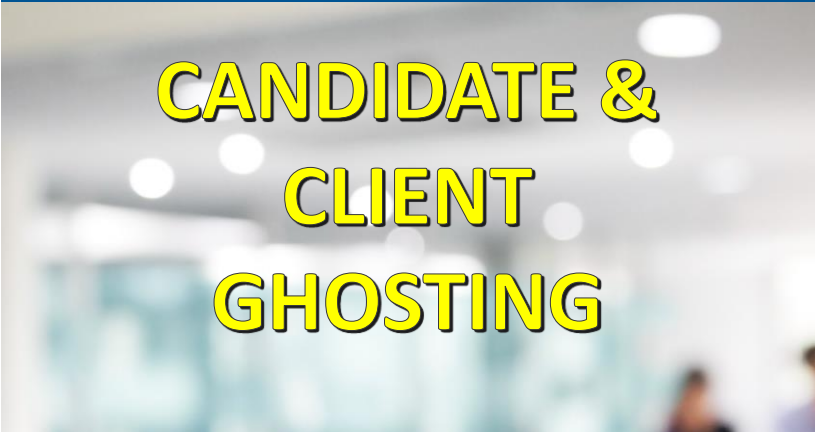




WILL BEGIN SHORTLY



1



**CANDIDATE &
CLIENT
GHOSTING**

TIME FOR A REALITY CHECK



GREG DOERSCHING



2

WHAT IS GHOSTING?

- GHOSTING DEFINED - IT'S ANYTIME A CANDIDATE OR CLIENT STOPS COMMUNICATING WITH YOU.
- WHY HAS IT BECOME SUCH A COMMON TOPIC AMONGST RECRUITERS THESE DAYS?
 - BECAUSE IT GIVES US A REASONABLE EXCUSE FOR A LACK OF PRODUCTION
 - BECAUSE WE WANT TO DEFLECT OWNERSHIP OF A PROBLEM
 - BECAUSE ITS MUCH MORE FUN TO SIT AROUND AND COMMISERATE TOGETHER THAN IT IS TO TAKE RESPONSIBILITY FOR AN ISSUE
- THERE IS ALSO A BIG DIFFERENCE BETWEEN SOMEONE "GHOSTING" YOU AND SOMEONE MAKING A CHOICE THAT ISN'T IN YOUR FAVOR
- THE TRUTH – YOU WILL NEVER BE ABLE TO STOP CANDIDATES/CLIENTS FROM GHOSTING YOU – BUT YOU CAN MINIMIZE HOW OFTEN IT HAPPENS

3



3

THE NEGATIVITY PRINCIPLE

- RECRUITERS ALWAYS TEND TO WANT TO HANG ON THE DISAPPOINTMENTS AND NEGATIVE ASPECTS OF THEIR PROFESSION – INSTEAD OF OVER CELEBRATING THEIR WINS.
- HOW MANY OF YOU HAVE A LEGITIMATE REMINDER OF YOUR SUCCESSES CLEARLY POSTED ON YOUR DESK.
 - FRAME WITH THE LARGEST PLACEMENT EVER MADE CHECK
 - YEAR BY YEAR PRODUCTION NUMBERS POSTED
 - MAP WITH PINS IN IT FOR EVERY PLACEMENT YOU EVER MAKE
 - PRODUCTION TROPHIES – 100K, 200K, 300K, - 1 MILLION LIFETIME, ETC.
- YOU NEED TO DO MORE TO FOCUS ON THE "ABUNDANCE" THAT COMES FROM RECRUITING

4



4

WAYS TO MINIMIZE CLIENT GHOSTING

■ HERE ARE 3 TIPS THAT YOU CAN IMPLEMENT TO MINIMIZE CLIENT GHOSTING:

1. *MAKE SURE YOU ARE WORKING ON A VALID SEARCH ASSIGNMENT*
2. *SCHEDULE REGULAR CONVERSATIONS IN ADVANCE SO YOU HAVE BUILT IN CHECK POINTS*
3. *MAKE EVERYTHING YOU DO MORE PROFESSIONAL THAN YOU'RE USED TO DOING*

