# The Five Biggest Pitfalls in Recruiting

***Presenter: Scott Love – Owner, The Attorney Search Group, a member of the Sanford Rose Associates® Network of Offices***

Scott Love is the President of The Attorney Search Group and a member of the Sanford Rose Associates network of offices. His office is a boutique legal search consultancy with a focus in placing attorney partners in the greater Washington, DC, area. Since 1995, Scott has placed key talent in legal, construction, IT and sales roles. As a professional speaker and trainer, Scott Love shortens the learning curve of new recruiters and sales people and helps experienced ones break through their barriers and reach their full potential.

Scott has authored three books, produced hundreds of video training courses and has been quoted in the Wall Street Journal, Selling Power Magazine, and dozens of trade journals and business publications around the globe. Over 4,500 recruiting and staffing firms from over 35 countries have invested in his tools and systems. In this presentation, Scott shares his best practices for creating and delivering engaging voicemails that get returned calls.

## Meeting: "The Five Biggest Pitfalls in Recruiting" by Scott Love

**If you are reviewing this episode with a team, watch the entire Episode. Use the notes below to identify the gaps between knowledge and application.**

**Facilitator:** Think about your personal path to achieving the professional success you have experienced thus far. What attributes or characteristics are you most proud of that got you here? What abilities do you have that allowed you to separate from your peers over the years?

Second question: Is there a chance that those very same characteristics that rewarded you so well are the same characteristics that can hold you back in the future?

It is not realistic for a person to be all things to all people, or to be perfect in every facet of life. But sometimes, we sense deep inside that there is something else waiting for us. We just need to be courageous enough to create a little space to discover what it is. In short, you simply cannot be the person you *want* to be and the person you *currently are* at the same time.

Scott's tips are designed to help you become the person you want to be. Make sure to concentrate on just two or three changes at a time - perhaps only just one! As your new habits embed themselves into your personality and habitual behaviors, you can add additional changes to your routine. This creates a managed process of change.

**1. Your strategy is way off.**

Remember two points Scott made:

- Synergy – I want to get as much out of this one hour as I can
- Leverage – I want to take this one hour and make money off it today, a week from now, a year from now, so it pays off over and over again

Start small: Think of a current search (or searches) on your plate. Who are two other companies nearby looking for the same person? ____________________________________________

________________________________________________________________________

**2. You have a fear of failure.**

Turns out, there are benefits that come from being a cocky teenager. Although your parents might have been counting down the days until you flew the nest, that swagger means you'll likely end up earning a higher salary than those of your more modest friends. According to the Journal of Economic Psychology, their "*Self-Esteem and Earnings*" study showed that your level of confidence is at least as important as how smart you are when it comes to how much money you end up making. In fact, self-esteem can affect salary as much as cognitive ability.

So, besides providing a silver lining for parents of arrogant adolescents, what does the Journal's study mean for the workplace?

Confidence increases productivity and causes you to choose more challenging tasks, which make you stand out amongst your peers. Consider retraining the brain on how to interpret fear of failure. When facing a daunting task that incites insecurity, replace negative thoughts of intimidation with positive ones relating to the opportunity at hand. Ask *"I know this is a big project to tackle – what are you most excited about?"* or *"What are you most interested in learning as a result of taking on this new assignment?"* Adrenalin is the same for fear and for excitement; by replacing negative thoughts with positive ones, you let adrenalin work for you instead of against you.

Think of your most recent frustrating experience related to clients, candidates, or a deal. Answer the following:

How can this situation move me forward? ________________________________________

How can I get to the point that I can look back on it as a positive inflection point in my life? _____

______________________________________________________________________

What five action steps can I take so that I can use this negative adversity to my advantage: _____

______________________________________________________________________

______________________________________________________________________

**Review Scott's deal autopsy sheet at the end of this Facilitation Guide**

**3. They are not self-aware.**

If Scott asks these questions when interviewing prospective recruiters, a current recruiter should be able to easily articulate your skills in each of these areas! Are you confident you can get things done? What are your answers to the following:

**Influence** – what excites you about talking people into things? __________________________

______________________________________________________________________

**Resilience** – describe a time you had to bounce back from a professional failure: ____________

______________________________________________________________________

**Achievement** – describe some of the things you have done in your life at an early age where you were successful: ____________________________________________________________

____________________________________________________________________________

**Potential** – if you were able to perform at your peak potential every day for a year without burning out, what are you really capable of producing? ______________________________________

