

## Big Biller Secrets

**Presenter: Bob Broady, President of BroadReach Search Partners, a member of the Sanford Rose Associates® Network of Companies**

Bob Broady is the President of BroadReach Search Partners, a member of the Sanford Rose Associates network and is located in Denver, Colorado. Bob's teams recruit in healthcare for sales, marketing, service, operations and executive leadership. Bob's industry background includes over 20 years of experience in positions such as a Major Account Director of Sales, Senior Sales Account Executive, Consulting Services Executive, Product Marketing Director, and Product Manager.

In this big biller presentation, Bob shares his keys to take your game to the next level, including the advanced closing concept he calls "Navigating the Red Zone." Follow his process and it will help improve your hiring process and make more placements!

### **Meeting: "Big Biller Secrets" by Bob Broady**

**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):** Bob has broken his presentation into two easy-to-process segments; let's start with some discussion around his first topic, going deep with hiring managers and candidates. For new recruiters, you have likely been handed a great script and some follow-through questions to ask to engage those on the other end of the phone. For veteran recruiters, you may still be using the same types of questions you've been asking for years, without giving it much thought. Take a moment to REALLY THINK about why you say what you say! So often, we tend to go on autopilot. Next call comes up on our auto-dialer or our call plan, you've got your script, and you go into robot mode and simply go through the motions. Change up the routine of your calls (and the routine of what your hiring managers are hearing) and get reengaged. Bob provides some example questions; add to his list with your own:

Hiring Manager Questions:

- *Why is this role open? What happened to the previous person?*
- *Who will this person interact with in this role?*
- *What will be the 3 most important measures of success in this role at the end of the first year?*
- *Where can this role lead, if successful?*
- *Who are the type of people who thrive under your leadership?*

Candidate Questions:

- *What is the candidate truly passionate about?*
- *What type of growth do they desire?*
- *What do they value in a company/work environment?*
- *What has shaped their values and character along the way?*

**(Facilitator):** Now let's break down another critical training subject that Bob covered, and that is how we are structuring our recruiting conversations and the interviewing process. What Bob shared is incredibly valid; most of us have our screening lenses on in the opening minutes of the call, focusing on the "has and gets" of the candidate. Instead (and remind your hiring managers of this as well), the most important facets of the decision-making process revolve around the "do and become" which are sometimes prioritized later in the conversation or process. How are you highlighting the "do and become" and then later filling in the rest?

**DO:** This is the work the person will actually be *doing* in the new role; it's what drives satisfaction, motivation and performance. This includes the people on the team, the importance of the role and person to the company, the impact it can make, and the leadership qualities of the hiring manager.

**BECOME:** This is what the person hired can expect from an opportunity and growth standpoint if the "doing" is done well. Collectively it represents the future and is at the core of the Employee Value Proposition (EVP): what's in it for the candidate. Ask your hiring managers: "*What's your EVP?*"

**HAVE:** This is the sum total of the candidate's experiences, academics, training, skills and competencies. Most job descriptions emphasize these as requirements, and if you don't have them you're screened out.

**GET:** This is what the person hired gets on the first day of a new job – a title, a company, a location, a salary and a benefit plan. Recruiters use these as a secondary screen to filter out candidates who apply, and most top candidates screen themselves in and out based on them as well. But think backwards and begin with the end in mind!

**(Facilitator):** Let's move on to what for most of us tends to be the most exciting yet nerve-racking part of the placement process, the Red Zone! In football, this is when the team is within 20 yards of the goal line and is about to score. For recruiters, this starts to symbolize the end of a long recruiting cycle where one or more candidates are about to go in for their final interview and potentially receive an offer! Remember that this entire process is not just a game of chance – there are many steps that you have taken along the way, and will continue to take, to make sure that you have two parties that have both been attracted, qualified, evaluated, and now ready to take those next steps of partnering together for career and organizational advancement.

**Rediscover the Motivation:** Whether you are pre-closing in this area to reinforce that this is the right opportunity the candidate initially stated they were looking for, or you are pre-closing in this area to identify any concerns or missing components, below are some questions to ask to dig and dig and dig some more! With some of these questions, with each "no, nothing has changed" it provides reinforcement of the fact that now is still the time to consider this opportunity because the original motivations/limitations/hot buttons are still in place.

