Three Critical Business Development Principles
and the 10 Must-Have Scripts that Produce Results!

Presenter: Jon Bartos, President of trustaff
and Revenue Performance Management (RPM)

Jon Bartos is a premier writer, speaker and consultant on all aspects of personal performance, human capital and performance analytics. Jon is one of an elite group of executive recruiters who have billed over $1 million annually. Within a 12-year period he has cashed in over $11 million in personal production. The office has won over 17 international awards in the MRI Network, including International Billing Manager of the Year and Top 10 SC Office. In December of 2012, Jon joined trustaff Management Inc, as President of trustaff Solutions. trustaff is distinguished nationally five times by Inc. Magazine as one of the fastest growing privately held companies in the country.

About This Program

In this presentation, Jon shares his tactical and immediately implementable program regarding the three critical business development principles and the 10 must-have scripts that produce results!

Meeting: "Three Critical Business Development Principles and the 10 Must-Have Scripts that Produce Results!" by Jon Bartos

If you are reviewing this episode with a team, watch the entire Episode and use the suggestions below to further implement Jon's best practices for effective candidate qualifying and closing.

Facilitator: If quality is everything, it's important to know where we are first so we know where we want to go. Take a moment to assess the quality of the searches you currently have on your desk, utilizing Jon's Job Order Matrix on the last page. Understanding the viablility of your current pipeline is essential in order to understand the need and urgency of increasing the quantity of solid search assignments to strive to obtain.

How many "A" level searches do you need to work on at any given moment, in order to achieve

your production goals? _____

Search #1 Score: _____	Search #1 Rank: _____
Search #2 Score: _____	Search #2 Rank: _____
Search #3 Score: _____	Search #3 Rank: _____
Search #4 Score: _____	Search #4 Rank: _____
Search #5 Score: _____	Search #5 Rank: _____
Search #6 Score: _____	Search #6 Rank: _____
Search #7 Score: _____	Search #7 Rank: _____

How many additional "A" level searches do you need to secure? _____

Which "B" level searches do you have the ability to improve to "A"? _____

JOB ORDER MATRIX

Signed SA: _____   **CO./Position:** _____

	A	B	C	D	E	Score
Difficulty of Search - Known availability of candidates	You know the match **5**	Internal match **4**	External Probable Availability **3**	Specific Surgical Recruiting **2**	General Recruiting **1**	
Urgency - How high is the priority to fill this position quickly?	Extreme **5**	Critical **4**	Average **3**	Little **2**	None **1**	
Exclusivity - Who else is trying to fill this position?	Total **5**	Client will also search **4**	One other firm **3**	Multiple firms **2**	Everyone **1**	
Hiring Cycle - Time to process a candidate from first contact to final decision	Fast - 10 days **5**	Good - 11-25 days **4**	Average - 26-45 days **3**	Slow - 40-60 days **2**	Forever - over 60 days **1**	
Salary/Earnings - Weight score based on high or low fee %	Over $100K **5**	$80-$100K **4**	$65-$80K **3**	$50-$65K **2**	Less than $50K **1**	
Repeat Business - Realistic # of placements within the 12-month period	7 or more **5**	5 to 6 **4**	3 to 4 **3**	1 to 2 **2**	None **1**	
Mutual Cooperation - How involved and accessible is the Hiring Manager?	Total **5**	Takes most calls **4**	Must send resume first **3**	Must go to HR **2**	Little or none; not engaged **1**	
Fillability - How realistic is it to fill - based on the combination of factors?	No problem **5**	Easy **4**	Average **3**	Difficult **2**	Extremely Difficult **1**	
Completeness - How well-developed are the job order and descriptions?	No JO blanks **5**	Some blanks **4**	Unsure of answers **3**	Sent Elsewhere **2**	Skeleton **1**	
Fee - What is the realistic gross fee this job will pay?	30%+ of 1st-year comp **5**	25-29% of 1st-year comp **4**	20-24% of 1st-year comp **3**	Less than 20% but more than $12K **2**	Below minimum of $12K **1**	
Relationship - Is the client new or existing? Have there been successful past placements?	Long-term relat. w/ many placements **5**	**4**	**3**	**2**	Never worked together **1**	
Interview Dates - Have there been any interview dates set?	Date(s) set & confirmed **5**	**4**	**3**	**2**	No dates set **1**	

