

Candidate Secrets

Presenter: Scott Love – Owner, Scott Love Associates

Scott Love improves the performance of recruiters and the profitability of search firms and staffing agencies by creating systems that are replicable. He is a trainer, speaker, and management consultant to the industry, and just like you, he works a desk every day. Scott has spoken to nearly every major industry group and is a graduate of the United States Naval Academy in Annapolis, Maryland. Scott has been quoted in the Wall Street Journal, Selling Power Magazine, and numerous major city daily newspapers and Business Journals. Scott is the author of *The Recruiter's Adventure Book* and has written over 250 articles on leadership, sales, and recruiting.

About This Presentation

In Scott's presentation, he'll discuss tips from the trenches for passive candidate recruiting. This program will give you power and influence with others, help you to make more placements with more affirmative answers from candidates, and fill in the gaps of your knowledge about the candidate side of the placement process.

Meeting: "Candidate Secrets" by Scott Love

If you are reviewing this episode with a team, break the Episode into two parts. Pause at 32:26 for Week 1's meeting, and resume at 32:27 and watch through the end of the Episode for Week 2. Use the notes below in both weeks to identify the gaps between knowledge and application.

Facilitator: As Scott mentions, candidates will always do what is in their best interest. What does this mean to us as executive recruiters? It behooves us to figure out what those best interests are (even if they don't know what they are yet). The only way we can do this is through effective questioning. Take the list below and continue to add to it with your own questions, designed to understand a candidate's short and long-term best interests.

- When you were first drawn to this industry, what compelled you? Why did this industry or vocation strike you as being the calling for your career?
- At what point in your career were you most fulfilled? What circumstances were at play at that time to challenge you?
- Who or what inspires you most? What qualities inspire you from those individuals or factors?
- What do people typically compliment you on professionally?
- Do you see yourself being content in this role forever? How long?
- What is your company doing proactively to get you there, or to train and equip you to with the skills necessary to fill that role?
- Who is currently holding the role that you envision yourself moving into? What needs to happen to that individual in order for them to move up? What is the anticipated timeline for that move?
- 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 or company potentially help you overcome those limitations?
- Would you be open to considering opportunities that might prepare you to move up faster than you are currently positioned?
- When you are venting to your spouse after work, or to the guys at happy hour, what are you typically frustrated with? Are there reoccurring vents that never seem to change?
- What would you replicate from previous companies or departments in which you've worked?
- How do you feel your company stacks up in terms of using technology or leading edge systems?
- When you lose business or clients, what key factors caused that to happen? Why does a client choose to go with a competitor over your firm?
- What is the biggest obstacle that is keeping you from being most effective or meeting your goals?
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(Facilitator): The Johari Window was invented by Joseph Luft and Harrington Ingham in the 1950s as a model for mapping awareness. Scott suggests taking some time for introspection, using this tool for self-awareness, personal development, and a professional roadmap for continued growth.

Know that I Know: What are the areas in which I feel confident in my skills and abilities? What situations have I encountered enough times with candidates and clients that I know I know how to handle them?



Know that I Don't Know: A strong recruiter can identify the limits of their knowledge base, and then create an action plan to gain the needed information and training. What areas do you know you don't know, but know enough to know that you need to work on them?

Didn't Know that I Knew: Personally or professionally speaking, what did you not know that you knew that made an impact for you? What surprised you about your abilities in search? What did you discover about yourself, your character traits, or your sales abilities that have surfaced throughout your career in search?

Didn't Know that I Didn't Know: This is the worst danger zone for recruiters – it's where the nastiest surprises arise, or where a perpetual shortcoming is never addressed. These unknowns can sometimes end a career in recruiting if the recruiter lacks the ability to overcome them and persevere. Looking back, what didn't you know you didn't know when getting started in search, or in a new niche, or in a new role?

