



Industry Best Practices
Global Perspective | Innovative Learning



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WELCOME



Top Echelon



Four Critical Skills

Insight – Inquire – Inspire – Invest

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

SOMETHING TO CONSIDER

- **2024:** Differentiate by your **APPROACH** and not your PRICE
- Those who survive and thrive embrace **CHANGE**
- The mind set and skill set to establish **TRUST**
- Only through changing **PERCEPTION** can you influence behavior!

CHANGE – TRUST – PERCEPTION

APPLYING THE CORE FOUR

- Pick a current key client or candidate relationship.
- How much do you know?
- What more do you need to know?
- How will you leverage these skills with your next call/meeting?

SEE THROUGH A DIFFERENT LENS

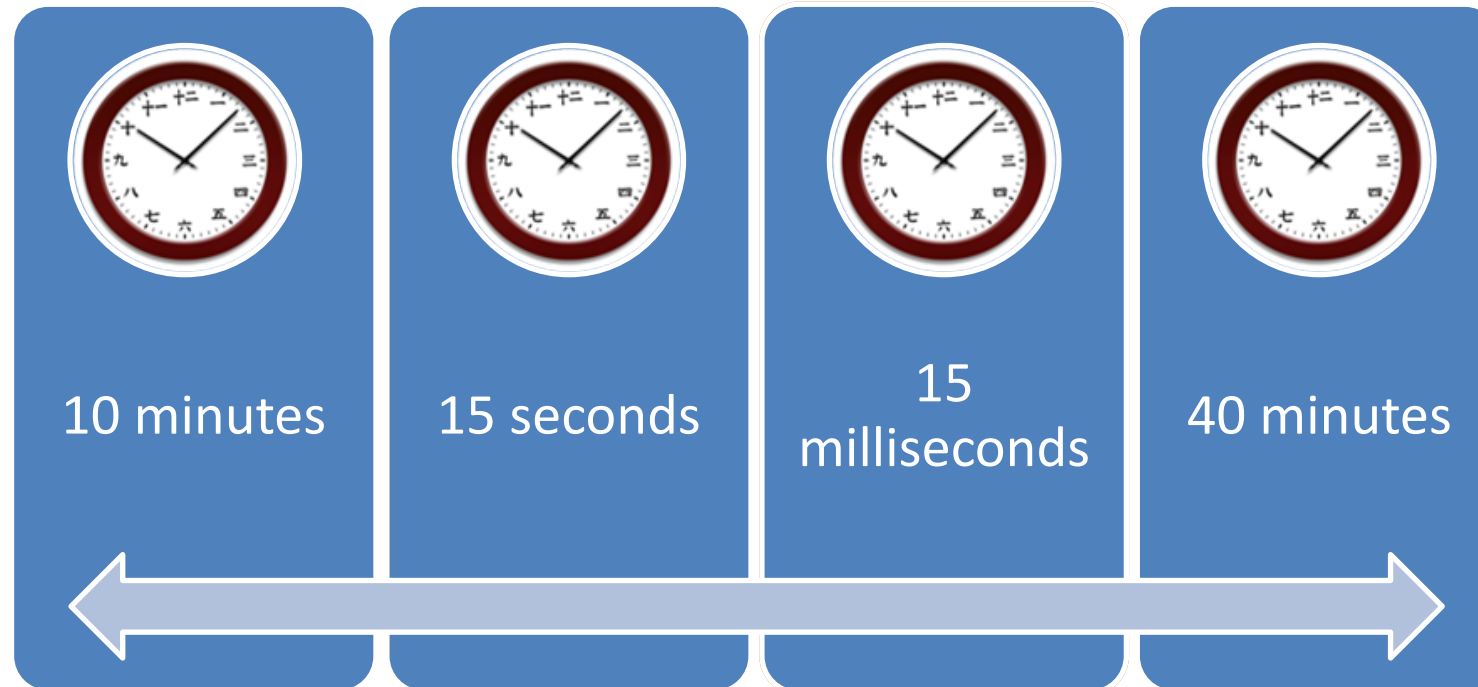
BY DEFINITION.....

If you don't know where your client/candidate is in their decision process you cannot know where you are in your sales process!