Total 51-60 - "A" - Solid Search Assignment	**Subtotal:**
Total 41-50 - "B" - OK Job Order - Can you improve it?	**Agreement Adjustment (+/-)**
Total 40 or below - "C" - Upgrade Job Order or do not work on it.	**Total:**

Seven Selling Situations Principle: Think about the last 20 new business development calls you have executed. Where do they fall in the selling spectrum below?   Create a healthy mix of not just relying on current clients and contacts, but diversify outside of the existing client comfort zone when the outcome from those calls yields few results.

How many calls per month do you want to execute for new business development calls? _____

Of those calls, how many do you want to have in each of the categories below?

Existing Account, Existing Contact, Existing Niche: _____

Existing Account, New Contact, Existing Niche: _____

Existing Account, C-Level Contact, Existing Niche: _____

New Account, Existing Contact, Existing Niche: _____

New Account, New Contact, Existing Niche: _____

New Account, C-Level Contact, Existing Niche: _____

New Account, New Contact, New Niche: _____

Selling Situations

	Account	Contact	Market/Desk Spec.	Success Rate 95-100%
Easiest	Existing	Existing	Existing	
	Existing	New	Existing	
	Existing	"C" Level	Existing	
	New Account	Existing	Existing	
	New Account	New Contact	Existing	
	New Account	"C" Level	Existing	
Toughest	New Account	New Contact	New Market	1%

Insight Principle: What are the three industry publications, websites, or books you read on a weekly basis in order to increase your level of insight into your industry?

_____

_____

_____

Facilitator: Review the approaches and the scripts Jon shared below for successful approaches to business development. Select two that you'd like to either try that you've not tried before, or improve upon how you are currently utilizing that approach. At the end of this Guide is room for you to rescript your current approach or tweak what Jon gave as an example for a starting point.

Reference from an Internal Champion

"Joe, It's Jon Bartos with JSI. How are you?... Good to hear. Joe I have a question for you. How have I done in providing your team with the talent you have been looking for over the last few years?" <u>(You may have to remind your client of who you placed with them.)</u> *"I'm glad you're satisfied with how we are doing. Based on our success with your business unit, I would like to be able to help the other teams in your organization as well. Here is where I need your help. Who else in your organization is looking to hire talent in the next 3 to 6 months?… Tim Brown… in Engineering is bringing on engineers? Great. As a favor, would you mind giving Tim a quick call or dropping him an email to let him know I will be reaching out to him to introduce myself. If you could share with him how your experience has been with my organization that would be fantastic and I certainly would owe you one."*

"Hi Tim, this is Jon Bartos from JSI. I have worked with your organization, specifically with Joe in Marketing over the last few years. He suggested I might want to reach out to you to see if you need help finding talented engineers. I have helped Joe to successfully build his team and I would like to discuss your critical needs you are trying to fill on your team in the next 3 to 6 months…"

C - level Approach (Read Selling to VITO by Anthony Parinello)

Existing Client: *"Hi Mr. President, this is Jon Bartos with JSI. We haven't spoken before, but my organization has helped your company save over $300 million last year. We did this by finding the best talent in the marketplace for your VP of Supply Chain position in Rick Smith. I wanted to reach out to you today to see if there other places on your executive team or in your organization that you could use another superstar like Rick Smith?"*

New Client: *"Hi Mr. President, this is Jon Bartos with JSI. We haven't spoken before, but my organization has helped one of your largest competitors save over $300 million last year. This gave them the opportunity to reach a record profit year and achieve their best year in over 25 years. I don't know if we can do the same for your organization, but I would love to share the details with you and thought it may be worth a five minute conversation."*

Vertical Market Approach - "Insight"

"Hi Mr. Prospect, this is Jon Bartos from JSI. Have you heard of us before? We work with many of your competitors in the industry, focusing specifically on the Mobility Software Marketplace. We have helped organizations such as Syclo and Dexterra grow over 30% per year in revenue and increase profits by over 40% by finding the critical talent they needed to achieve their goals. We have done this because we are niche focused and are in touch with the "A" players in your marketplace on a daily basis. We have relationships with the individuals who are blind to job boards due to performing at high levels for your competitors and not looking for other positions. I don't know if we could help your organization or not, but thought it may be worth a five minute conversation."

