budget?
- What are the criteria you use to evaluate the investments you choose?
- Do you have a line item in your budget for this solution/service? Is it use it or lose it?
- Is there a possibility of expanding the budget for the right solution?
- What is the process for approving over budget?
- When does your budget cycle begin?

Competition/Options

- Who have you worked with in the past?
- What other potential options are you considering?
- Are you considering alternative sources?
- How many proposals are you soliciting?
- How do we compare with your other options? (Probe for strengths and weaknesses.)
- What additional avenues have you explored?
- Will your company work with a single supplier or multiple suppliers to create an effective program?
- What suppliers currently participate in creating and delivering the existing program?
- I'd like to plan on allocating our resources for the XYZ project. When will we move forward?

(Client Competition)

- How would you prioritize the top three goals to stay ahead of your competition?
- What differentiates you from your competition?

Knowledge/Industry Insight

- What are the two most important trends in your industry?
- In the next six months, what single factor will have the greatest impact on your market? (New products, new competitor, new legislation?)
- Which companies in your market are moving most quickly and in which directions are they moving?
- What seems to be working well and why?
- What aspects do you feel need to change (in addition to length of time)?
- What aspects would you consider necessary to add to improve your program/process?
- What procedures do you follow to fill a critical position?
- If you lost a key member of your team and had to fill his/her position quickly, how would you proceed?
- When you do have an opening, what is the most difficult position to fill?
- How do you attract well-qualified candidates to your firm?
- What criteria do you use to determine what search firm could best represent you in the market?
- What kind of growth does your company anticipate in the next few years?
- What are the biggest human resource challenges you expect to face in the next six months?
- How many new products do you plan to introduce this year? How will this position affect that outcome?
- Which is more important, the specific person or a particular set of skills?
- On average, how many positions do you fill each year in your (department/division/company)?

Our next exercise revolves around some key sections in our Needs Analysis Profile – or Client Job Order Form. Using the concept of the sales grid that Rob discussed, select those questions from the list below that you think will help you to quickly and effectively determine account potential and the probability of doing business with this prospect. Following are some ways to better ask questions based off both the sales grid and questions that would be on your needs analysis profile. Look at the following areas:

Establish Urgency

- How much notice did you receive from the last person in this position?
- Can there be some flexibility on a start date?
- What methods have you used to complete this person's workload?
- How much of this person's duties have you temporarily assumed?

Evaluate Hiring Efforts To Date

- Do you have a budget allotted for advertising? What is it?
- What aren't you seeing in the candidates you have already interviewed?
- If you've already extended an offer, why are you still looking?
- How many recruiters were/are working on this position?
- Who's being considered internally? How does this person compare to my candidate?
- Why aren't you considering anyone internally?
- Who is reviewing and qualifying the resumes you are receiving from your online ad?

Background Requirements

- Why is this specific degree required?
- Can other degree titles be considered? If so, specifically which degrees?
- Can additional years of experience count toward the 'University of Life?'
- Is there flexibility on any of these requirements?
- What did the last person in this role lack in regards to these requirements?
- What is an absolute 'must have' and what would be a 'nice to have?'
- What type of company did your most successful hire come from? Do you still have a copy of their resume?

Personality Desired

- Define what a 'typical sales personality' means to you.
- What personality type clashes with yours?
- How important is personality fit to you?
- What specific personality dimensions do you look for when hiring?

Background of the Last Two People Hired

- Are these individuals still with the company?
- Can I talk with them about the position?
- What was more important when you hired them: personality fit or skill sets and experience?
- How long did it take to train them?

Base Compensation (if a range is provided, such as 80 – 110K)

- What does the candidate have to provide to be considered worth 110K?
- Why is the salary range so broad?
- What is your most tenured employee making in the same/similar position?
- What are raises and bonuses based on?
- What is the percentage of structured increases? Can it change? What is it based on?
- Would you offer a higher base salary to an exceptional candidate?
- Who approves the salaries of employees at the company?
- Do you feel your compensation packages are competitive with others in your industry?
- How long has your 'average earner' been at the company?

In-Depth Description of Duties and Responsibilities

- Could you send me a formal job description?
- What will this person be expected to do on a daily basis?
- How long is the training program?
- What percentage of travel will be required? Will it increase or decrease over time?
- How are travel expenses paid? Will you provide this person with a company credit card?
- When are quotas expected to be met?
- Will this candidate be required to sign a non-compete prior to active employment?



Relocation and Benefits

- When are candidates eligible for benefits?
- Is there flexibility on that date?
- Can you send me information about your benefits package?
- How will interview costs be handled?
- Do you retain relocation specialists?
- Do you have a relocation package in place?
- Do you feel your benefit package is attractive to new hires?

Agreed-Upon Hiring Process

- Is there flexibility on the start date?
- Who is involved in the interview process and why? Will my candidate interface with them on a regular basis?
- How are interviews conducted? Individually? Panel? Group?
- Will behavioral-based interviewing techniques be used?
- Who holds the most weight in this hiring decision?
- Will an offer letter be extended to the candidate?
- What personality tests will be required? Why?