- **Insight** is the ability to see into a situation...beyond the obvious.
- **Inquire** is not just WHAT we ask, it HOW and WHY we ask.
- **Inspire** is about how you position your value to clients / candidates
- **Invest** is how we develop mutual commitment with clients / candidates

YES.... PEOPLE DO JUDGE

According to the Harvard Business Review, how long does it take for humans to categorise others?



YES, PEOPLE DO JUDGE

**Humans categorize
others in less than
15 milliseconds**



**Within 10 minutes,
they've made lasting
judgments about your
character**

THE CALL PLAN



Call Plan	
Current Status of Account >	Key Relationships >
Date of Call >	Time Requested/Scheduled >
Objectives of Call: What is it I want my client/prospect to think, believe, feel or remember about this conversation? What will I have achieved by this conversation? > >	
Introduce: Who are you? What do you do? >	
Insight: What do you know about me, my position, my organization or my industry? >	
Inquire: I am listening to you and what you have to say is important. >	
Inspire: Why should I listen to you? Why is this of value to me? >	
Invest: What do you expect from me? How will we spend our time together? >	
Results and Future Action (Mutual Investment/Commitment): >	

CALL PREPARATION

- Call Objective (The “What”)
 - S.M.A.R.T.
- Call Strategy (The “How”)
 - **Introduce**
 - **Insight**
 - **Inquire**
 - **Inspire**
 - **Invest**

Clarity of Purpose

YOUR CALL OBJECTIVE

“What am I trying to achieve on this call?

As a result of this conversation, I want my client to do.....?”

Call Objectives should be Specific, Measurable Achievable, Relevant, & Timely.

- Determine the decision maker or influencer in the account.
- Identify the potential and probability of the account.
- Develop better insight throughout the organization.
- Identify the client’s staffing goals and challenges.
- Determine the next steps with this account.

Applies to 1 or 100 Calls

OPENING THE CONVERSATION

The “I” Model

1. Introduce: (I am...I am with...I specialize...)
2. Insight: (share insight / market knowledge / referral)
3. Inquire: (ask purposeful open questions)
4. Inspire: (alignment / value proposition / MPC)
5. Invest: (investment / commitment)

INTRODUCE

- Begin with the client/prospect's name
- Introduce yourself and your company
- Be concise - "I am....I'm with...."
- This statement answers the prospect's question,
- *"Who are you, What do you do?"*





AVOID THESE INTRODUCTIONS

- “Have I reached you at a good time?”
- “Touching base”
- “Checking In”
- “In these uncertain times.....” (No S**t)

INTRODUCE EXAMPLES

- *“Good morning, Ms. Larsen. My name is Jim Mitchell with Tech Jobs Unlimited. I am responsible for developing business relationships with key clients in the biotech industry.”*
- *“Good afternoon, Tom. My name is Matt Brady with ABC Associates in Dallas. I am a specialist in the banking industry.”*
- *“Hi, Mr. Jackson. My name is Carol Williams with Health First. I am a search consultant in the health care industry.”*

INSIGHT

- Insight is information beyond just the obvious.
- You share insight to let the prospect know you are prepared!
- Include insight into person's role, responsibility, organization or industry. Insight is also about a referral.
- This statement answers the prospect's question, *"What do you know about me the prospect?"*

*"But enough about me dahling, let's talk about you.
What do you know about me?"*

- Zsa Zsa Gabor

INSIGHT EXAMPLE

- *“Ms. Larsen, I understand you've just accepted the position as Vice President of Sales for ABC Corporation. Congratulations! I also understand that your organization is scheduled to introduce a new drug line next quarter, which means your first few months will be filled with regulatory issues and decisions that could have a significant impact on your success for years to come.”*
- *“Tom, in preparation for this call, I noticed in the Michigan Banker that you are applying for your trust powers with the intent to build a trust department in the 3rd quarter of this year. ”*
- *“Mr. Jackson, in your role as Director of Marketing for the hospital, I know you are constantly challenged with balancing a competitive recruitment package for your physicians with your 501 c 3 not-for-profit status.”*

INQUIRE

- The inquiry (probing questions) must be compelling and different enough to illicit responses beyond a yes or no.
- Must generate enough interest to continue the dialogue.
- Asking purposeful questions is one of the best ways to say:
"I am listening to you and what you have to say is important."

