



## Don't Be That Recruiter

**Presenter: Michael Pietrack, Owner and Co-Founder of TMAC Direct**

Michael Pietrack heads up a Pharmaceutical Industry search firm called TMAC Direct. Though Michael oversees all recruiting at TMAC Direct, he runs a very niched desk as a true market master. By dominating a small segment of a huge industry, Michael has grown his solo practice into a multimillion-dollar mega-desk. As a result of his success, he is a sought-after speaker for both the Recruiting and Pharmaceutical industries.

Michael will share the things NOT to do in the recruiting business, so you don't come across as "THAT" Recruiter.

### **Meeting: "Don't Be That Recruiter" by Michael Pietrack**

**If you are reviewing this Episode with a team, watch the entire Episode and ask your group for their key takeaways and insights that they pulled from the Episode. Review the below to fill in the gaps.**

**(Facilitator):** If the only time we think about our work performance is a few days before our annual review when someone shares a needed area of improvement, we are missing an opportunity to be the best version of ourselves. Being proactive and dialed into where we can develop continuously is taking control of our career and, ultimately shaping our continued success in search.

Throughout his career, Michael has identified "the don'ts" that plague recruiters, even admitting he's done all of them! By taking ownership of his mishaps, he has created a phenomenal user guide of what to avoid to stay on track in search. Whether you are a few months out of new hire training or 20 years in the business, take a moment to reflect on his list and think through, "Is that me?" If the answer is, "Yes," what steps can you take to self-improve?

### **DON'T FIGHT THE NUMBERS**

**(Facilitator):** Embrace them! In the beginning, metrics are how you are coached to start to build your business. Your Manager gave you the formula to follow, and if you followed that formula, it wasn't a matter of if you would be successful; it's when? Why do we abandon it?

If this is you, how do you get back on track? First, determine your metrics to start tracking and commit to tracking!

### **Example (daily) Metrics to Track:**

- Dials
- Phone Time
- Presentations/Conversations (Recruiting/ Marketing/ Both?)
- Names Added
- Candidate Data Sheets
- Resumes Brought In
- Fee Agreements Sent Out
- Agreements Signed and Returned
- Sendouts
- First Time Interviews



From the above list, what metrics will you start tracking daily?

---



---



---

Next, how will you track them? Review the below sample PAR and create a tracking form if one is not available:

| WEEKLY NLE PAR (Progress - Analysis - Review) |                          |             |          |          |             |          |          |            |           |            |        |
|---|--------------------------|-------------|----------|----------|-------------|----------|----------|------------|-----------|------------|--------|
| INSERT NAME HERE- INSERT COMPANY HERE         |                          |             |          |          | ACTIVITIES  |          |          |            |           |            |        |
| DAY   | CONNECT TIME             | DIALS       | REC PRE  | MKT PRE  | NAMES ADDED | CDS'S    | RESUME   | FA SENTOUT | FA SIGNED | RESUME PRE | INT    |
| Mon   |                          |             |          |          |             |          |          | This       | This      | This       | This   |
| Tues  |                          |             |          |          |             |          |          | Week:      | Week:     | Week:      | Week:  |
| Wed   |                          |             |          |          |             |          |          |            |           |            |        |
| Thurs   |                          |             |          |          |             |          |          | Total:     | Total:    | Total:     | Total: |
| Fri   |                          |             |          |          |             |          |          |            |           |            |        |
| <b>TOTAL:</b>                                 | <b>0:00</b>              | <b>0</b>    | <b>0</b> | <b>0</b> | <b>0</b>    | <b>0</b> | <b>0</b> |            |           |            |        |
|   | <b>AVG CONNECT TIME:</b> | <b>0:00</b> |          |          |             |          |          |            |           |            |        |

Commit to tracking your numbers over the next four weeks and review them weekly. Review your previous metrics and compare them to your new weekly reports. Ratios change over time! Go back to the fundamentals and review your metrics regularly!

**YOU'RE NOT TOO BUSY TO MARKET**

**(Facilitator):** How can we make marketing a habit? By never stopping! If you have fallen off of the marketing wagon, to get back on it, commit to a marketing power hour every day for the next four weeks. When setting your hour, add the hour to your calendar so that you have a visual reminder of your commitment.

**Tip:** Once you have established your hour, keep it simple, and commit that the only type of activity during that time will be marketing related. Examples of marketing activities are:

**Research:** List five new target clients to research:

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



**Revisit:** Study different marketing approaches and scripts including flipping the call. If you are recruiting and marketing this is an easy way to get back into perpetual marketing by remember to flip your recruiting conversations! The key is flipping the call after you have identified that they are a decision maker.

Script your flip followed by questions you will ask based on their response:

**Example:** *"How is your team doing – are you fully staffed?"*

If "Yes" – What additional questions could you ask? Review the examples below and add your questions:

1. What future openings do you anticipate in your department/ team/ division?
2. Does your company partner with search firms?
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

If "No" – What additional questions could you ask? Review the examples below and add your questions:

1. What are the most important and critical positions you need filled?
2. How long has the position(s) been open? Why are they open?
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

**Review:** When's the last time you tried to present a superstar candidate to a potential client when you didn't have a job order? Marketing an impact player, as Michael describes, not only expands your reach into the market but can demonstrate your credibility and capability to identify talent to current and target clients. Two examples of how to find MPC candidates are through daily recruiting efforts or past candidates that were in process with another client but weren't a fit.



