

Always Be Closing

Presenter: Michael Pietrack, Owner and Co-Founder of TMAC Direct

What does it mean to Always be Closing?

Michael Pietrack is the owner and co-founder of a Pharmaceutical Industry search firm called TMAC Direct. Michael is a true market master, only serving one small segment of the Pharmaceutical Industry. Over his 9 year career, Michael has cash-in over \$11.5M, and over the last four years, he has grown his \$1.2M solo practice into a \$2.6M mega desk. As a result of his success, he is a sought after speaker for both the Recruiting and Pharmaceutical industries. Today Michael is going to explain how to become a more proficient closer. In this presentation, Michael will show you how to turn the interview process into a closing process. He will walk you through the initial call all the way to brokering the offer and share helpful tools and take-aways that is sure to help you close more deals.

Meeting: “Always Be Closing” by Michael Pietrack

If you are reviewing this episode with a team, watch the entire Episode. Use the notes below to implement the best practices provided.

CLAMPS: Let’s start with exploring the CLAMPS model that Michael shared. What questions can you ask in initial exploratory dialogue to get beneath the surface answers and identify pain points? The average recruiter will limit themselves to baseline questions such as “what do you like and what would you change” so take the time to think through how to differentiate yourself by the questions you ask!

Challenge: people leave jobs because their job has grown boring, and on the flip side, people leave because their workload is just too much.

- _____
- _____

Location: this can include commute, too much travel, the size of a territory – go beyond the simple and basic “where would you relocate” question!

- _____
- _____

Advancement: primary pain in this area occurs when an individual cannot either reach the next level within their current company or they cannot reach it in the timeline that appeals to them.

- _____
- _____

Money: a legitimate pain point but not the only one!

- _____
- _____



People: this can appear with the relationship with the direct manager, the overall direction of the organization, or a conflict with a peer level co-worker.

- _____
- _____

Stability: How secure someone feels day in and day out can be a contributing factor to considering change.

- _____
- _____

DEBRIEF: Michael tees up some great questions to ask on the debrief call, keeping in mind that the intent is for the candidate to sell themselves, instead of you! If they say it, they own it and will believe what comes out of their own mouth more than will ever come from yours.

These open-ended questions are designed for the candidate to reinforce to themselves their current circumstances causing them to be open to change; what others would you add?

- Charlie, I know you mentioned that you have really been butting heads with your manager lately about the workflow processes there, what did you think about John's philosophy?
- Charlie, I know you said that you're thinking your current employment situation is a bit unstable and that key executives have been leaving, what was your impression of XYZ's stability?
- Charlie, I remember you telling me about how your commission is capped but your quota keeps going up, so what do you think about XYZ's commission plan?
- Charlie, clearly the product pipeline where you are now is a concern of yours, and it should be, but what do you think about XYZ's pipeline after talking with John?
- _____
- _____

These close-ended questions are designed to get the candidate leading down a path of commitment and decision; what others would you add?

- How does this opportunity compare with the others you're pursuing?
- Were any next steps set up?
- What are your plans to follow up with John?
- Did you get all your questions answered?
- Is there any information that you still need in order to make a decision?
- Do you feel like XYZ is that stable place you've been looking for?

- Money aside, Charlie, do you want the job?

- _____
- _____

THE ART: Michael is masterful at the continued dialogue to bridge offer and acceptance. Either use his script below to role play how you would handle a similar situation, or modify his scripts to be something you can incorporate into your closing process.

“Charlie, I’m glad you feel like this is the job you want, and though there are some really good people competing with you, I want to assume for a minute that they are going to be moving forward with an offer for you. The first thing they are going to do is call me, and let me know if they want to move forward with you or the other candidate...If it’s you, then we’ll immediately start talking about the details surrounding your offer. Charlie, they expect me to know exactly what you will and will not accept. So, I need to really understand what your expectations are if an offer were to come your way. As I’ve mentioned before, I cannot allow an offer to go out unless I’m certain it will be accepted, in fact, by the time you see an offer, I’ve guaranteed them that you’ll accept it. When we get to the point of their best offer, I have to make a professional recommendation to either extend it to you with a guaranteed YES, or to extend it the other candidate. Does that make sense?”

“I understand Charlie, and I’m not trying to be pushy here or hard-sell you or anything...but this is a small window of time and really our only chance to actually direct them on what to offer you. Let’s not simply react to their offer, allow me to influence the offer you see. For instance, if they were to offer you the exact same base salary as you have now, would you be inclined to accept?”

“Charlie, I’m glad to hear it, but how should I respond if they offer like \$145 or something even less like \$143? Should I still advise them to extend the offer to you?”

“I understand, Charlie, but remember the whole reason you started interviewing...it wasn’t because you weren’t paid enough. You feel stuck where you are, mired in middle management, with no opportunity to grow in your career. Here XYZ is affording you the advancement opportunity you are looking for, and likely they will increase your pay too. Isn’t that a good deal?”

“Okay, so this is what I understand to be true. You would not accept anything under \$140K, but at \$140K you would still accept but should really try to push them higher. Anything above \$145K is a yes but I should try to get as close as possible to \$150K, and anything at \$150K or higher is an emphatic yes. So, anything under \$140K I should tell them to offer it to candidate #2 and anything above that we have a deal, is that correct?”

“Charlie, you know how I’m paid right? I’m incented to get you the best deal possible, and just like you, I don’t want to leave any money on the table either. I just need to know that when I get to the point where I know it’s their best offer, I need to professionally recommend to either offer it to you or candidate #2. I don’t want to advise them to give someone else an offer you would have accepted, and I certainly don’t want to guarantee you’ll accept something you end up turning down. Rest assured that if you’re the winning candidate, I’ll get the best deal possible for you, okay? Let me worry about the dollars and you focus on how much better of a situation you’ll be in in just a few short weeks. Fair enough?”

JOB CHANGE CALCULATOR™

EXAMPLE 1

KEY ISSUE	CURRENT EMPLOYER <i>ABC Company</i>	OPPORTUNITY <i>XYZ Company</i>
C - Challenge/Job Satisfaction Assigned \$20,000	Allocated \$7,000	Allocated \$7,000
L- Location/Travel Assigned \$15,000	Allocated \$7,500	Allocated \$7,500
A- Advancement/Growth Assigned \$5,000	Allocated \$1,000	Allocated \$1,000
M- Money/Potential Money NO ASSIGNED \$	Comp \$135,000	Comp \$135,000
P- People/Leadership Assigned \$20,000	Allocated \$9,000	Allocated \$9,000
S- Stability/Security Assigned \$20,000	Allocated \$5,000	Allocated \$5,000
THE REAL NUMBER	\$164,500	\$185,500

EXAMPLE 2

KEY ISSUE	CURRENT EMPLOYER <i>ABC Company</i>	OPPORTUNITY <i>XYZ Company</i>
C - Challenge/Job Satisfaction Assigned \$20,000	Allocated \$7,000	Allocated \$13,000
L- Location/Travel Assigned \$15,000	Allocated \$7,500	Allocated \$7,500
A- Advancement/Growth Assigned \$5,000	Allocated \$1,000	Allocated \$4,000
M- Money/Potential Money NO ASSIGNED \$	Comp \$135,000	X
P- People/Leadership Assigned \$20,000	Allocated \$9,000	Allocated \$11,000
S- Stability/Security Assigned \$20,000	Allocated \$5,000	Allocated \$15,000
THE REAL NUMBER	\$164,500	\$50,500