MPC/"A" Player Approach

"Hi Mr. Prospect, this is Jon Bartos with JSI, we are a firm specializing in finding "A" players for the Mobile Computing Software marketplace. The reason for the call: I was doing a search for one of your competitors (name) and came across one of the top sales reps in your industry, and thought of you."

Feature – "*This killer was the top sales professional at one of your top Mobility Software competitors - producing over $5 million in revenue per year.*"

Achievement – "*He has personally brought in their top four largest accounts they have today.*"

Benefit – "*Which means that his next employer will not only get a big producer, a true producer that only knocks down, but also understands the value of what major accounts bring to an organization.*"

Close: "*Does it make sense for you and this individual to sit down to explore the possibilities? Does Monday or Tuesday work better for you next week?*"

Combination Approach

"Hi Mr. Prospect, this is Jon Bartos from JSI. Two reasons for the call. First, have you heard of us before? We work with many of your competitors in the industry focusing on the Mobility Software Marketplace. We have helped organizations such as Syclo and Dexterra grow over 30% per year in revenue and increase profits by over 40% by finding the critical talent they needed to achieve their goals. We have done this because we are in touch with the "A" players in your marketplace on a daily basis. Those are the individuals who are blind to job boards due to performing at high levels for your competitors and not looking for other positions.

Which leads to my second reason for the call…

I was doing a search for one of your competitors (name) and came across one of the top sales reps in the mobility software market, and thought of you."

Feature – "*This killer was the top sales professional at one of your top Mobility Software competitors - producing over $5 million in revenue per year.*"

Achievement – "*He has personally brought in their top four largest accounts they have today.*"

Benefit – "*Which means that his next employer will not only get a big producer, a true producer that only knocks down, but also understands the value of what major accounts bring to an organization.*"

Close: "*Does it make sense for you and this individual to sit down to explore the possibilities? Does Monday or Tuesday work better for you next week?*"

Job Posting Approach

"*Hi Mr. Prospect, this is Jon Bartos from JSI. We haven't talked before, but I need your help. Do you have a second? Great! We work with many of your competitors and focus exclusively on (name Industry) Mobility Software. Here's where I need your help, I had an email sent to me about a position your organization posted for a (Position Name) Mobile Software Systems Engineer. I recently concluded that same search for a competitor and have been working with a few "A" players that may be exactly what you are looking for now. If anything, it could certainly save you a significant amount of time in filling the position. Who would I speak with at your organization to help you fill these openings?"*

"*I was just trying to call to make your job easier. It's proven that "A" players can be as much as 10x more effective than a "B" player. As you can imagine most of the "A" players are invisible to your job ads due to fact they are not actively looking, they are happy and knocking the cover off the ball with a competitor. The only real way to get a hold of these Impact players is through real relationships like I have with these individuals. Does it make sense to get a few of these "A" players in the mix and explore the possibilities?"*

Flip Reference Check

"*Thank you for the time and the reference for "Candidates Name". One quick question, since we work in the same industry as you do, who would I work with at your organization to help find great talent?"*

"*How difficult is it for (Organization) to find true "A"Players?"*

"*How are you finding your talent today?"*

"*How long does it take you to fill a position?"*

"*Really, what's that costing your organization?"*

"*How are the current recruiting efforts working from your perspective?"*

Flip Recruiting Call and Strike a Deal

"*I look forward to working with you on your job search and will do everything I can on your behalf to make sure you can be as successful as possible in finding the next step in your career. There is a favor you can do for me since we are working together. I have wanted to work with your organization for quite some time. Who would I need to talk to at your firm to initiate discussions on the possibility of helping them find the talent they need?"*

"*Let's do each other a favor. I will look forward to helping you find another opportunity and do whatever I can do to help you be successful in your next career move. In return, I ask that you help me with contacts at your existing organization to help them find the talent they are looking for.*"

