



Big Biller Secrets

**Presenter: Lee Martin,
Managing Director – Kaye/Bassman International**

Lee Martin is a Managing Director and a leader of the Construction and Real Estate Practice at Kaye/Bassman International. Lee joined Kaye/Bassman in 2004 and specializes primarily in the Midwest Commercial construction market, assisting clients from the hiring of key leadership hires for new divisions to staffing entire construction projects.

As one of the leaders of the construction practice, Lee maintains a high level of client-focused search with top national General Contractors, Consulting Engineering firms, and boasts upper-level placements with some of the largest privately held companies in the world. Lee's clients include some of the most well-known and respected ENR Top 400 Commercial General Contractors and Consulting Engineering Firms in the United States.

In this presentation, Lee shares his three best practices for Next Level selling.

Meeting: “Big Biller Secrets” by Lee Martin

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.

Best Practice # 1: Market Mastery – Maximizing Identifiable Market

(Facilitator): Essential to his success, Lee has embraced market mastery. It has led to unbelievable growth in his practice over the years. He uses Albert Einstein's concept of compounding or, in more simple terms recycling the same investment to yield more money without having to continue to invest. If a recruiter can identify their market and invest early, they will see results because they have hyper-focused in the same market continually. This starts by sticking to your defined function, industry, level and location. Lee has dominated market mastery by adopting these tips into his everyday practice:

Find a Flagstone Client:

Make sure this is a client that wants to partner with you and values your input. With a little patience in finding the right client to partner with, others will see that long-term relationship and be drawn to it. As the message of the client changes, you are demonstrating consistency and creating comfort as a trustworthy partner.

Invest Resources by Being Physically and Virtually Present in Your Market:

Lee highlighted the power of visiting his clients. During client visits, he asks a lot of questions of his client to get a better understanding of their needs and how he and his team can help. Additionally, he asks questions to gather information on his industry, further strengthening his market mastery.



Think of your next client visit and review Lee's questions. What questions can you add to learn more about your client and industry?

- What matters to those making the hiring decisions?
- What matters to those working on the team; in the middle and lower ranks?
- What do people read?
- What do people pay money to attend?

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Ask of Your Clients and Your Candidates:

Like clockwork, Lee makes a point to follow up with all candidates he places after their first week with their new company. He starts by making the call all about the candidate. After demonstrating interest in their week, he can shift to name gathering and industry insights. Those requests are around general name gathering, asking for help on current searches, their insight on the market as well as a personal introduction to their favorite former co-worker.

What additional questions relevant to your industry would you add to this list to “ask of your candidate”?

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Now it's time to “ask of your client!” After a successful placement, Lee follows up with the client after a few weeks. He asks the following three questions on every call – how would you change or modify the below questions to fit your industry and style?

1. Who did you pass over to hire this person? Would you mind sharing who those are so that we may be able to help them or pursue them?
2. Are you still considering hiring any of the other candidates that we presented that did not get hired? Would this be a possibility in the future? If so, when or how do you see this unfolding?
3. What do we need to work on next that you have not “listed as an official search” yet? Strategically what do you see as the next key hire for the firm?

Best Practice # 2: High Energy Selling – How to Bring Your Phone Presentation to Life

(Facilitator): Phil Knight sold his vision to the shoe industry, by how he describes, not selling. He moved away from looking at a sale as a transaction and instead believed in his product and what it could do for those who bought it. This approach changed the way and words he used when talking about his product to the market. With that same concept in mind, Lee has made a concerted effort to learn his client's inside and out so that he can turn that knowledge into his personal belief. In turn, this makes his presentation come to life and take on an entirely different tone to those on the receiving end. He becomes an extension of his client, and this starts by taking a deep dive into his clients need and story by asking a lot of questions:

- How many people do you currently have in a role like the one you are looking to fill, and how many do you have at the role above this position?
- What is the career development program that you have in place?
- Who touches this person daily, weekly, or monthly?
- What do you foresee as the most competitively advantageous aspect of working in this position at your company versus every other competitor in your marketplace?

Secondly, give your presentation or “script” life. Lee does this by using words like “we” throughout his presentation to make him an extension of the client to drive interest to the candidate. When you bring yourself into the story, you create excitement for your audience!

Review Lee’s example of a presentation. How could you adopt this style of a script into your next recruiting presentation?