5



5

IS THIS A VALID SEARCH

■ THE THINGS I DO TO MAKE SURE THE SEARCH IS VALID

1. I ALWAYS SCHEDULE A TIME TO HAVE THE SEARCH ASSIGNMENT CONVERSATION
 - *DO IT A DAY OR TWO FORWARD IN YOUR CALENDAR*
 - *MAKE IT A GROUP CONVERSATION – HR AND HIRING MANAGER*
2. CRITICAL POINTS TO MAKE DURING THE SEARCH ASSIGNMENT CALL
 - *THE INTERVIEW PROCESS AND THE "72-HOUR SPEECH"*

6



6

THE 72-HOUR SPEECH

The studies have all been done. One of the biggest problems in hiring right now isn't the shortage of candidates – it's how these candidates are acting. Candidate all know that they are in more demand than ever, especially the person you just described to me. The #1 thing candidates are looking for right now is to go to work at a company where they feel appreciated – so if they apply for a job and they don't hear anything back in less than 72 hours they will assume we aren't going to "appreciate" the skills they are bringing to the table they will at that point reject you as a future employer – and there is no getting them back. The interview process is no longer about some proving to you they deserve the job. It's a courtship where we have to do as much to impress a candidate as they do to impress us.

7



7

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 - *ESTABLISH THAT YOU WILL BE THE ONE PRESENTING THE OFFER*

"When we extend the offer to our candidates, we have over a 95% acceptance rate. When clients extend the offer themselves – they have less than a 60% acceptance rate."

8



8

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 - ESTABLISH THAT YOU WILL BE THE ONE PRESENTING THE OFFER
 - ROLE PLAY THE RECRUITING CALL AND REVERIFY THE TOP 6 MATCHING POINTS BEFORE YOU START

THE POWER CLOSE – PROOF THE SEARCH IS REAL!

Thank you, that's all the information I need to get this process started. The first step of the process we will start tonight – so I need to ask you **DO YOU HAVE 10 MINUTES FREE IN YOUR SCHEDULE TOMORROW AND I SWEAR IT WON'T TAKE MORE THAN 10 MINUTES.** Because tonight what I want to do is....

If you will **PERSONALLY** do the role play:

... go through all my notes and do some homework and then tomorrow I want to pitch this position back to you as if you were the candidate. That way you can hear exactly how I intend to represent your company to candidates. If there is anything we need to amend, edit, correct or fix, you get a chance to do that before I start making calls.

If you are going to **PASS THE JOB OVER TO A RECRUITER:**

...get with my Recruiting Team and decide who will be the Lead Recruiter for this position and then go through all my notes with them and have them do some homework. Then tomorrow I want that Recruiter to pitch this position back to you as if you were the candidate. That way you can hear exactly how we intend to represent your company to candidates and if there is anything we need to amend, edit, correct or fix, you get a chance to do that before we start making calls.

START EVERY SEARCH WITH A CLIENT ROLEPLAY

WHEN YOU CALL THEM – YOU HAVE TO GIVE THEM A PERFECT RECRUITING STORY OF THEIR COMPANY!!

Excellent, I'm glad you like the way I'm going to tell your story. Because that's truly what good Recruiters do – we are your "professional friends-of-a-friend".

The last thing I wanted to go over with you is this – after reviewing my notes last night I put together a list of the top 6 things I believe I heard you say where the most important skills/experiences you wanted to see in a candidate. They are –

- Item 1
- Item 2
- Item 3
- Item 4
- Item 5
- Item 6

Do I have those right?? – **You do.**

And just to reconfirm – we are targeting a salary between _____ and _____ - correct? **-YES!**

Great – because now my mission is simple – it's going to find you people who have at minimum 5 of these 6 things AND they are willing to come to work inside the salary range of _____ and _____. Because I'm assuming if I do that – that's a person you're going to want to interview! Right?

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SEARCH ASSIGNMENT CONFIRMATION eMAIL

It was a pleasure speaking with you this morning regarding your need to hire a Director of Engineering. Based on our conversation I just wanted to confirm that I heard your requirements correctly. I believe these are the Top 6 Skills/Experiences your looking for in a candidate.