<u>Explaining the Real Deal</u>

"Mr Prospect, how many recruiters currently do you have working on your search(es)? … Three recruiting firms…Interesting… Can I share with you what happens in the mind of recruiters when they find out that they're not working exclusive on a particular search? Recruiters are typically commissioned based and tend to spend their time on the searches that will yield results the fastest. Once a recruiter finds out that they are not the only firm working on a search, it becomes a race. All firms involved rush through a search to find as many candidates that are close fits as possible and send them over as quickly as possible. These candidates are from internal databases as well as job board candidates. You will get an initial run of resumes, but then you will receive none. That's because all the recruiters are not doing an "active" search on your positions to actually go after the "A" players who are gainfully employed and working for a competitor. They don't have the time. It's a race remember. Unfortunately, no quality control and close matching and selling happens due to time constraints. You, the client, end up being the quality control person and not the recruiting firms. That's a lot of work. The end result is that you get to choose best player out of the poor to average talent you were given, choosing the best of the worst so to speak."

<u>Sell the Alternate Solution</u>

"My strong suggestion is to let our firm take this search exclusively. This will allow us to directly call in to the marketplace and go after the gainfully employed "A" players, who are overachieving with your competitors. This will also put the quality control back into the search so you are not doing all the work and we can deliver 3-5 of the best players in the marketplace within about three weeks. The big advantage to you is that you get a chance to select the best individual out of the best players in your industry, instead of choosing the best of the potentially the worst. Make sense?"

Question Based Approach (Questions, What IF I, Proof)

"Hi Mr. Prospect, my name is Jon Bartos with JSI. How are you today? Great. Mr. Prospect, we are one of the leading Recruiting Firms in the Mobility Computing space. We have helped these (name three organizations) in your industry build their teams with "A" players to help them achieve their goals. I don't know if we can help your organization or not, but I would like to ask a couple of questions if you have a minute? Wonderful…"

<u>*Ask Questions*</u>

"Mr. Prospect… As you may know, Game Changers are individuals at organizations that can make a major positive difference in their organization to help them quickly attain their objectives. How do you find Game Changers at your organization? What methods are you using?"

<u>*Additional Questions*</u>

"How are your current methods working for you? How long does it take to locate the talent you are bringing to the table? How long does it take you to fill an open position in your area? How do you know for sure you have a Game Changer when you hire one? If you could change one thing about the process you are using, what would it be? What positions do you have now that you could use a few Game Changers in?"

Quantify the Need

> *"So it takes you about 4 months to fill a position? Who is does the job in the meantime? Really? How much is that costing the organization? What happens if you don't fill the position – what would that mean to the organization? That's a lot of time and a lot of money."*

Alternate Solution

> *"What if I could show you a way to reduce the time to fill each position as well as to reduce that $400,000 profit number that you are losing due to inefficient sourcing and hiring methods. Would that be justification for us to do business? Good.*
>
> *Here is what we have done for some of your competitors…. (Explain value Proposition – why use you opposed to all alternatives).*
>
> *I propose we work together this way, to solve your sourcing and hiring problems. (Explain the way to work together to solve their problems.)"*

Offer Proof

> *"Don't take my word for it, Mr. Prospect. We have worked with ABC organization for the last 12 months. We have brought their hiring time to fill from 3 months to just over 6 weeks – which saved the organization over $250,000 in hard costs not including the soft costs. I would like to give you their number as a reference to call and to verify the results they have experienced."*

Which two business development techniques do you want to revise and implement over the coming month?

_____ Reference from an Internal Champion

_____ C - level Approach (Read Selling to VITO by Anthony Parinello)

_____ Vertical Market Approach - "Insight"

_____ MPC/"A" Player Approach

_____ Combination Approach

_____ Job Posting Approach

_____ Flip Reference Check

_____ Flip Recruiting Call and Strike a Deal

_____ Getting Exclusivity Approach

_____ Question Based Approach (Questions, What IF I, Proof)

Your Revised Script for Approach #1: _____

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Your Revised Script for Approach #2: _____

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