



NLE Quick Tip: Elevating Relationships

***Presenter: Rob Mosley, Senior Trainer & Managing Partner
with Next Level Exchange***

Influencing the actions of others is the very essence of the staffing and search industry. A client or candidates' perception of us and our behaviors directly determines how they think and feel about us and treat us throughout the search or staffing process. Are YOU being treated as a trusted advisor, a knowledgeable subject matter expert, or just another vendor, order taker, placement pusher, or body shop? Your clients and candidates can choose to see you in three different ways based on your behaviors with them.

In this session, Rob Mosley guides you through better understanding how your clients and candidates can evolve from seeing you in a competitive posture to a cooperative interaction, and on occasion, a truly collaborative relationship.

Meeting: "Elevating Relationships" by Rob Mosley

With Rob's Quick Tip in mind, let's apply these key concepts to an actual business case you may be currently working on.

Identify your best key client organization: _____

What is your history with that key client? _____

Identify your primary relationship within the organization by title:

Name: _____ **Title:** _____

Identify three additional relationships within the organization by title:

Name: _____ **Title:** _____

Name: _____ **Title:** _____

Name: _____ **Title:** _____



We are going to examine these relationships through a unique tool that measures relationships. The most dangerous customer we have is the one that we believe is healthier than it actually is. We think we have a cooperative relationship, and that isn't behaviorally what is happening at all. Why? We confuse rapport with respect.

THE COMPETITIVE LEVEL: At this level of relationship, there is perceived competition and conflict with one or more parties in the client organization. Ultimately, everyone loses in this type of relationship. It would be characterized by the client treating the recruiter like a vendor or commodity.

Perception of Needs	Motivation	Trust	Application of Power
In conflict	Victory or advantage	Low or non-existent	exercised

THE COOPERATIVE LEVEL: There is a more cooperative spirit between our client and us at the Cooperative Level. There is a sense of fair play and more openness. However, for the search or staffing effort to succeed, we will be required to make significant concessions and be very flexible in our process. You must make considerable concessions for a win.

Perception of Needs	Motivation	Trust	Application of Power
Compatible	Fairness and equity	Moderate	Balanced

THE COLLABORATIVE LEVEL: At the Collaborative level, both parties are aligned entirely with inherent trust. The client treats you as a true partner and trusted advisor. You have access to every level of the organization. Needs are aligned and interdependent, and motivation is about the optimal return for all parties.

Perception of Needs	Motivation	Trust	Application of Power
Interdependent	Optimal return for both	Very high, implicit	Shared

Examine the client relationships you wrote down at the beginning of this exercise and answer this question based on the behaviors described above: **How does the client perceive their relationship with you and your firm?**

Identify your best key client organization: _____

What is your history with that key client? _____



Identify your primary relationship within the organization by title:

Name: _____ Title: _____

What is the perceived relationship: Competitive, Cooperative, Collaborative

With your perceived relationship (selected above), how can you influence this person directly to elevate the relationship, if necessary? _____

Next, identify three additional relationships within the organization by title:

Name: _____ Title: _____

What is the perceived relationship: Competitive, Cooperative, Collaborative

With your perceived relationship (selected above), how can you influence this person directly to elevate the relationship, if necessary? _____

Name: _____ Title: _____

What is the perceived relationship: Competitive, Cooperative, Collaborative

With your perceived relationship (selected above), how can you influence this person directly to elevate the relationship, if necessary? _____

Name: _____ Title: _____

What is the perceived relationship: Competitive, Cooperative, Collaborative



With your perceived relationship (selected above), how can you influence this person directly to elevate the relationship, if necessary? _____

The reality is that we will have clients at all three of these levels. Our goal is to meet the client's needs (and ours) while striving to drive the level of the relationship toward what could be characterized as a win/win.

Remember, this is a journey, and not every client or candidate will come along for the ride. Still, if you focus your efforts on those who genuinely want to partner with you, it will significantly move the needle for both you and your organization!