"The true spirit of conversation consists in building on another man's observation not overturning it,"

- Edward G Bulwer-Lytton

INQUIRE EXAMPLES

- What are your primary (hiring) initiatives for the next quarter / year?
- How do your goals and initiatives differ from last year?
- How will you measure the success of your hiring program over time? How will you identify that the objectives have been met?
- What would be the specific metrics to measure success?
- What is keeping you from meeting your recruiting goals right now?
- What do you personally see as the most challenging part of achieving these goals?
- What are the primary duties and responsibilities of this position?
- When you *do* have an opening, what is the most difficult position to fill?
- What are the most critical positions that you need to fill now?

INSPIRE (VALUE PROPOSITION)

- This statement should begin to align what you do to the insight you have shared about the client prospect.
- Must generate enough interest to develop legitimacy and show expertise.
- This statement answers the prospect's question, "*Why is this of value to me?*"

INSPIRE EXAMPLE

- *"We partner with key clients including _____ and _____ in the bio pharma industry, helping them anticipate the very special challenges that are unique to the introduction of a new drug line."*
- *"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 both Michigan and Federal regulations will be a critical component in your developing the right team."*
- *"As the preferred provider for the Texas Hospital Association, we work with hundreds of not-for-profit healthcare institutions in guiding them through the challenges you may be facing of recruiting physicians while adhering to Federal 501C3 guidelines."*

INVEST

- This step should invite participation by client/candidate
- Be specific as to who, what, when, where, how
- This statement answers the question, *"What do you want me to do next?"*

*"Unless commitment is made,
there are only promises and hopes,
but no plans."* - Peter Drucker

INVEST EXAMPLE

- *"It would be great to have the opportunity to spend time with you to further understand your short-term/long-term hiring goals and to identify how we can be of assistance. Would Wednesday or Thursday this week be better?"*
- *"I recommend we set aside 30 minutes this week (or specific time and date) to discuss some of the considerations you may need to address around the hiring of key talent for your trust department. You can expect to hear from me tomorrow morning so we can determine the next steps."*
- *"I will be in your area Wednesday of next week. I suggest we set aside time to discuss our recommendations for hospitals challenged with competing for physicians in a not-for-profit environment. We can also exchange ideas for working together in the future. I will follow through with you later today to schedule a specific time and date."*

I- MODEL EXAMPLE

Introduce (I am - I'm with)

"Good morning ____, Congratulations on your new position as Sr. Vice President of Sales with _____. My name is _____. I am a search consultant with XXX consultants, a search firm based in Dallas, Texas. I focus exclusively with consumer product sales and sales support with a primary focus on platinum customers _____ and _____."

Insight (share market / industry knowledge)

"It's been brought to my attention that you have an open NAM position on your color cosmetics team. That means you will likely be examining your current in-house talent as well as exploring the marketplace to potentially top grade this position."

Inspire (Your value proposition / alignment)

"The key to ensuring you have the strongest possible sales and support team is by having a constant pulse on the marketplace. My work involves knowing the key players in your market and communicating with them on a daily basis. I can provide you with information on exactly who is considering their next career move, and who is considered to be top tier in this exact area of sales."

Invest (commitment for next steps)

"I recommend that you and I invest 20 minutes with each other so that I can have a more complete understanding of your short-term/ long-term hiring goals. In return, I can provide you with real time market conditions and provide advise on pinpointing the right talent for your team. I will follow up with a call today. I look forward to speaking with you, _____."

WHY THE “I MODEL” WORKS

- Builds TRUST *early* in the relationship
- Demonstrates your legitimacy and expertise
- Provides insight compelling enough to drive conversation forward
- Maximizes the opportunity for a continued conversation and continued relationship

