



A Better Approach to Client / Candidate Resistance

Based on the insights, *groundbreaking*
research and *global validation* of
Acclivus R³ Solutions

Presented By:
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Top Echelon

SEE THROUGH A DIFFERENT LENS



SOMETHING TO CONSIDER

- The mind set and skill set to establish **TRUST**
- Only through understanding **PERCEPTION** can you influence behavior!
- Those who survive and even thrive embrace **CHANGE**
- Nothing is fully learned until it is fully applied (**30 Day Challenge**)

Refrain from multi-tasking.

Please be fully present.

ADAPTABLE TO CHANGE

*"Everyone thinks about changing the world,
but no one thinks about changing himself."*

- Leo Tolstoy



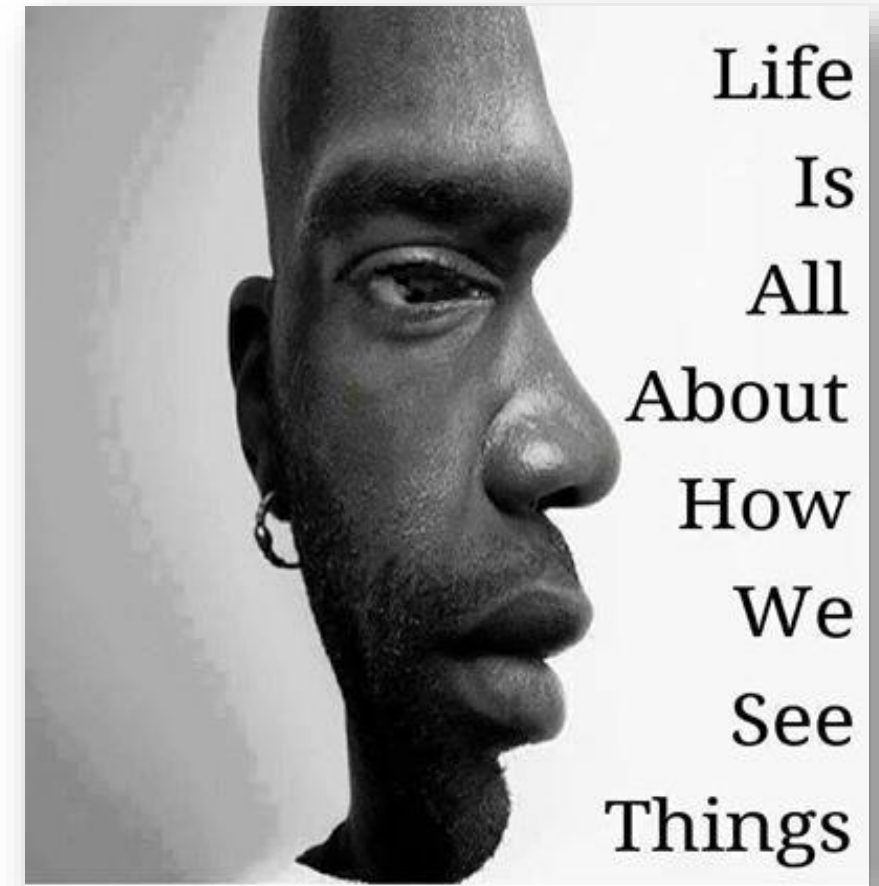
PERCEPTION

Be aware of how we are perceived by others:

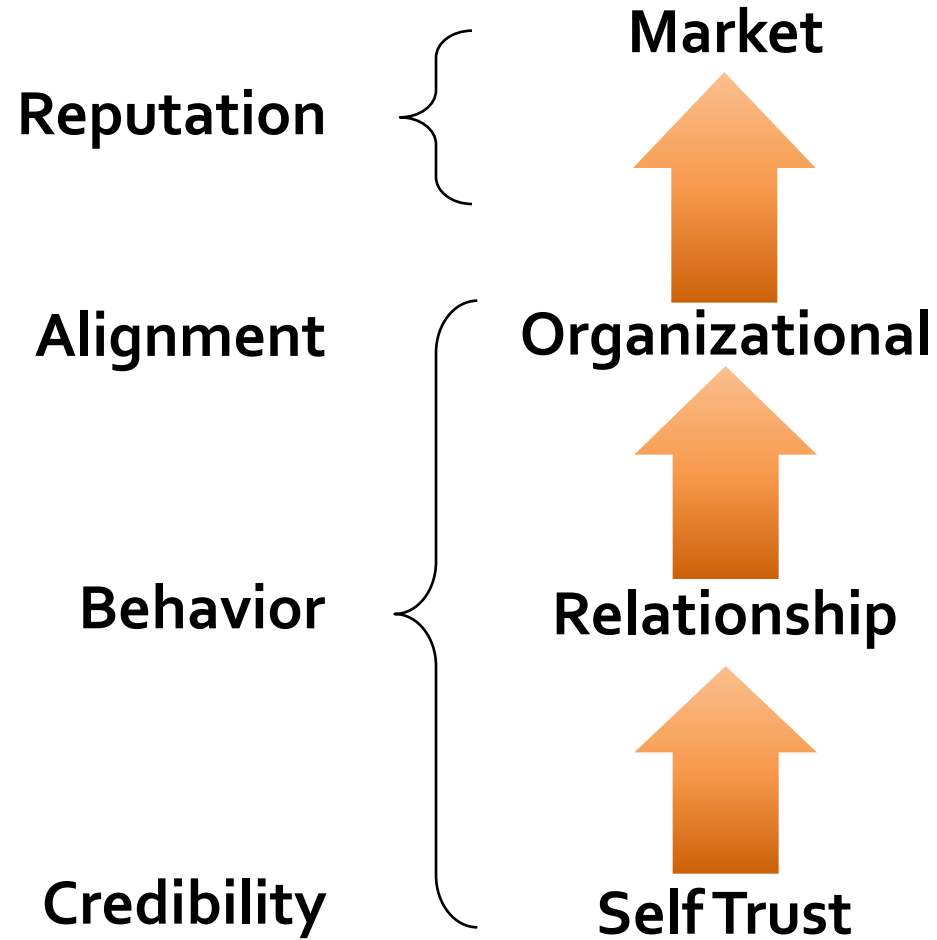
- Clients
- Candidates
- Colleagues
- Family / Friends

How others perceive us may not be:

- Our reality, yet it is their reality
- Our truth, yet it is their truth



THE WAVES OF TRUST



BEST PRACTICE

Gaining Initial Commitment

*“What we got here is a failure
to communicate.”*

- The Warden, Cool Hand Luke



INITIAL CLIENT RESISTANCE

- “No need”
- “No budget”
- “Not me”
- “Not now”
- “Not ever”



INITIAL CANDIDATE RESISTANCE

- *"How did you get my name?"*
- *"I am happy where I'm at."*
- *"What is the rate/salary package?"*
- *"I am working with another recruiter."*
- *"Just send me the job description."*
- *"I can't make a move for ____ amount of time."*
- *"Who is the company?"*
- *"Where is the job located?"*
- *"I only want perm, not contract."*
- *"I have signed a non-compete."*

YOUR WORDS MATTER

Language
determines the
Conversation

The
Conversation
determines the
Relationship

The Relationship
determines the
Outcome



BEST PRACTICE

Responding To Resistance

Misperceptions-Skepticisms-Concerns

“Pretend that every person you meet has a sign around his or her neck that says, ‘make me feel important.’ Not only will you succeed in sales, you will succeed in life.”

- Mary Kay Ash

RESPONDING TO RESISTANCE

Responding to resistance vs. “overcoming objections”

- What type of resistance do you hear?
 - ❖ *Misperceptions*
 - ❖ *Skepticisms*
 - ❖ *Factual concerns*
- Over-reacting / under-reacting magnifies the issue



RESPONDING TO RESISTANCE

Misperceptions

- “You are going to work harder for the company that pays you the most money.”
- “You all work off the same databases.”
- “If the candidate wants us, they will wait until we have completed our interview process.”
- “You only do direct hire / You only do contract staffing”
- “I can find the same candidates on my own.”

RESPONDING TO RESISTANCE

Skepticisms

- “I don’t think you have the global / national / local resources / expertise for my industry niche.”
- “I want to see results before I would be willing to negotiate terms and sign an agreement.”
- “I am not going to sign an agreement without a full refund on the 90 day replacement guarantee.”
- “I don’t think you can find the people we need with our unique qualifications in the time frame required.”

