

Decision Drivers

Presenter: Tenured Recruiting Industry Trainer Lil Roy Vaughn

Lil Roy Vaughn is one of the top trainers in the recruiting industry with over 30 years of contribution to the continual growth and best practices used in executive search. Lil joined a global recruitment network franchise office in the late 1970s and within the first year, set out to build a large operation assuming the role as General Manager over 4 business units. Recognition for Lil includes National Manager of the Year twice, Office of the Year awards and multiple individual producer achievements. She later joined the network's corporate office in the 1980s, leading the design and launch of the Training and Development programs, which are still in use today. Next, she served in leadership roles ranging from regional management to Vice President of Strategic Planning.

She continues to be a frequent speaker at business forums, industry events and global meetings. In 2016, Lil was awarded a Lifetime Achievement Award recognizing exceptional contributions over her 30+ year in the Executive Recruitment Industry.

In her presentation, "Decision Drivers," Lil discusses what is really behind the Candidates decision to move – or not to move during the placement process.

Meeting: "Decision Drivers" by Lil Roy Vaughn

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

(Facilitator): Lil starts us off with encouraging us to swap places for a moment with our candidates; if we did so, what is one of the leading questions playing on a constant loop in the mind of a candidate?

"To move or not to move?"

That is the question. In order to help them evaluate the almost endless amount of data required to answer to that question, we need to understand (and help them understand) what is really behind any decision to change their current circumstance. To do that, we must be armed with great questions to help our candidates start to understand their true aspirations, motivations, and desires. Remember that most candidates get entrenched in the day to day routine of work, family, and life – they go through most days on auto-pilot of knowing what is expected of them and performing to that expectation. Utilizing Lil's Discovery Map will help candidates explore beneath the surface answers they give most recruiters; there is a story behind every move and it's your responsibility to figure out what that story is. Take what she has given as a starting point and create questions that will allow a candidate to understand why now and why you!

Discovery Map Step #1: What have they done?

We need to truly get to know the person you are working with and representing before you begin this journey. You are not simply an individual bringing forth an open job, but someone who needs to find strong connectivity to engender trust and confidence (and make a strong match).

What questions can you ask that go beyond the surface?

- What are your primary duties and responsibilities? How are you measured in your role, or in each of those duties and responsibilities?

- What types of critical decisions are you involved with?
- How have your responsibilities changed and evolved as you've grown in this past year, as opposed to a year ago? What are you taking on now, that you weren't able to previously?
- What are your two or three primary initiatives for the coming year?
- How are the responsibilities divided up amongst the team? It's been said that if you need something done well, give it to the busiest person – do you feel like that's always you?
- When you are working, what activities make you lose track of time?
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Discovery Map Step #2: What can they do?

As Lil discussed, the questions we ask in this step of the Discover Map address areas of education not currently applied in the workplace or special interest and training received but not currently utilized.

- What don't I see on your resume that I need to aware of in your past whether it be skills or previous yet somewhat unrelated experiences?
- Tell me about any specialty training of sorts through your university time, military or other professional pursuits?
- Are there any types of projects, clients, or areas that you haven't been involved with yet that you would like to be?
- Most roles are created to solve problems; what problems are you most inspired to solve?
- At what point in your career were you most challenged? What circumstances were at play at that time to challenge you?
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Discovery Map Step #3: What are they willing to do?

All positions have trade-offs and there are areas where compromise is made to support the position in totality. No matter what the trade-off is, it will require someone to step outside of their comfort zone – which is a scary place. Understand how scary of a place they are willing to go!

- Every profession and specifically a particular job has their share of “trade off’s” which can easily be seen as a compromise; what would you say is the major compromise you have made in your current position?
- As you look toward your next career step up, it too will have some elements that are simply part of the overall position. Can you illuminate what you would be willing to do in order to mover your career forward now?
- In terms of career advancement, are there any short-term sacrifices you are willing to make in service of long-term gain?
- Do you know anyone throughout your career who has taken a risk and received a significant reward, either in terms of compensation, responsibility, ownership, etc? Could you see yourself taking similar risks?

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Discovery Map Step #4: What do they want to do?

This is perhaps the most important of all questions! Just because someone could train to run a marathon does not mean they want to. Connecting what a candidate can do to what they are willing and motivated to do is a critical link. This element is the primary driver for the most satisfying and successful career changes.

- Have you ever simply taken the time to design the “ideal” job for you - the one that would make a remarkable contribution to the company and truly fulfill your professional goal?
- Is there any aspect of your professional life that you would want to enhance and expand to better meet your long term objectives?
- 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?

- What are you chasing? Why are you chasing it?

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YOUR Discovery Map

Your turn! If we are going to help a candidate understand their own Discovery Map, isn't it only fair that we reciprocate and share with them what our own Discovery Map is as it relates to them? Take a few more minutes and put some thought into your unique perspective to each of the elements below.

Step #1: What have you done?

- I have experience gathering all the pertinent background info and relevant information that tells your story.
- I have spent hours, weeks, months or years understanding the culture of our clients, their organizational structures, their goals, and their leadership all in order to make an appropriate alignment with the individuals I bring to them.
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Step #2: What can you do?

- I can share insights that give you a competitive advantage and helps you make a much more informed decision.
- I can thoroughly prepare you for professional interviewing; you may be great at your vocation but the interview is a combination of art and communication.
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Step #3: What will you do?

- I will be your advocate and agent; I can introduce your background in specific ways to marry need to capabilities.
- I will be your shepherd to help secure ongoing feedback and direction to maximize your chances of securing the offer.
- Realistically, I can say so much about you that you otherwise would generally not be able to share...think of me as your flag waver!
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Step #4: What do you want to do?

- I want a trusting and candid relationship so we can truly collaborate on this career move
- I want this experience to be one that you feel was productive, focused on important aspects for you professional and personally and lastly fulfilled our agreed goals.
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