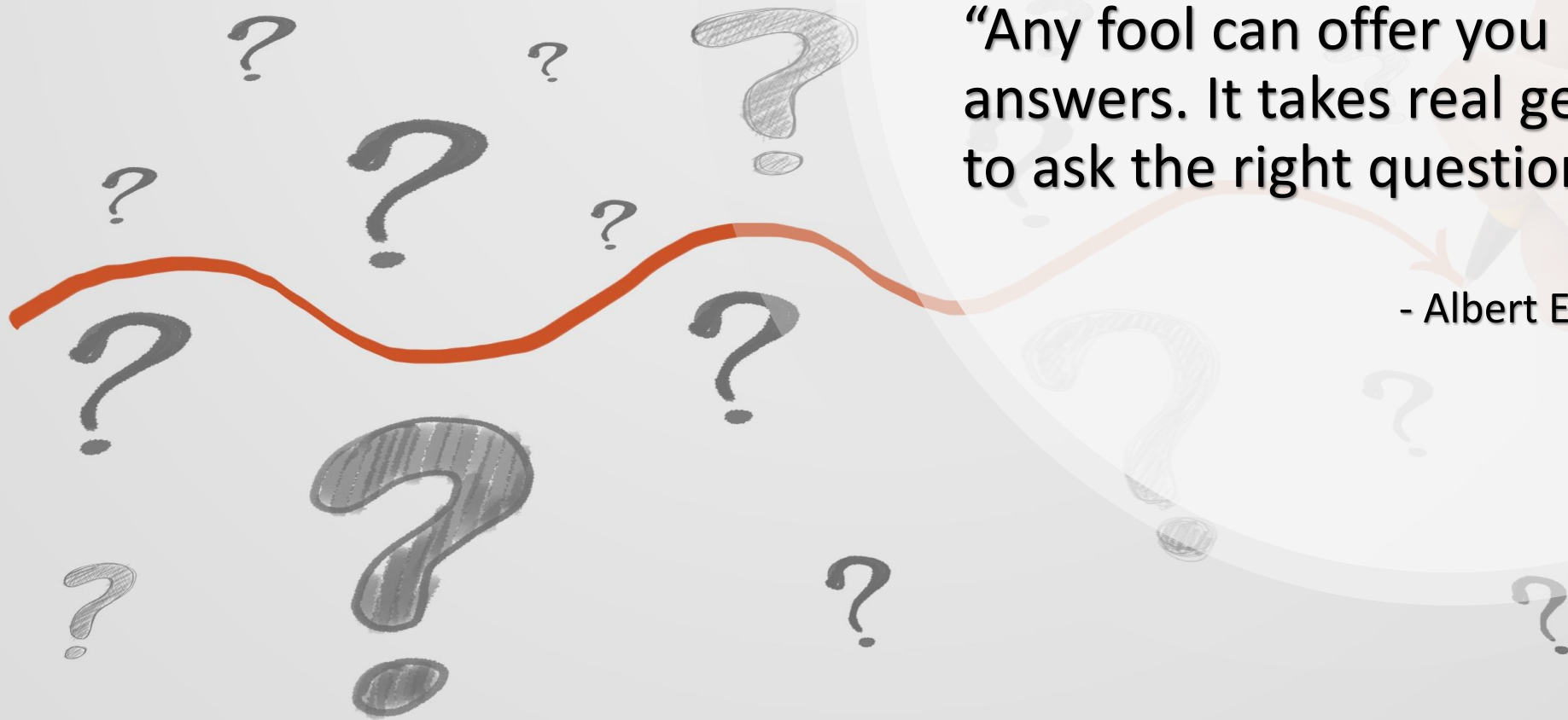


INQUIRE BEST PRACTICE

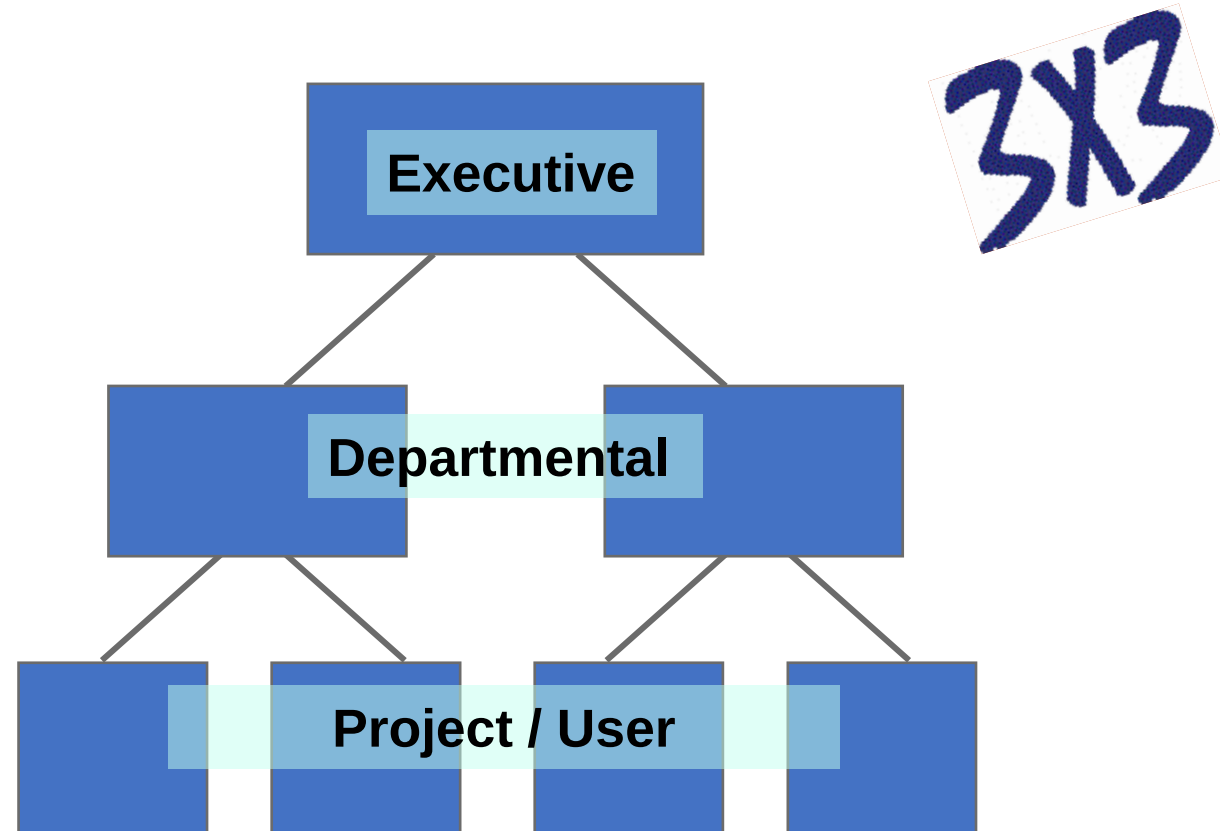
Probing Beyond The Obvious

“Any fool can offer you answers. It takes real genius to ask the right questions.”