RESPONDING TO RESISTANCE

Factual Concerns

- “The most recent recruiter I worked with did not honor their guarantee.”
- “The last candidate I hired from you was poor and left within 3 months.”
- “The last time I worked with you, you didn’t submit any candidates.”
- “The other firms I work with only asked for a 20% fee, why are you asking 30%?”

L.A.C.E.S.

Listen for what's being said and why it's being said ... the words and the feeling. Listen for the need behind the statements or resistance.

Acknowledge to satisfy the fundamental need for recognition. It is not agreeing. You are communicating that you either understand or desire to understand.

Clarify to confirm your understanding of the situation or resistance. Start with clarifying questions to ensure your understanding.

Expand by suggesting alternatives, approaches, or recommendations that would assist in meeting needs, solving problems and achieving goals.

Seek Agreement to find common ground on all or a part of the issue to begin aligning your position.

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BEST PRACTICE

Active / Empathic Listening

“I think the one lesson I have learned is that there is no substitute for paying attention.”

- Diane Sawyer



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THE ART OF LISTENING

- **Hearing is not listening.** “Seek first to understand, then to be understood.”
Listening is command central for all communication. No other skill is as powerful—or as necessary
- **“Listening”:** the process of temporarily setting your world aside and concentrating on the other person’s message and meaning. Evaluation, decisions, and reactions can come later.



BEST PRACTICE

Acknowledge

“Seek first to understand”

- Stephen Covey

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Acknowledge Examples

- “I hear you”
- “I can appreciate that”
- “I know price/rate is an important factor in your decision”
- “Its important to me that you feel you are being treated fairly”
- “What I am hearing from you is.....”
- “It sounds as though you.....
- “I sense that you might be frustrated by.....”
- “I think I understand your concern....”
- “I can see how that might look on the surface”

BEST PRACTICE

Clarifying Questions

**“Without a good question,
a good answer has
no place to go.”**

- Clayton Christensen

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TRUST.....AND VERIFY



FACT FINDING QUESTIONS

Probing Beyond the Obvious:

- Could you tell me more about....?
- Could you give me an example of....?
- When did you first notice.....?
- What seems to be the key contributing factors to.....?
- How has this affected.....?
- Have you had the chance to see what this might be costing the business in terms of.....?

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RECOMMENDING

- Recommending an approach for **direction** typically occurs early in the customer decision process to “get the ball rolling.”
- Recommending an approach for **solution** occurs later in the process and sets the stage for your presentation.

POSITIONING YOUR LEGITIMACY

You and your organization have legitimacy, or credibility, to the extent that your client/candidate respects:

1. Your Reputation
2. Your Expertise
3. Your Policies/Process

You can often use that legitimacy or credibility as the basis for making early recommendations, suggestions, or responding to demands and resistance.

LEGITIMACY EXAMPLES

Reputation

"I have partnered with Fortune 100 clients in your specific area of bio pharma, helping them anticipate the very special challenges that are unique to finding the right fit and talent for their organization."

