



NLE Quick Tip: What on Earth Were They Thinking?

Presenter: Rob Mosley, Managing Partner of Next Level Exchange

What on Earth are they thinking? That is sometimes the million-dollar question when it comes to trying to determine exactly HOW our prospects and client think when they are making important decisions such as how to hire the best possible candidate, which firm, if any, to work with, or how important this hire is to the organization? In this NLE Quick Tip, Rob Mosley helps us answer this question; "Where is my client /prospect today in their decision process, and what does value look like to them at this stage?" If you can articulately answer that key question, you have the makings of a long-lasting collaborative client partnership.

Meeting: "What on Earth Were They Thinking?" by Rob Mosley

(Facilitator): When clients and candidates decide to partner with a recruiter, it's critical to review what steps were taken in the discovery process to get to that decision to work together. How one establishes the right foundation with those they chose to partner with, is critical to long-term relationships. The idea of decision-making is often limited to the actual decision – should we partner with this individual, firm or not?

In a rush to solve problems and get going on an assignment, there's a natural tendency for recruiters to simply *tell*. How can we better align ourselves and be a trusted advisor to our clients and candidates? First, slow down! Long-lasting business relationships involve understanding the other's needs, gathering information, including key stakeholders, identifying assumptions, assessing alternatives, and making a professional recommendation based on pieces of knowledge acquired throughout a conversation. We achieve this by listening and asking the right questions throughout the discovery process. Next, establish a blueprint of questions to be a more effective listener during the discovery process.

Review the below stages Rob discussed as well as example questions that you can ask for each stage in the discovery process. What questions need to be modified or added to help you achieve a better understanding of both your client or candidate's needs?

Stage 1: Business Goals

- How are you measured in your current role?
- If a candidate hired turns out to be a superior performer, what is the next step up?
- What must you accomplish to increase value in the market?

Additional questions:

- _____
- _____
- _____

Stage 2: Business Problems

- What is keeping you from meeting your goals right now?
- With the challenges you currently face, what different conditions have you put in place to help you accomplish your goals?
- What are you currently doing to increase productivity? How are you saving the organization money?

Additional questions:

- _____
- _____
- _____

Stage 3: Business Needs

- Considering your goals and challenges, what are your growth expectations and time frames?
- What are the most critical positions that you need to fill now?
- Who is currently doing the workload created from this position not being filled? What additional pressure is that putting on the team in place?

Additional questions:

- _____
- _____
- _____

Stage 4: Evaluate Options

- What is your process for making decisions?
- What criteria will you use in making a decision?
- Are there objectives/factors that could negatively affect your decision?

Additional questions:

- _____
- _____
- _____

Stage 5: The Short List

- Who have you worked with in the past? What has worked? What didn't?
- How have you attempted to fill your current need?
- What additional avenues have you explored?

Additional questions:

- _____
- _____
- _____

Stage 6: Commit to Contract

- What is the highest amount you could see offering on a base? What would you prefer to pay?
- Has anyone done a recent salary survey to ensure that your salary range is competitive?
- How can we aid you in justifying the cost for this need?

Additional questions:

- _____
- _____
- _____

Stage 7: Execution of the Search or Solution

- What is the process by which you will decide who to hire and why you will hire them over others you interview?
- What information are you accustomed to receiving in regards to a particular candidate?
- What other information is important to you at this stage of the search process?

Additional questions:

- _____
- _____
- _____



Stage 8: Track Results

- What kind of growth does your company anticipate in the next few years?
- What seems to be working well, and why?
- What are the biggest challenges your organizations expects to face in the next six months?

Additional questions:

- _____
- _____
- _____

(Facilitator): With your blueprint of questions created - take some time to reflect on your current client relationships. What percentage of your existing clients might view you as a vendor? What questions from above could you ask in future conversations to start to shift the relationship to a valued partner?

How can you continue to differentiate yourself with new client prospects in the client decision process?