- BS in Engineering Discipline
- 5-10 years of Management Experience
- Budgetary Management of Projects over \$15Million
- Food Processing Experience
- Project Management Exposure
- Team Building Capabilities

You also said you are ready to offer a person who has this unique skill set between \$120,000-130,000 as a starting base salary.

As soon as you let me know that I heard you correctly our recruiting team will begin the hunt for candidates. Please let me know that the above information is correct or certainly feel free to edit anything you'd like.

We look forward to working with you on this assignment.

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12

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 - ROLE PLAY THE RECRUITING CALL AND REVERIFY THE TOP 6 MATCHING POINTS
 - SCHEDULE TIMES FOR CANDIDATE REVIEW
 - 2 WEEKS AFTER THE ROLE PLAY AND THEN ONCE A WEEK AFTER THAT
 - DO IT ON THURSDAY AFTERNOON

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MAKING TO MORE PROFESSIONAL

- AS YOU COMMUNICATE WITH THE CLIENT THROUGHOUT THE PROCESS MAKE SURE YOU ACT AS PROFESSIONAL AS AN ATTORNEY WOULD ACT - A LITTLE EXTRA EFFORT GOES A LONG WAY
- THE TYPICAL “WEEKLY UPDATE” FROM A RECRUITER

Subject Candidate Follow Up

Sally,

I just wanted to reach out to you before we close out the week and let you know that we have continued to work on the Project Engineering position you have open. First I'd like to verify – is it still open? I'm assuming it is. I also want to follow up with you regarding Steve Benson and Paula Meeks that I sent to you earlier this week, have you had a chance to review them yet? I know they are both very interested in the opportunity and both fit your salary requirements. Would you have time to talk with them next week?

Please let me know how you want us to proceed and have a nice weekend.

Regards
Joe Recruiter

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THE UPGRADED VERSION OF A STATUS REPORT



Greg Doersching
President/Co-Founder
Ph 414-520-7522
greg@bullseyementor.com

STATUS REPORT: ABC Cheese – Plant Manager – Sister Bay, WI

Position Open Since: (Add date your received assignment)

Working Salary Range: \$95,000 - \$110,000

Search Parameters:

- 5+ years food experience
- 3+ years of dairy/cheese experience
- Pilot Plant Experience
- Management of Technicians
- Budgetary Responsibility over \$10 million
- Retail Products (No Foodservice)

Number of Targeted Contacts Made This Week: (Add Total Emails Sent + Total Calls Made + Total Responses to Postings)

Total Targeted Contacts Made On Assignment: (Add all previous weeks together)

Active Candidates:	Company:	Status:	Next Step:
Tom Johnson	Kraft	Qualifying	GSG interview – 6.28.12
Lance Allen	Leprino	Submitted – 6.11.12	Waiting Feedback from Client
Beth Hoffbauer	Leprino	Submitted – 6.11.12	Waiting Feedback from Client
Nathan Hensley	Saputo	Telephone int	Scheduled for 6.29.12
Nick Urban	Land O' Lakes	Completed interview – 6.2.12	Waiting Feedback from Client

Action Plan for Next Week:
Schedule ongoing recruiting calls – Target Cheese Companies in Wisconsin, Illinois, and Minnesota
OR
No further calls scheduled – need feedback from client before we proceed.

Facts Client Needs to Be Aware of:

- Talked to 9 people this week that are at Assistant Plant Manager or Production Manager level. 8 of them are currently at a base of \$5,000 or higher. These people had between 5-17 years of experience.
- 7 of the people mentioned that this is the 3rd time they've heard this position is available in last 2 years. The perception is that current VP is difficult to work for.

Needed from Client:
What flexibility is there with the salary range – position is currently at under market value?
How do we explain the turnover for this position to counter the current "street" perception people have?

EXPERTS IN RECRUITING FOR THE DAIRY INDUSTRY

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WEEKLY STATUS REPORTS



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16



16

WEEKLY STATUS REPORTS

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WEEKLY STATUS REPORTS

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- 7 of the people mentioned that this is the 3rd time they've heard this position is available in last 2 years. The perception is that current VP is difficult to work for.