- *I know when we first spoke, (hot buttons) were the things that were most important for you to consider when making a move. Let's break down each of those areas since it's been a while since we started in this process – how has each of those areas changed or evolved over the (timeframe since start)?*
- *When we first spoke, you were limited (as an example) because of the lack of upward mobility because you and your boss are about the same age. Has that changed at all?*

- *You were also concerned (as an example) because they were going to be moving their office building to further downtown, which would be an even longer commute. Is this still an expected move?*
- *You were not going to (as an example) be able to pursue (certain kind of projects) because your company doesn't have the leadership experience to be awarded those kinds of jobs – has that changed at all in the last few months?*
- *How does this opportunity compare in each of those motivating areas?*
- *What does this allow you to do, that you currently don't have the opportunity to do?*
- *Compare the company to your current company – what does this new organization allow you to do that you don't have the opportunity to do currently? Any concerns with the new organization?*
- *Compare the boss and team to your current boss or team – what are the benefits you can see in working with this new group? Any concerns?*
- *How does this new position allow you to grow, compared to your current situation? What responsibilities will you be involved in that you aren't currently? What concerns do you have about the role or expectations?*
- *What is the anticipated career path in this new role? Where can you be in time, and what happens to promote you along the way? How does that compare to what you had envisioned initially when beginning the interviewing process?*
- *What other areas do you still need more information? Are there some subjects or questions that could use some clarification or expansion?*

**Remember the Four P's of a career move:** Bob emphasizes how within BroadReach, their team truly counsels their candidates on making career moves, not job changes. "Job changes" typically focus on compensation as the single-most important factor in the decision; this is of course short-sighted and one-dimensional. Bob's "4P Career Move Yardstick" helps a candidate truly process the entirety of an opportunity:

- **People:** Does the candidate understand the strength of the leadership of the firm? Do they know the vision for the company, and what they can learn from aligning themselves with these key individuals?
- **Product or Service:** Is it unique? Do they have patents or barriers to entry? Are there new products coming in their pipeline?
- **Personality** (or culture) of the company: How do they walk their talk? Do their values match those of the candidate? Do they promote from within? Is it highly political and there appears to be a lot of turnover? Do they invest in their people?
- **Package** (compensation): We can remind the candidate that we all have to pay bills and this is important, but if this is their #1 criterion they will likely be looking to make a change again in 6 months.

**Crossing the Mental Bridge:** Bob brings up a technique that is rarely mentioned by others; a key differentiator for BroadReach (and part of the success of their placement process) includes pre-closing the candidate and sending the candidate the summary, which is then eventually shared with the hiring manager. This is part of why they have a high close rate, and also why their candidates and clients value the role the recruiter plays in this process!

- Discuss the compensation that will work to accept the offer
- Discuss how much transition time they'll need to give their current employer
- Give the candidate a “preview of coming attractions” by walking them through the offer generation process, how it works, and what to expect
- Begin to get a sense of how difficult it may be for the candidate to resign from their current employer. Frequently, this can be like “leaving family” for an employee who has had a long tenure; provide resignation templates and even role play the resignation conversation with candidates. Some questions to ask:
  - *For the last several years, you leave your house each morning and let's say that you've turned left out of your driveway. You've driven the same route, gone to the same coffee stop, driven through the same dry cleaners, and seen the same receptionist every morning. Have you thought through how it will feel to not turn left out of your driveway in a few weeks, but to turn right (and maybe even out of a new house)? To see a different route to work, to have new habits, and to see a new receptionist each morning?*
  - *Who are you going to hand your resignation letter to? What's your relationship like with that individual? How do you think they are going to respond? How do you feel about that?*
  - *Who do you envision having your resignation conversation with? How long have you worked directly with him/her? How do you anticipate he/she will react to your decision?*
  - *What upcoming conversations or interactions, in this process, give you the most anxiety?*
  - *How is your team going to respond to your choice to leave? Have you thought through how it is going to feel to not work with them anymore?*
  - *Is there anyone in your department or group that you think will have a particularly hard time with your decision? How do you think you can best prepare for that reaction?*
- Keep in mind this final closing technique to avoid the “let me think about it” response if and when you receive an acceptable offer: *“Okay, before I go do what I do best, let me leave you with one request. I'm going to call you back, and between now and when I do, I want you to be thinking about this offer that you've just crafted for yourself. When I call you back, I will either share with you that the client has opted to move forward with others and that an acceptable offer couldn't be made, or I will share with you that the job is yours, we got you at or above what you were needing, and congratulations and job well done!”*



*Between now when we hang up the phone, and when I call you back, I want you to pretend that the actual offer is in front of you. Talk to your family, talk to yourself, talk to your mentor, talk to your accountant, go through whatever steps you feel you need to go through to be ready to accept when I call you back. I know that you will need time to think, but what I'm asking is that you use this time as that time. When I get off the phone with (hiring manager), he's going to be excited to hear from you, and he will become less excited and less confident in his decision to hire you if hours or days or a week goes by. Does that sound fair?"*

