



NLE Quick Tip: Business Development

Presenter: *Trish Ryan, Managing Partner of Ryan Consulting Services*

Trish Ryan is Managing Partner with Ryan Consulting Services. For over three decades, Trish has served our industry as a recruiter, leader, and strategic consultant. Her search experience began in 1980 as Managing Partner at JPM International, then as a Director of Network Development of a global recruitment network. She then transitioned to the role of Vice President of the search firm PrincetonOne in Southern California. She now owns Ryan Consulting and works with recruiting firms to help both owners and account executives excel in our business.

In this presentation, Trish shares her business development tips using the four-cornerstone model.

Meeting: “Business Development” by Trish Ryan

(Facilitator): Creating long-lasting client relationships don't happen overnight! Recruiters must be willing to put in the time and effort to build lasting long-term relationships that are rooted in trust. If we don't gain the confidence of our clients and keep that at the forefront of the partnership, we risk a frail partnership down the road. Nevertheless, many recruiters aren't willing to put in the time (or the patience needed) to establish these cornerstone relationships. Time for a business development reboot!

Whether just getting started in business development or tenured, start small and keep it simple. Trish recommends researching 3 - 5 companies in your industry each week. Below, list those companies along with 2 to 3 points of contact or decision-makers within each organization:

1. _____

2. _____

3. _____

4. _____

5. _____



Next, prepare the questions you need answered from the organization. What can you research on your own prior to connecting within the organization?

- What does their organizational chart look like?
- Who are the key people within the organization (beyond your initial research)?
- What recent press has been published? Good, bad?
- Is the company in growth or maintenance mode?
- Any new products on the horizon?
- If a public company, what has been their stock history?
- How is the company perceived from a social media perspective?

Additionally, list questions unique to your industry that are necessary to ask to complete your research:

1. _____

2. _____

3. _____

(Facilitator): Next, time to prepare! Trish briefly mentions the AIDA model. This model is one of the founding principles of modern marketing developed by the American businessman, E. St. Elmo Lewis, in 1898. Over 120 years old, Lewis's primary purpose in creating the model was to optimize sales interactions between the seller and buyer relating to the product. The four pillars create balance with clients, and if one is missing, marketing efforts have a higher probability of failing than succeeding.

Building off the AIDA model (Attention, Interest, Desire, and Action), how can you use this model with the new target organizations (above) AND existing client relationships? If lacking content or information in one or more of the below pillars, establish an action plan for enhancing the components of the model:

- **ATTENTION:** How will you get a client's attention? (*Example: Marketing materials, email marketing campaigns, website, newsletters, scripts, etc.*):

ACTION PLAN: _____

- **INTEREST:** How will you maintain the client's interest in partnering with you? (*Example: frequency connecting via phone, email, proactive marketing of MPC or Impact Players, etc.*):

ACTION PLAN: _____

- **DESIRE:** How will you create desire for a client to partner with you/ your firm? (*Example: "Why you" or "Why your firm?", statistics related to process and success*):

ACTION PLAN: _____

- **ACTION:** How will you transfer desire to establishing next steps? (*Example: What is your call to action?*):

ACTION PLAN: _____



(Facilitator): In wrapping up our business development reboot, it's important that we always demonstrate the value that can be brought to clients (and eventually candidates) by what we ask throughout the process of establishing the relationship when there is a need within the company. How you handle this process by the questions you ask will underline your value and help determine their investment in you.

Make the questions you ask count! Trish closes with the Four Cornerstone Model, which focuses on the company, people, opportunity, and future for the candidate. These points clarified in detail will help sell the client on the value of working with you but will, in turn, give you the necessary information needed to sell the opportunity to prospective candidates.

Review the questions below concerning the four cornerstones. What additional questions could you ask to better understand your client and their need in each area?

The Company: *“One of the most important things I need to be able to attract passive candidates is the ability to have a good story, and that is the story of your company. People like to hear where you’ve been, where you are, and, most importantly, where you are going.”*

1. How many offices do you have? Do you anticipate opening others in the coming years? If so, where?
2. What was your previous year's volume? What is your current year's expected volume? How does your company's size and volume compare to where it was five years ago?
3. **Additional “Company” questions – General or industry-specific:**

The People: *“The number one reason that people leave a company isn't because of the money, or location, or anything else – the number one reason is because of a disconnect with the boss. People work for people – and it's key for me to be able to paint a picture about the leadership of this group.”*

1. Who will the candidate report to in the organization? How many others report to that same person? Who does that person report to (who is the boss of the boss)?
2. What is that person's professional background? (years in the industry, with the company, positions held within the company, project experience, etc.)
3. **Additional “People” questions – General or industry-specific:**



The Opportunity: *“One of the more critical areas for us to cover is that of the ‘sizzle’ of this opportunity. I am going after the happy, passive market – which means that I must be able to sell first and then screen second. If we do a great job of selling the ‘sizzle,’ we’ll miss out on attracting a higher layer of the candidate pool.”*

1. Why should a person who is happy and secure in his/her position, quit their position and come to work for you? What is exciting about this position?
2. If the prior person in this role was promoted, causing the opening, does the same opportunity exist for this future hire?
3. **Additional “Opportunity” questions – General or industry-specific:**

The Future: *“When it comes to organizations worth exploring, qualified candidates like to hear where you’ve been, where you are, and most importantly, where you are going. They can’t help but put themselves in as a central character and imagine how they could play a role in chapters that have yet to be created.”*

1. If the candidate hired turns out to be a superior performer, what is the next step up? Additionally, how do you see this job changing in the next 3 to 5 years?
2. What could an individual do in this position to continue their professional development beyond the role itself?
3. **Additional “Future” questions – General or industry-specific:**