Needed from Client:

What flexibility is there with the salary range – position is currently at under market value?
How do we explain the turnover for this position to counter the current "street" perception people have?

EXPERTS IN RECRUITING FOR THE DAIRY INDUSTRY

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YOU ACT THIS WAY WITH EVERYTHING A CLIENT SEES

- YOU DO THIS SAME LEVEL OF LOOK AND FEEL WITH:
 - MARKET ANALYSIS DOCUMENTS
 - COMPLETED SEARCH SUMMARY
 - CANDIDATE SUBMITTAL DOCUMENTS
 - INTERVIEW DEBRIEF REPORTS
- THE MORE FOCUSED EFFORT AND PROFESSIONALISM YOU PUT INTO YOUR WORK FOR THE CLIENTS – THE MORE OBLIGATED YOUR CLIENT FEELS TO ACT TO YOU IN A SIMILAR MANNER

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CANDIDATE GHOSTING

LET'S TALK ABOUT
CANDIDATE
GHOSTING



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2 TRUTHS TO MINIMIZE CANDIDATE GHOSTING

- FIRST TRUTH TO MINIMIZING CANDIDATE GHOSTING IS HONESTY – YOU HAVE TO **GIVE** TRUST TO **GET** TRUST
- SECOND TRUTH - PEOPLE ARE LESS LIKELY TO GHOST SOMEONE WHO THEY BELIEVE CAN LEGITIMATELY HELP THEM – WHEN IT IS SELF SERVING FOR THE CANDIDATE TO COMMUNICATE WITH YOU - THEY WILL DO IT

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IT STARTS WITH HOW YOU APPROACH CANDIDATES

- FULL DISCLOSURE OF THE TRUTH FROM THE BEGINNING
 - THIS IS THE COMPANY I REPRESENT
 - THIS IS THE ROLE THEY ARE LOOKING TO FILL
 - THIS IS THE TRUTH ABOUT COMPENSATION
 - THIS IS HOW I CAN HELP YOU
 - THIS IS HOW WE NEED TO COMMUNICATE
- Name, Good Morning my name is **YOUR NAME**, I'm an executive recruiter with Griffin Search Group and we work extensively with **POSITION TITLE** in the **CLIENT INDUSTRY**. The reason for my call today is simple, I ran across your profile (resume) on **SOURCE** and based on your background I could really use your help.
- Have you got a couple of minutes to help me out? (YES)
- Excellent, here's the situation.

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IT STARTS WITH HOW YOU APPROACH CANDIDATES

- One of my top client's, **CLIENT NAME** is searching for a **POSITION TITLE**. If you're not that familiar with **CLIENT NAME**, they are:
 - List 3-4 Company Sizzle points
- But more important than that is how this company truly understands what it means to value and appreciate its employees. They do so many little things that really make a difference beyond just having a good benefit package. For example, they:
 - List 3-5 features and benefits this company offers.

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WHEN SOMEONE EXPRESSES INITIAL INTEREST

- **RECRUITING PEOPLE TODAY IS A 2 STEP PROCESS – SELL FIRST – QUALIFY SECOND**
- **Recruiter:** "Don, I'm glad you're curious to find out more about this opportunity. Let me tell you what I'd like to do. I realize I throwing a lot of information at you with this phone call and I'm sure you have many questions but let me do this the right way. What's your personal email address...? (Write it down)...in a few minutes I'm going to shoot a quick email that will have a much more complete description of the opportunity along with some additional company information for you to review. Look it over, talk to your family, think about it and if you decide it IS something that you want to pursue well then I'll also be sending over to you 3 questions that come directly from the client regarding your skills and expertise. If you decide you'd like to talk with them simply answer those questions and get them back to me with a clean copy of your resume and then we will talk again and simply move forward one step at a time. I should let you know – I do have a conversation scheduled with the client on (insert date) to discuss who they want to have conversations with so there is that deadline out there just so you are aware if you do decide to pursue this."