____________________________________________________________________________

**4. Making money is uncomfortable**

Zig Ziglar said it best: *"You cannot perform in a manner inconsistent with the way you see yourself."* Two of the most important questions you can ask yourself are why and how you get in your own way when you seek to achieve what matters most to you. No matter how self-aware, the “anti-self” can be a powerful force. It speaks through self-critical, self-denying, or even self-soothing thoughts known as the “critical inner voice," the purpose of which is to hold us back and keep us in our place. A practical way to apply this tip:

**Talk about daydreaming of your success, what does that look like?** ____________________

____________________________________________________________________________

**5. They are asking themselves the wrong questions**

Much of the time, recruitment training likely revolves around concrete and definable abilities that link directly back to the ability to tackle specific skills such as planning effectively, client development techniques, masterful questioning, and closing methodologies to name a few. While concrete training is valuable, training should not stop there. Training needs to include the conditioning of a mindset and not just a skill set. Scott’s example well defines this:

Instead of asking: *“how do I get HR to call me back”*
Think bigger: *“how do I make a placement?”*

What subtle changes can you make today in order to think bigger and achieve greater? ________

____________________________________________________________________________

**How You Can STILL Make Money When Deals Fall Apart**

Did you know that you can still make money when your deals fall apart? I learned this about eight or nine years ago when the recruiters in my office went through a series of one counteroffer after another. Instead of getting upset with those darn selfish candidates, I thought, “Hey, it happened. Let’s see if we can still make money out of this.” So I designed a formula of analyzing deals and transforming these catastrophes into learning moments.

As a management consultant to the industry and as a professional trainer, I think my mind is wired this way. I just can’t help it. I’m always looking for new and fun ways to explain why things work and translate that into specific step-by-step action steps, a workable system that is replicable across all levels of tenure and skill in the profession.

So the next time something really, really bad happens with one of your deals, say, “Wow, look at this big pile of manure on my desk. I’ll bet there’s a pony around here somewhere.” Train your mind to immediately respond this way to setbacks. Your first question should be, “How can I make money off of this catastrophe?” It’ll help quell your emotions and bring you to a place of resilience.

Here’s the exercise you can use. Even if you are the owner or manager, give your consultants a chance at facilitating these discussions. Follow this line of questioning to make sure you can turn this tragedy into a triumph.

Here are the seven steps and ten investigative questions to follow when conducting this ‘Deal Autopsy’:

**1. Have one of your co-workers serve as the facilitator and the recruiter whose deal fell apart is the deal owner.** Everyone else will be investigators, conspiring together to uncover the real cause of the catastrophe and offering ideas that could have kept the event from occurring.

**2. The facilitator makes sure that one person doesn't monopolize the conversation and makes sure that this training exercise is a free exchange of ideas, not an inquisition.**

**3. First, the deal owner gives a two minute overview of the situation, sharing from this ten-point checklist:**

- The search assignment position and client company.
- The client representative title and quality of relationship, including past searches.
- Candidate overview (current position and current tenure) and quality of relationship (first timer? Retread?)
- Candidate motivation to make the move.
- Concerns originally raised by candidate.
- Concerns originally raised (about the candidate) by the client.
- Other candidate interviewing activity.
- Process of presentation, time between interviews and offers.
- How the offer was given and accepted.
- How the resignation was turned in and received.

**4. Investigative Questions: Three minutes.** Next, the investigators spend five minutes and ask the deal owner investigative questions following W5H: Who? What? When? Where? Why? How? The investigators ask questions one at a time for investigative purposes, not solution purposes. During this time, the facilitator must make sure that no more than one question is asked at a time by the investigators and that feedback isn't given during this time. The investigator asks the question, the owner responds, and the next person asks and so forth. The timekeeper must make sure that this time does not exceed five minutes.

**5. Solutions and feedback: Five minutes.** Five more minutes is spent with each person giving one piece of advice regarding the issue. Feedback isn't discussed at this time. The issue owner writes down each item from the investigators, and puts a star next to each one where he wishes elaboration and discussion. Each investigator should only give one piece of input, then the next person and so on. This continues until five minutes is up or everyone has given all their input.

**6. Discussion: Five minutes.** During this time the deal owner opens up discussion and clarification on the items given during the solutions and feedback session that were most intriguing or require clarification.

**7. Wrap-up: Two minutes. The owner or manager in the room (who has so far let the team facilitate this meeting) implements or encourages policy changes based upon the deal autopsy.** You're done. In seventeen minutes you have used a catastrophic event to improve the process so that it minimizes the likelihood of this mistake being repeated. My friend Jeffrey Gitomer, who owns a large sales training company in Charlotte, rewards his employees $100 each time they make a mistake. There's nothing wrong with mistakes, as long as you learn from them. Consider this exercise a way to make sure that you learn from each fall-off for the rest of your career.