LEGITIMACY EXAMPLES

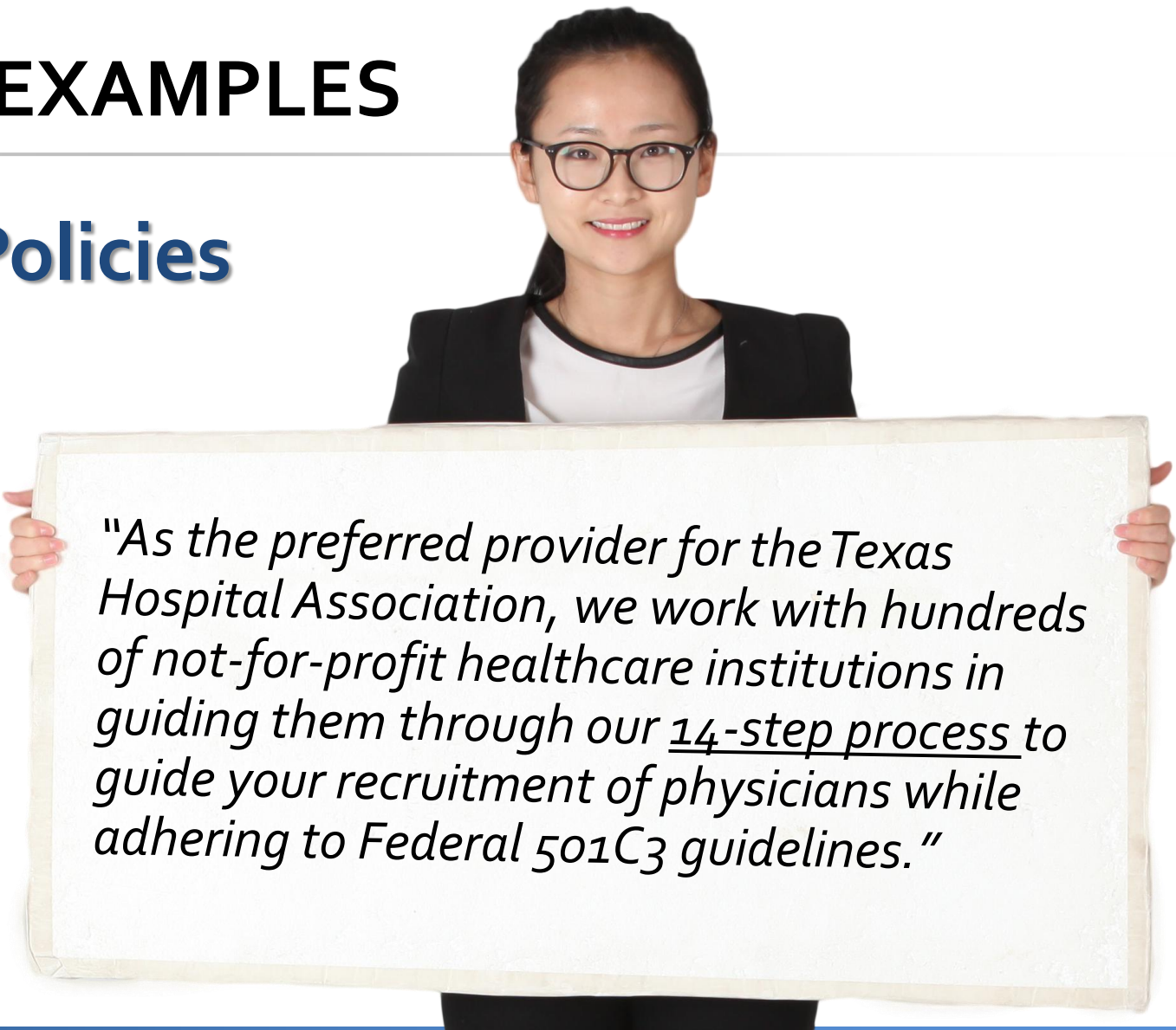
Expertise



"As a former banking officer, my area of recruiting expertise is in banking with a specialty in trust and investments. Partnering with a recruiter adept in Federal regulations will be a critical component in your developing the right team."

LEGITIMACY EXAMPLES

Process /Policies



"As the preferred provider for the Texas Hospital Association, we work with hundreds of not-for-profit healthcare institutions in guiding them through our 14-step process to guide your recruitment of physicians while adhering to Federal 501C3 guidelines."

*“Successful negotiation is not about getting to “yes”, its about mastering “no”
and understanding what the path to an agreement is.”*

- Christopher Voss



BEST PRACTICE
Seek Agreement

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SEEK AGREEMENT Examples

- “Does that sound like a good next step?”
- “Are you prepared to move forward?”
- “Does that help to resolve your concerns?”
- “I’d like to suggest next steps in the process?”
- “Have I answered your question fully?”
- “If that is resolved, our next steps would be....”
- “We can start the paperwork and place you into our system...”

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OBSERVER FEEDBACK

- **“I would keep”** - What did the Consultant do really well during the conversation? How well did they follow the LACES model? Be as specific as possible. What behaviors did he/she exhibit?
- **“I would change”** - What would you have said or done differently in the conversation, or perhaps added or omitted?

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