



## Big Biller Secrets

***Presenter: Ashley Richards,  
Managing Partner – Kaye/Bassman International***

Ashley Richards is a Managing Partner and leader of the construction and real estate practice at Kaye/Bassman International. She joined Kaye/Bassman in 2010 and oversees the recruitment of construction professionals, plus new client development and strategic marketing in North Texas and Oklahoma. She is responsible for recruiting and placing senior management level positions for the most well-known and respected development groups and commercial builders.

In this presentation, Ashley shares her key factors to being successful in recruiting. These include her branding and client development ideas, how she differentiates with great questions, her ongoing professional development, and more.

### **Meeting: “Big Biller Secrets” by Ashley Richards**

**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 below to fill in the gaps.**

**(Facilitator):** Making a good first impression is incredibly important as a recruiter because you only get one shot. This sounds severe, but as humans, we are conditioned to judge people within the first few seconds of meeting them. Our opinion often doesn't change how we see people. This is called thin slicing.

Thin slicing is when we take a mental snapshot of someone and guess their competence, confidence, and likability in a matter of seconds. Researchers think this is a survival mechanism that we have developed to decide, in a quick amount of time, if someone is a person we can or cannot trust. Guess what? Recruiters expose themselves to being thin sliced every time we pick up the phone!

With only a few seconds to make a lasting impression, the way we approach our industry can be difficult because we don't want to sound like the next recruiter calling. As Ashley shares, she works in an industry where there is a conveyor belt of recruiters calling the same candidates daily. Therefore, the knowledge and approach we bring to each interaction become vital to building our brand and how people will choose to continue to partner with us. Once that relationship is established with clients and candidates how we treat them throughout the process becomes the difference-maker.

**EXPLORE:** Ashley has spent a lot of time building brand presence in the market in which she recruits. A significant part of her team's brand has been how they have tapped into and used social media. Whatever, the platforms you choose to focus on, it's essential to build a reliable and consistent brand across all of them. Social media still intimidates a lot of recruiters and can seem overwhelming. Start small with just a few platforms and factors in the tone, language, and purpose behind your content and posts.



With that in mind, what current platforms are you using, and how could you use social media differently, to leverage your business?

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**GIVE:** One of the trademarks of Ashley's success has been in identifying ways to show her appreciation for her industry. From writing a thoughtful thank you card to a successfully placed candidate, to sending holiday gifts with notes to clients, taking time to go the extra mile can go a long way in establishing long-term relationships.

Ashley has also invested time in giving back to her industry by working with universities that have construction programs in her market. Throughout the years, she has visited programs and provided resume tips, career planning, and interview advice, to be soon or recent graduates in her industry. This consultative approach is helping emerging leaders in her industry elevate the construction industry as a whole. While not only rewarding to her and her team, the act of donating time and expertise has boomeranged back in placing some of the very people that they mentored!

Create an action plan to give back to your industry:

What organization, college, or program could benefit from your mentorship?

- \_\_\_\_\_
- \_\_\_\_\_

Who internally needs to be involved in the process?

- \_\_\_\_\_
- \_\_\_\_\_

What do you need to complete this project?

- \_\_\_\_\_
- \_\_\_\_\_



What is the timeline?

- \_\_\_\_\_
- \_\_\_\_\_

**(Facilitator):** Ashley reminds us of the power of a status report for clients and how they can differentiate us from the competition. Not only do they centralize communication and provide clarity to the client, but they also can save time and help to course-correct if a search is going awry. Remember, both parties want transparency, and a weekly call coupled with bi-weekly status reports is a unique way to partner with your clients!

Review the status report template. What would you change or modify to fit your industry?

PRESENTED CANDIDATES				
Name of Company	Name of Candidate	Title/ Role of Candidate	Status	Date Pre

COMMON OBJECTIONS & TRENDS RELATED TO THIS SEARCH:
<ul style="list-style-type: none"> <li>• <b>Location/ Relocation:</b></li>   <li>• <b>Level of Role:</b></li>   <li>• <b>Experience vs. Capability:</b></li>   <li>• <b>What is great “buzz” about this role/ company?</b></li> </ul>

STATUS OF TARGETED CANDIDATES		
Name of Company	Title/ role of prospect	Response/ status



**(Facilitator):** In closing out the branding tips in Ashley’s session, she highlights the importance of becoming an expert in your industry. Successful recruiters attract the best of the best when they can demonstrate their knowledge and insights into the industry! In a rush to move the process forward with clients and candidates, it is easy to neglect to invest back into yourself.

What are you currently doing to increase your industry knowledge? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

In staying with the theme of an action plan, review some of Ashley’s suggestions to increase your industry knowledge. What could you add from below to improve your craft?

- Subscribe to relevant industry newsletters and sites

Examples: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- Follow all companies in your industry on LinkedIn (client and source companies)

Examples: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- Set up Google alerts for all (current and targeted clients)

Examples: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- Attend an industry related conference

Examples: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- Create a continual training document (for personal use) containing competing companies



**(Facilitator):** An additional point of differentiating that Ashley discusses in this episode is how recruiters stand out by the scripts they use in their recruiting process. When authentic, you'll connect with your candidates and clients on a different level and build trust.