- Albert Einstein

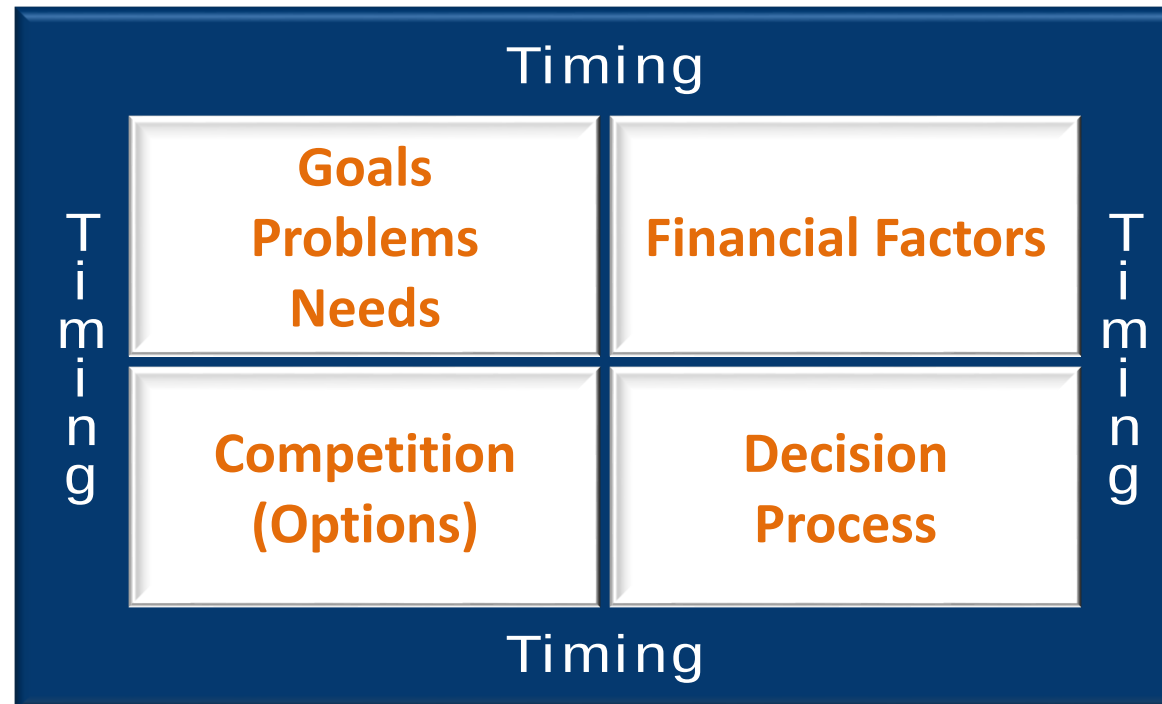


3x3 ORGANIZATIONAL INSIGHT



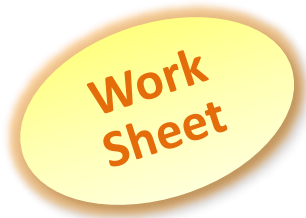
INQUIRE: QUALIFYING WINDOW

Qualifying is probing to gain **INSIGHT** to determine the potential, the probability, and the time required for the opportunity.



INQUIRE: GROUP EXERCISE

- 2 Goal questions beyond the obvious
- 2 Problem questions beyond the obvious
- 2 Need questions beyond the obvious
- 2 Financial Factor questions beyond the obvious
- 2 Competition/Option questions beyond the obvious
- 2 Decision Process questions beyond the obvious



QUALIFYING SEARCH ASSIGNMENTS

TITLE / ROLE / EXPERIENCE

Context for Questions:

*“Let’s start by putting together a picture of the ideal candidate you seek. Obviously, not all candidates who are interested in talking with you will get through the screen, but I need to make sure that when you receive a resume from us, there is a one-to-one ratio of submittals to first time interviews. I can only do that if I truly understand not only what you **need** to see in someone, but what you **want** to see in someone.”*

TITLE / ROLE / EXPERIENCE

- What are the most critical / urgent issues to fill currently?
- Why is this position open? How long has it been open?
- What is the main focus for this position / their role day to day?
- What problems do they have to solve?
- What is the experience level or tenure for this role? (Essential vs. preferred skills)
- What all does the experience include? (Years in the industry, project types, project size, software, etc.)
- What will this hire accomplish in 3-6-9-months that one year from now will let you know you made a great hire?
- If we surface a candidate who has the background, experience, and track record that indicates they ready to take on additional responsibilities, should we pursue them?

QUALIFYING SEARCH ASSIGNMENTS

URGENCY / COOPERATION / TIME FRAME

Context for Questions:

“It would be helpful to get an understanding of the urgency of this position. There is nothing wrong with us having the luxury of time on our side if this isn’t a critically urgent position – but if that isn’t the case, I want to make sure that I’m operating from the same timeframe that you are.”

URGENCY / COOPERATION / TIMEFRAME

- When do you want this position to be filled? Is there a “hard deadline” to fill?
- When do you realistically expect to have the position filled by?
- What are some of the long term, lasting effects of not having this position filled by your desired timeline?
- Who is currently doing the workload created from this position being unfilled?
- If I sent you someone this afternoon (if no pre-set interview dates), what is the first available time you have to meet with him or her?
- Under any circumstances, could you see this position being eliminated during our search?
- What type of milestones in the search process give you comfort that the search is progressing as anticipated?



QUALIFYING SEARCH ASSIGNMENTS

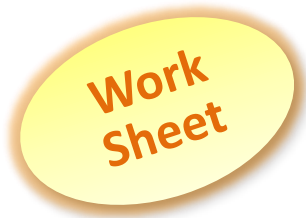
SEARCH HISTORY / EFFORTS TO DATE

Context for Questions:

*“Before we get started on this search, we don’t want to duplicate any efforts that have been done thus far. To know how to proceed with the **search** process, we need to know where you are currently in your **hiring** process.”*

SEARCH HISTORY / EFFORTS TO DATE

- How have you attempted to fill this position?
- How many sources are you utilizing to attempt to fill this position?
- Have you worked with other search firms in the past? What worked and what could have been better about the experience?
- How many interviews have been conducted for this position?
- What candidates are currently in process?
- How many offers were extended that were turned down? Why?
- Are there any specific companies or types of companies you would like us to target when looking for candidates for this search?
- Any internal candidates you're considering for this role?
- If yes – how far are they through the process?