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WHAT YOU SAY BEFORE YOU ACTUALLY PRESENT THEM

- “It is my intention when I get those back to submit you to CLIENT NAME for the position of TITLE OF JOB ORDER, do you want to be presented for that position?”
- Yes – I do.
- “Excellent, then as soon as I get those references back, I will put together your profile and send it off to the client. I will also email a copy to you of the exact information I present to the client so that you can see the same thing the client sees from me. Because this is my promise to every candidate I deal with – I will always be guided by what is in your best interest as you look at opportunities. I’m never hurt or disappointed when candidate’s choose positions other than mind because they feel it’s the best decision for them. All I ever ask is that you communicate with me and be honest about what you thinking – that the only way I can give you the best advice and make sure you’ve got all the information you need to make the best decision for you and your family.”

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A MAJOR CAUSE OF GHOSTING – THE MONEY

- WHEN A CANDIDATE FEELS – EVEN FOR A MOMENT THAT YOU ARE PLAYING GAMES WITH COMPENSATION – THEY WILL LOSE FAITH IN YOU AND ABANDONED THEIR SEARCH WITH YOU

ALWAYS PUT YOUR BRAND ON THINGS YOU SEND



Expected Compensation Outline:

Base	\$123,000	Vacation	2 weeks remainder of 2017 – 3 weeks as of Jan 1, 2018
Relocation	Don would need full relocation	Other	Phil is due his Quarterly bonus on July 1 – he is expecting \$3500 – we’ll need to address this

Think of this area as attaching a PRICE TAG on you Candidate.

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YOU ALWAYS SCHEDULE INTERVIEW LIVE

- THERE IS A DIFFERENCE BETWEEN SOMEONE “GHOSTING” YOU AND SOMEONE MAKING A DECISION NOT TO PURSUE AN OPPORTUNITY
- AS CANDIDATES DO MORE “DISCOVERY” DURING THE INTERVIEW PROCESS THEIR INTEREST LEVEL EITHER GROWS OR FADES – IF IT’S FADING, THEY MAY CHOOSE TO STOP PURSUING AN OPPORTUNITY – IF YOU HAVEN’T DONE ENOUGH TO MAKE THEM FEEL LIKE THEY OWE YOU COMMUNICATION ON THEIR DECISION – THEY WILL JUST “GHOST” YOU.
- IT IS UP TO YOU TO HAVE AS MUCH **LIVE** INTERACTION WITH CANDIDATES AS POSSIBLE – ESPECIALLY ONCE YOU SUBMIT SOMEONE – SCHEDULING INTERVIEWS IS TOO IMPORTANT A MOMENT FOR YOU TO WASTE

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THE CONVERSATION

_____, we are at a different place now, before we had to find out if _____ had any interest in your background and now we know – they do. So, this tells me things are getting serious now – so you’ve had a couple of extra days to think about this - if something about this opportunity isn’t sitting right now is the time to pull out – so I have to ask – do you want me to schedule this interview?

- You need them to start telling you they really WANT the job – anything less than a committed answer and they are still on a fact-finding mission, and you need to know what they are still looking for.

_____, that’s great to hear. Especially because in my mind I keep thinking about what you said about why you were liking this opportunity to begin with _____ sell back their prime motivator and now we’re on our way to achieving that.

I’m very curious – you’ve had some time now to think about this and talk to people – how do your friends and family about this opportunity?

- You need confirmation that they have already started talking to their family about this opportunity – anything less and you have a big red flag.

If this position were to come together for you, do you think your current employer would do anything to keep you?

- We must prepare for the counteroffer, and this is a great time to get candidates to come clean about what they think is likely to happen. Also, this is an important time to gauge a candidate’s desire to leave.

▪ Find out times for the interview.