Employer's Biography

- In what way will this candidate benefit from working with you?
- What's been your biggest challenge in this role?
- Who mentored you?
- Are they still with the company?
- What training will you personally attend to for this candidate?

Company Selling Points

- Are you prepared to 'sell' not only the opportunity, but what the company has to offer to the candidate?
- Every company has issues – are there any in your company that I should be prepared to discuss with my candidate?
- Do you have company literature that I can share with the candidate?
- When was your company website last updated?
- What growth opportunities are available to successful candidates?

Search Plan Information

- Is there someone specifically that you would like me to approach in confidence?
- What other industries would you like me to consider when I conduct my search?
- Are there companies that you would prefer I not contact? Why?

Meeting, Week 2: “The Heart of the Matter” by Rob Mosley

If you are reviewing this episode with a team, watch the entire second half of the episode in Week 2’s meeting. Use the exercises below to expand on the remaining three elements of great dialogue – listening, responding, and alignment.

Let’s role play the different scenarios Rob discussed. First, identify if this statement is one of acceptance, resistance, or indifference. Second, respond to the statements by either supporting, building, acknowledging, or expanding. In your response, keep in mind the suggestions that Rob shared: listen without deciding, use a neutral tone of voice, avoid listening autobiographically, and reframe to show understanding and to clarify. Let’s start with his first example:

- ***It sounds like you have a good grasp of the specific qualifications for our candidates.***
 - Is this a statement of acceptance, resistance, or indifference? Why?
 - **(Acceptance)**
 - How would you support or build on this statement?

Continue with the additional examples, and supplement with any others you feel relevant:

- ***We are open to working with firms, but not on a retained basis like yours.***
 - **(Resistance)**
- ***I have heard your company name quite a bit from other commercial construction companies.***
 - **(Indifference – Probe Further)**
- ***I don’t really see an opportunity where your firm would be able to assist us.***
 - **(Indifference – Probe Further)**
- ***We are really busy right now with month end closing and don’t really have time to discuss recruiting with you.***
 - **(Resistance)**
- ***How much would it cost me to get an “A” candidate for with the requirements I am seeking?***
 - **(Acceptance)**
- ***I don’t want you negotiating the salary requirements on my behalf.***
 - **(Resistance)**
- ***I have always had success finding positions on my own through the internet.***
 - **(Resistance)**

Second, let’s role play some additional candidate and client situations utilizing the LACES model. There are some possible scenarios below, but feel free to supplement with ones that are relevant to your team, industry, or niche. Remember the following steps in LACES to help you successfully communicate and implement essential responding skills:

1. **Listen:** for what’s being said and why it’s being said – the words and the feeling. Listen for the need behind the statements or the resistance.
2. **Acknowledge:** to satisfy the person’s fundamental need for recognition. It is not agreeing. You are communicating that you either understand or desire to understand.
3. **Clarify:** to confirm your understanding of the situation or resistance coming from the person. You will want to ask a variety of clarifying questions to ensure understanding by all involved before moving forward.

4. **Expand:** by suggesting alternatives, different approaches or suggestions that would assist in meeting the person's needs and helping to solve their problems or achieve their goals and objectives.
5. **Seek Agreement:** find common ground on all or a part of the issue to begin aligning your position with that of the person with which you seek agreement.

Client Scenario #1: *"We only promote from within – we don't use outside resources."*

Client Scenario #2: *"I'm not the person you need to speak with – you need to first go through our Human Resources Department."*

Client Scenario #3: *"Why don't you send me a resume, and if I'm interested then we can discuss an agreement."*

Candidate Scenario #1: *"I'm not ready to share with you how much I'm making – I want them to make me an offer based on what they think I'm worth, instead of how much I'm currently making."*

Candidate Scenario #2: *(For possible referrals) "Let me ask around and I'll let you know if anyone is interested."*

Candidate Scenario #3: *"I've heard that your client company doesn't promote from within very well and would not consider making a move to work with them."*

Active Listening Reference Card

Technique	Purpose	How To	Examples
Encouraging	To convey interest To encourage the other person to keep talking	Don't agree or disagree Use neutral words	"Can you tell me more?"
Clarifying	To help clarify what is said To get more information To help the other person see other points of view	Ask questions Restate comment to encourage the person to explain further	"When did this happen?"
Restating	To show you are listening and understand what is being said To check their meaning and your interpretation	Restate basic ideas and facts	"So you would like to be given more responsibility?"
Reflecting	To show that you understand how the other person feels To help the person evaluate his/her own feelings after hearing you express them	Reflect back to the person the emotions you're sensing	"You seem very upset."
Summarizing	To review progress To establish a basis for further discussion	Restate major ideas expressed, including their feelings	"These seem to be the key things you've talked about."
Validating	To recognize the importance of the other person	Acknowledge the value of their issues and feelings Show appreciation for their efforts and actions	"I appreciate your willingness to resolve this matter."
Closure	To be sure the other person feels completely heard	Check to confirm the other's perspective	"Is there anything else you want to tell me about that?"