“Thirteen years ago, an executive from one of the largest New York general contractors had finally hit the glass ceiling of corporate limitation one too many times and decided to take his personal brand and his team and seek out a new opportunity.

He was faced with the choice to start from scratch and risk it all on his own talent and relationships in the market or find another home with better upside and infrastructure to allow him to succeed at a higher level. He chose himself, the more difficult and outright nearly insane choice but he had faith.

He chose to start from scratch and build his brand in the most competitive and largest corporate construction market in the World.

Year 1, the expectation was to simply hit a goal of \$30 Million in new project sales - he did \$60 million.

Year two, the goal was to somehow repeat a meteoric first year at \$60 Million- they did \$70 Million. The growth continued and today the company does \$700 Million in annual revenue after just under 13 years in operation.

We have been retained to build a new team focused on a burgeoning market sector, starting with the lead executive to build the team.”



Notes: _____

With your client in mind and the above script as an example:

What is your client's BIG WHY?

Why is your client unique?

How can you personalize your presentation to the candidate?

Best Practice # 3: Client and Candidate Interview Prep - Why We Do It and How

(Facilitator): View preparing both the client and candidate for the interview process as a two-way street. Either party can back out at any time. However, prepping both for the interview experience increases the chances of a successful placement. Lee breaks down the steps to preparing both the client and the candidate.



Regarding the client, you (and eventually your candidate) must understand who is involved in the process. Spend time learning about each interviewer by addressing the below questions with your point of contact at the company:

- What kinds of questions does he/she ask?
- What kinds of answers does he/she like to hear?
- Who does most of the talking?
- How long has he/she been with the company?
- What kind of person is he/she?
- Will I have access to him/her for direct feedback?

What additional questions would you add to the above list? _____

Lee also takes the assumptive and uses this script to set up a call to prep the client for their interview with the candidate. How would you edit this script to make it your own?

“Mr. Client, I had a few ideas that I would like to share with you as we prepare to meet with the candidate. I can share over a quick 5-minute call, but I believe that the information will help you maximize your time with the candidate.”

Once on that prep call with the client, be prepared to address the following points regarding your candidate:

- Clients should always know the level of interest of the candidate
- Clients should always know the weak points that you anticipate with the candidate
- Clients should always be given the strong points of the candidate
- Clients should always be reminded that their job is to attract first, then filter second
- Clients should always close the interview with a clear message on what the next step could be or what the process will potentially look like

Similarly, when it comes to prepping candidates for an interview, for our candidate to have the best chance to move forward, we need to help them be as prepared as possible. The candidate must:

- Have complete information up-to-date and sent to you (the recruiter) electronically
- Plan for additional time before and after any in-person interview
- Always prepare questions based on research and based on your recommendations



In his last point, Lee drives home the importance of having a standard prep sheet prepared for any time you must prep a candidate for an interview. This process should be streamlined and scripted which will save you time and keep you focused on the main areas to cover. Lee recommended the following pieces to be included in your prep call:

1. Website information on the client
2. Micro questions (how the candidate fits in)
3. Macro questions (big picture)

In addition to information on the client, create an interview checklist. Use the below suggestions to get started. What else would you want to add to your list?

Attire:

Arrival Time:

What to Bring with You?

What to Avoid:

How to Close the Client:

Directions Following the Interview:



Review the below interview questions that cover both micro and macro questions for your candidate during their interview. What additional questions would you coach them to ask in regard to your client?

- How do you measure success in your company?
- What are some of the common denominators that exist with the more successful employees of this company?
- What are the biggest challenges one will face in this role?
- What are the two most important problems that need to be addressed or corrected in the first six months by the person in this position?
- What are the key responsibilities for this position, and which are most important?
- What results are expected of this position? What are the examples of the best results produced by people in this role?
- Tell me about your background and what attracted you here.
- What advancement can a person expect in this company and the industry at large, after doing this job well?
- What are some of the company's short and long-range objectives?
- In what areas does this company excel? In what areas does this company have some limitations?
- What are the company or department goals for this year and next?
- How will I be evaluated and how often?

Additional Questions:

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Final Thoughts:

- Review your current process to the above tips shared – what is one thing you could implement to improve?
- Embrace both short and long-term goals and aim high!