- Schedule and interview prep call about 2 days prior to the interview. (late in the day or at home at night is the best time for an interview prep)



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SCHEDULING FINAL INTERVIEWS

- _____, because we are at the final step – we do need to talk about money one more time. When we originally talked about money and when I first presented you, we told them that you wanted \$_____ (be exact). If this interview goes well and then come to me and say “your name, we want to offer _____ this _____? Do I have your permission to tell them “yes, he/she will accept that offer.”
 - Take away amounts – close them to the “Uhhh” AGAIN!!
 - We must prepare for the counteroffer, and this is a great time to get candidates to come clean about what they think is likely to happen. Also, this is an important time to gauge a candidate’s desire to leave.
- Find out times for the interview.
- Schedule and interview prep call about 2 days prior to the interview. (late in the day or at home at night is the best time for an interview prep)

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NEGOTIATION HAPPENS BEFORE FINALS

EMAIL TO THE CANDIDATE

Don,

I want to just confirm everything we talked about earlier today. I am going to schedule your personal interview with ABC Foods for 10 am on Friday the 27th. Also, I wanted to make sure I had a very clear understanding as to all the things we discussed concerning compensation, so I am outlining what I heard below. Please review this and email me back that my information is correct. As soon as I get that email back from you, I will schedule the interview with Kim.

Thanks,

Greg

Expected Compensation

Base: 121,000-123,000

Bonus: 20% as per plan

Vacation: 2 weeks remainder of this year & 3 weeks as of Jan 1. 2005.

Benefits: As per plan

Relocation: Only issue is a 30' sailboat and there will be some cost in moving this.

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NEGOTIATION HAPPENS **BEFORE** FINALS

EMAIL TO THE CLIENT

Kim,

I wanted to let you know the Don Johnson is all set for his interview on the 27th but I wanted to take a minute here to go over something with you one last time before we spend the money and time necessary to bring him in. Don and I have had numerous conversations regarding his salary expectations, and I wanted to make sure you had clear information regarding this, so here are his expectations:

Expected Compensation

Base: 123,000+

Bonus: 20% as per plan

Vacation: 2 weeks remainder of this year & 3 weeks as of Jan 1. 2005.

Benefits: As per plan

Relocation: Only issue is that he owns a 30' sailboat and there will be some cost in moving this.

As long as you are confident that we can work within these parameters I see no reason to not proceed with the interview. If you have any serious issues, please call me to discuss them.

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THE FINAL INTERVIEW CONFIRMATION EMAIL

Don,

I've got you all set for your personal interview with the team at ABC Foods on the 27th. Attached to this email is your full itinerary for the day including the address to their facility and instructions on where to park. I have also sent you a calendar invite for our final prep conversation on the 25th at 6:00pm. I'm also attaching to this email two documents for your review – "Hitting the Target During a Personal Interview" and "The Guide to Acceptance and Resignation" – both documents I will go over with you when we talk on the 25th.

If you have any other questions before then just let me know. I know the team at ABC Foods is excited to meet you and see how you can help their team.

Looking forward,

Greg D

Attachments:

Personal Interview Prep Packet

Guide to Acceptance and Resignation

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FINAL THOUGHTS

- YOU'RE NEVER GOING TO ELIMINATE "GHOSTING" BUT YOU CAN MINIMIZE IT – BUT TO DO THAT TAKES DISCIPLINE AND DEDICATED EFFORT ON YOUR PART – THE ONLY ONE YOU CAN EVERY CONTROL IN THIS ENTIRE EQUATION IS YOU
- DON'T SKIP THE STEPS – CREATE CHEATSHEETS, CHECK LISTS, REMINDERS, WHATEVER IT TAKES FOR YOU TO REMEMBER TO SAY THE RIGHT THINGS AT THE RIGHT TIME BECAUSE ALL OF THESE LITTLE DETAILS HAVE A PROFOUND AFFECT ON THE OUTCOME AS A WHOLE
- STAY POSITIVE – WORK FROM A PLACE OF ABUNDANCE – AND WITH A GLAD HEART – THERE HAS NEVER BEEN A BETTER TIME TO BE A RECRUITER AND YOU CAN BE GREAT AT THIS – IT'S SIMPLY UP TO YOU

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HOW TO REACH ME

GREG DOERSCHING

PRESIDENT – NEXT LEVEL COACHING

GREG@NEXTLEVELEXCHANGE.COM

414-421-7522

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