QUALIFYING SEARCH ASSIGNMENTS

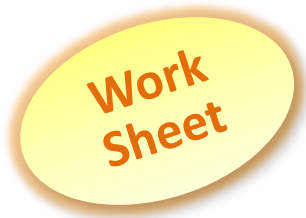
COMPENSATION / BENEFITS

Context for Questions:

“In my experience, there is so much more to the financial offer than simply the base salary. We can pinpoint so many great hires that have happened, not because the base was higher, but because we were informed enough to be able to walk that candidate through the components of the entire offer. I’d like to get a copy of the benefits summary that you might give a new hire, and also spend time on the additional components of a financial decision.”

COMPENSATION / BENEFITS

- What is the base pay for this position? What is the range on the base?
- What would you prefer to pay on the base salary?
- Has your organization recently done salary research to ensure that your base is competitive?
- Is there a bonus offered? What is bonus potential and what is it based on?
- How is it paid now (monthly, quarterly, annually) and how has it been paid in last 3 years?
- Are there any benefits that you offer that are, in your opinion, above and beyond those of your competitors?
- Are you open to relocation for candidates?
- What expenses do you cover when relocating a candidate? (Examples: packing, moving, unpacking, trip(s) to see the area for candidate/spouse, house hunting trip(s), temporary living expenses, in route expenses, closing costs, etc.)



QUALIFYING SEARCH ASSIGNMENTS

TOP 5 CANDIDATE SCREENING QUESTIONS

Context for Questions:

“In closing, I’d like to get five questions that you ask immediately upon reviewing someone’s information to determine fit and qualification. I will ask those same screening questions, which is why I need to know the answers you seek. I will ask all candidates these questions and present only those who give me comfort with the answers. “

TOP 5 CANDIDATE SCREENING QUESTIONS

1. _____

2. _____

3. _____

4. _____

5. _____

BEST PRACTICE

Positioning Value

“What differentiates sellers today is their ability to bring fresh ideas in to play.”

- Jill Konrath



YOUR WORDS MATTER



INSPIRE: YOUR VALUE PROPOSITION

Critical Sound Bits to Ensure Alignment

"The key to ensuring you have the strongest possible sales and support team is by having a constant pulse on your marketplace....."

Our work involves knowing the key players in your market and communicating with them on a daily basis....."

I can provide you with information on exactly who is considering their next career move, and who is considered top tier in this exact area of sales."

INSPIRE: YOUR VALUE PROPOSITION

Critical Sound Bits to Ensure Alignment

"Our tenured teams of industry professionals work on a national level to source and recruit only the best talent for your desired position, so we can find you the perfect match with unparalleled speed and precision."

"Finding the right match requires an optimized acquisition strategy, industry expertise, impeccable judgement, and a commitment to leaving no stone unturned. That's who we are and what we do."

POSITIONING YOUR LEGITIMACY

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

1. Your Reputation (What clients and candidates say about you)
2. Your Expertise (Your area of specific focus or niche expertise)
3. Your Policies/Process (The systems and steps to ensure alignment)