(Facilitator): In the past week, is the amount of time you've spent in continued professional development more or less than the amount of time you've spent watching mindless television? In the past month, how many times have you gone out to eat? How many books on improving your sales abilities have you read in that same timeframe? Does the amount of time you spend on social media sites exceed the amount of time spent on industry-relevant websites?

Scott shares three resources to consider in the relentless quest for continued professional development: www.influenceatwork.com, www.summitconsulting.com, and www.greatrecruitertraining.com. Other Big Billers have shared their recommended reading lists for sales and business development. According to a study published by best-selling author Dave Ramsay, 63% of successful individuals listen to audio books on their commute, versus 5% of the rest of the population. 88% of the wealthy read 30 minutes or more each day for education or career reasons.

What additional steps do you want to personally take in pursuit of your continued professional development?

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Week 2 Meeting: “Candidate Secrets” by Scott Love

Resume the video where you left off last week (32:27), and watch through the end of the video.

(Facilitator): Let’s evaluate each of the sections Scott covered that contribute to a successful recruiting introduction with a prospective candidate. Let’s through each of the five tips that Scott shared, and discuss how it applies to our industry and audience. After talking through each tip, we’ll use the script that Scott provided and create our own.

Tip #1: Tell them you don’t know them, and you want to talk with them about something you are working on for your client. Use their language.

Tip #2: Ask them if they have a few minutes. Keep a professional tone with your voice and demeanor.

Tip #3: Proceed, but don’t pitch. Instead, probe.

Tip #4: Query the candidate on their pushes and pulls.

Tip #5: Watch the inflection. Don’t be too friendly before you build rapport.

Joe, my name is Scott Love. You and I don’t know each other but I need to talk with you about something I’m working on for a client of mine. Do you have a few seconds?

I’ve been engaged by a key client of mine for a key important position. This is a very rare situation that I don’t see often, and I believe your background fits the sweet spot of what my client is looking for. So I thought I’d call you and make an introduction and see if you are open to hearing about other things. What are your thoughts about that?

On a scale of 0-100% satisfied, where are you on that spectrum? The fact that you are open to learning more, what makes you even slightly open?

Our script: _____

(Facilitator): Another area Scott explored is the importance of building rapport. This is one of the fastest ways we can build up that bank account Scott referenced with candidates – we need to find common interests and common ground. Influential recruiters and great leaders are skilled at building rapport. Think of a time that you met someone you felt that you opened up to immediately. You just felt like sharing your story and they felt like an immediate friend. Time felt like it was flying, you were probably very productive in your meeting, and very-likely, this person achieved his or her goals in the meeting (if it was of a professional nature).

What did they do that made you feel so comfortable? They got you to open up and talk about yourself and things that mattered to you. Scott shared a few of his power questions that he uses to build rapport. Let's come up with a set of questions that can do the same for us in our industry:

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Additionally, keep in mind a technique called “verbing”. Conversations are all about momentum. If the momentum drops, the conversation drops. We have to keep asking questions for the conversation to keep going, while keeping the focus on the candidate, not on us. Beware of the tendency we have to respond to questions auto-biographically, and immediately start sharing how we are similar to the candidate. Instead, take a verb from the candidate's answer and add it into your next question.

As an example, if you ask the candidate about their leadership responsibilities:

Candidate: “We're managing a team of six right now.”

Recruiter: “What do you find works best about managing a team of that size?”

(Facilitator): Finally, let's dig in to the final area Scott covered, which is what we do when encountering candidates who are “stuck”. Scott makes a great point which is to remember not to assume anything. We do not know the reason behind the candidate going dark, and need to avoid any assumptions or frustrations associated with the lack of response. Additionally, remove yourself and your vested interest from the equation completely – remember that this is not about us and our fee. In each of the following situations, what can we do to continue to move the candidate forward and gain small steps of commitment?

Stuck Situation #1: They stopped being interested and don't want to hurt our feelings.

Stuck Situation #2: They have a distraction at work.

Stuck Situation #3: They have a distraction at home.

Stuck Situation #4: They want to go forward but have a fear of change.