Identify an MPC candidate and script your presentation of them to the market. Make sure your script includes a compelling introduction, candidate achievements, benefit statements for the client and a call to action:

---

---

---

---

---

**Call to Action Example:** *“How do you see a candidate like this being able to make an impact on your team?”*

### **DON'T WING IT**

**(Facilitator):** Planning may not seem like it's an integral part of a successful career in search, but once you yield its benefit, it's undeniable the positive effect it has on your desk. Planning gives us a clear perspective on our priorities, reduces stress, allows us to accomplish more, and ultimately gives us more free time!

If you struggle with planning consistently, take inventory on why planning might be difficult for you to maintain. How do you get past your lack of planning and just start? Follow these steps to get back into the habit of planning consistently:

Take the first step. If planning has been hard for you to do regularly, start by committing to one day of creating a call plan in the next five business days. This small commitment helps in making planning not overwhelming.

What day will you commit to planning? \_\_\_\_\_

---

---

Besides creating a call plan, what other action items need to be worked into your plan for that day? (i.e., in-person meeting with a manager/client/candidate, lunch appointment, personal commitment)

---

---

---



Set a time to plan! What time will you set aside to create your actual plan? **Tip:** Make sure you are planning for at least one hour to plan and put that time into your calendar to make it official!

What time will you block to create your plan? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Build your plan! Start by breaking your day into blocks of 30 – 60-minute activities. **Tip:** Aim for no less than two 60-minute call blocks in the morning and two 60-minute call blocks after lunch, for a minimum of 4 call blocks. After your 60 minute blocks, try adding in a 30-minute administrative block to take care of any administrative tasks that occurred from your calling blocks.

My call blocks will be the following times: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Record and review your results from your day of planning and analyze your results.

What went well? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

What do I need to adjust/ modify? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

How did working through my plan make me feel? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



Most recruiters are afraid to ask for help if they are not sure how to create an effective plan. Who could you connect with to review your plan and ask for feedback? Those around you are willing to help – you have to ask!

Who could I connect with for coaching feedback on my plan? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Don't Quit! Stay committed to making planning a priority and schedule a new day to plan. Continue to track, monitor, and adjust your results.

**DON'T BURN BRIDGES**

**(Facilitator):** This tip from Michael is an excellent reminder of being aware of our actions and how they affect others we interact with daily. The hardest recruiters to coach won't take time to self-reflect and improve. When individuals give conscious consideration by reviewing their actions to learn how to be better, everyone benefits! Self-reflection gives our brain time to pause, work through experiences, and see through the lens of others.

If this is you, and you need to carve out time for more self-reflection for the sake of burning fewer bridges, work through the following questions to target a place to begin to be more aware.

If you were to live your life in a fishbowl, and others could see you working, what would you eliminate from your day in the spirit of operating from transparency? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

With your clients? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

With your candidates? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



What steps could you take to be more fully present in your daily interactions with others? \_\_\_\_\_

---

---

Think through your last search that did not end successfully, if you could do one thing over again, what would you change? Additionally, what steps can you take (starting now) to address that area of concern?

---

---

---

Think through your last successful placement, if you could do one thing over again, what would you change for the better? Additionally, what steps can you take (starting now) to address that issue?

---

---

---

### **CONTROL YOUR EMOTIONS**

**(Facilitator):** Recruiting is an emotional business! We all are susceptible to letting temporary emotions and mood rule the way we confronted a decision. In turn, that action might lead to behaviors we later regret. Nevertheless, how we carry ourselves in tough situations can have a significant effect on how others perceive our professionalism.

Stress is often a contributor to how one might handle themselves in a hard position. It can take a toll on your performance, productivity, emotional health, and personal and professional relationships. If this could be you, what steps can you take to reduce the stress in your life to improve your emotions?

---

---

---



During your workday – what area or part of the recruiting process causes the most stress for you? (i.e., cold calling, planning, business development calls, negotiating fee agreements) What could you do to remove that stress? Who in your circle of influence could help you in addressing that stressor?

---

---

---

Where in your workday do you feel over-committed? What steps could you take to lessen that feeling? Who in your circle of influence could help you in addressing that concern or delegate responsibility?

---

---

---

What could you do throughout your day to relax and minimize stress? (i.e., take a walk, run a personal errand, go out to lunch)

---

---

---

### **DON'T BLOW YOUR COMMISSIONS**

**(Facilitator):** Once the commission checks are coming in, how can you protect yourself from yourself when it comes to managing your finances? Recruiters' incomes can fluctuate throughout the year. Whether new or tenured in search, how can you find the balance between celebrating your success and saving for your future?

If this could be you, what steps can you take taking control of your finances? Take inventory of where you are now and what you would like to improve upon over the next six months:

Have you established your baseline monthly income? What are your monthly discretionary expenses?

---

---

---



Do you currently have an emergency fund? What would that mean for you if you had one established?

---

---

---

What monetary investment could you make back into your business to help you work smarter or more efficiently? (i.e., additional training, coaching, technology or tool). How could your business improve if you invested back into yourself?

---

---

---

**ADDITIONAL QUICK HITTERS:**

**(Facilitator):** Want further suggestions of what not to do as a recruiter? Review Michael's eleven quick-hitter don'ts, including "Doesn't Apply to Me Recruiter, Short-Term-View Recruiter and Tear Down Co-Worker." What three quick hitters will you acknowledge is an area for self-improvement?

1. 

---
2. 

---
3. 

---

What subtle changes will you commit to making to minimize your quick hitters?

---

---

---