Take Ashley's example of her introduction to a new candidate. She asks every candidate, regardless of tenure, "What do you want to be when you grow up?" Instead of selling the candidate right away she makes the call about them; break the pattern and try something different! What would you change in your introductory script to create authenticity? Rescript your recruiting introduction for a new candidate and make sure to show your personality:

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Additionally, make the most of prepping your candidates on the interview process with your client. Be confident that you know more about this process than the candidate you have going into the interview. Take control of guiding the candidate through the interview, and that starts with your prefacing dialogue of the interview prep.

Review the below script and make edits to match your style and approach:

*"I know you've interviewed before, and you've obviously done so successfully because of the great work history you've created for yourself, so I know you'll probably know most of this. I won't necessarily bore you with the petty details like 'make sure your fingernails are clean' and 'bring a folio to take notes on' – but I do want to make sure that I follow through on one of the commitments I made to you when we started in this process, which was to prepare you for any meetings that take place."*

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Additionally, help your candidate list out their professional accomplishments, as well as the strategy behind their results. Include that preparation with the candidate on the interview prep call keeping in mind what your client is seeking in their next hire. Review the below questions. What additional questions should you review with your candidates before they interview?

- Did you help to increase sales, productivity, or efficiency? What was the percentage or dollar contribution? How did you do this? Did you have a unique approach or different results than others?

Additional Question: \_\_\_\_\_

- Did you institute any new systems or changes? What was the situation that led to the change? Who approved that system? Why was this system selected over others? What happened as a result?

Additional Question: \_\_\_\_\_

- Did you help to establish any new goals or objectives for your company? Did you convince management that they should adopt these goals or objectives? Why were they adopted?

Additional Question: \_\_\_\_\_

Ashley continues to differentiate her process by making sure to carry through with a proper debrief with the candidate after their interview. This is a huge opportunity to strengthen trust and be able to consult both parties on the next steps in the process. This is also a great way to improve future preps with new candidates and your clients.

When asking a recap of the interview, yes, you can ask, “How did it go?” but make sure you are asking additional questions to get specific insights about the hiring manager, agenda, and other questions covered. Review examples of recap questions, what else could you ask of your candidate?

- *“Walk me through your day – and since I haven’t had a chance yet to step foot in their office, tell me about getting there and in the door – start from the beginning!”*
- *“What kinds of questions were asked? Were there any that caught you off-guard?”*
- *“Which of the questions that we discussed prior to your interview were asked?”*

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

Remember, also to ask questions that might be important to readdress with the client on the client debrief call regarding your candidate. Making a placement is a two-way street! Beyond these examples, what else could you ask your candidate?

- *“Did they give you any indication of how you compared with other candidates they were considering?”*
- *“Were there any areas of the interview that you felt you could have covered better, or any subjects that you don’t feel you were able to convey your skills and abilities in sufficient detail?”*
- *“Do you think they have any concerns? In other words, no fit is ever 100% perfect – what possible hesitations do you think the hiring manager may have?”*

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_



**(Facilitator):** To round out your placements, implement Ashley's tip and set post-placement calls with both your candidates and clients. As strange as this may seem, most recruiters never actually follow up with the client or candidate after the hire is complete. Post-placement calls can highlight positives or potential concerns that could become more significant issues if not addressed. Review the 90-day forms for candidates and clients and make the necessary edits to fit your market.

### AFTER 90 DAYS – CANDIDATE

Think through, and list out, some of the possible thought processes the candidate is having at this phase in their onboarding experience. What are the hesitations? What are the fears? What are the positives?

- Did I make the right decision?
- I haven't really hit the ground running as fast as I thought I would...hope nobody notices and I'm sure I'll turn it around soon.
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

Pick up the phone and call the candidate at the end of 90 days. What are questions you can ask to get a better understanding of what is working, what isn't, and how to continue to help facilitate the onboarding process with your client?

- Are you where you thought you would be at this point? Why or why not?
- What tools or training do you not yet have, that you feel you need?
- How is your professional relationship with your team? Do you feel you connect with any of them personally as well?
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

What creative suggestions can you offer to the candidate to help them be proactive in their onboarding process at this stage?

- Sit down with your boss and make a checklist of critical accomplishments you want to have made by the time you hit your year anniversary.
- Coordinate a social event (happy hour, book club, trip to sporting event) for those you work with primarily.
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_



What are ideas as to a unique, inexpensive, and/or valuable item you could send to the candidate?

- Impactful book: \_\_\_\_\_
- Logo item: \_\_\_\_\_
- What else? \_\_\_\_\_

### AFTER 90 DAYS – CLIENT

Think through, and list out, the expectations the hiring manager has after 90 days of employment with the candidate. How is that hiring manager being evaluated? What makes the hiring manager look like he/she made the right decision with this hire?

- Did we make the right decision?
- Is the candidate happy with their decision to join us?
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

Pick up the phone and call the client at the end of 90 days. What are questions you can ask to get a better understanding of what is working, what isn't, and how to continue to help facilitate the onboarding process with your candidate?

- What is the most significant accomplishment (candidate) has made to the team thus far?
- Are they where you thought they would be at this point? Why or why not?
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

What creative suggestions can you offer to the candidate to help them be proactive in their onboarding process at this stage?

- Conduct a 90-day review with the candidate and set clear expectations for the following three months.
- Delegate an area of learning each quarter to the candidate, allowing them to be creative in their development but guiding them in a specific area of content.
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

What are ideas as to a unique, inexpensive, and valuable item you could send to the client?

- Impactful book: \_\_\_\_\_
- Logo item: \_\_\_\_\_
- What else? \_\_\_\_\_