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

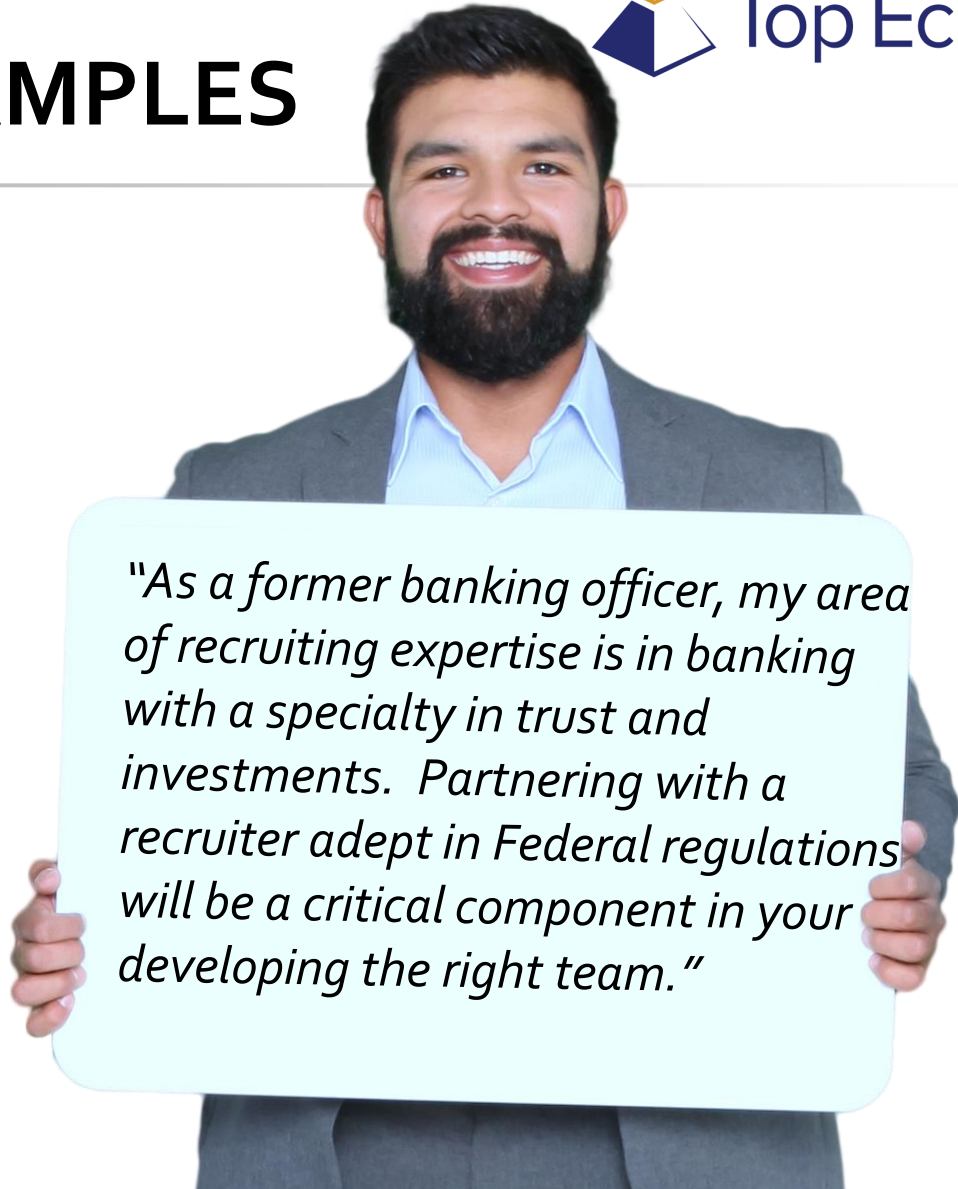
LEGITIMACY EXAMPLES

Reputation

"We have been named to ClearlyRated's Best in Staffing for the 5th consecutive year in a row. And in 2023 we were given the Inavero Diamond Award for customer excellence."

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 **7 Step Process** to ensure that there is alignment between clients and candidates at every stage of the search."*

A man in a dark suit, white shirt, and dark tie is sitting at a desk. He is holding a piece of paper in his left hand. On the desk, there is a laptop on the left and a smartphone on the right. The background is a blurred office setting with shelves and a window.

INVEST BEST PRACTICE

Demands And Counter Demands

“Easily won concessions are rarely valued and always result in additional demands.”

- Randall Murphy

CLIENT DEMANDS

- “We only pay flat fee - we only pay ____rate.”
- “We won’t pay a conversion fee.”
- “You have to go through Human Resources.”
- “You must follow our process for hiring the candidate.”
- “I have to see multiple candidates before making a decision.”

YOUR COUNTER-DEMANDS

- Additional / new relationship
- Exclusivity (Limited Time)
- Faster payment cycle
- Additional Business
- Referral/testimonial letter
- Meeting with the Owner/Executive/VP
- Retainer

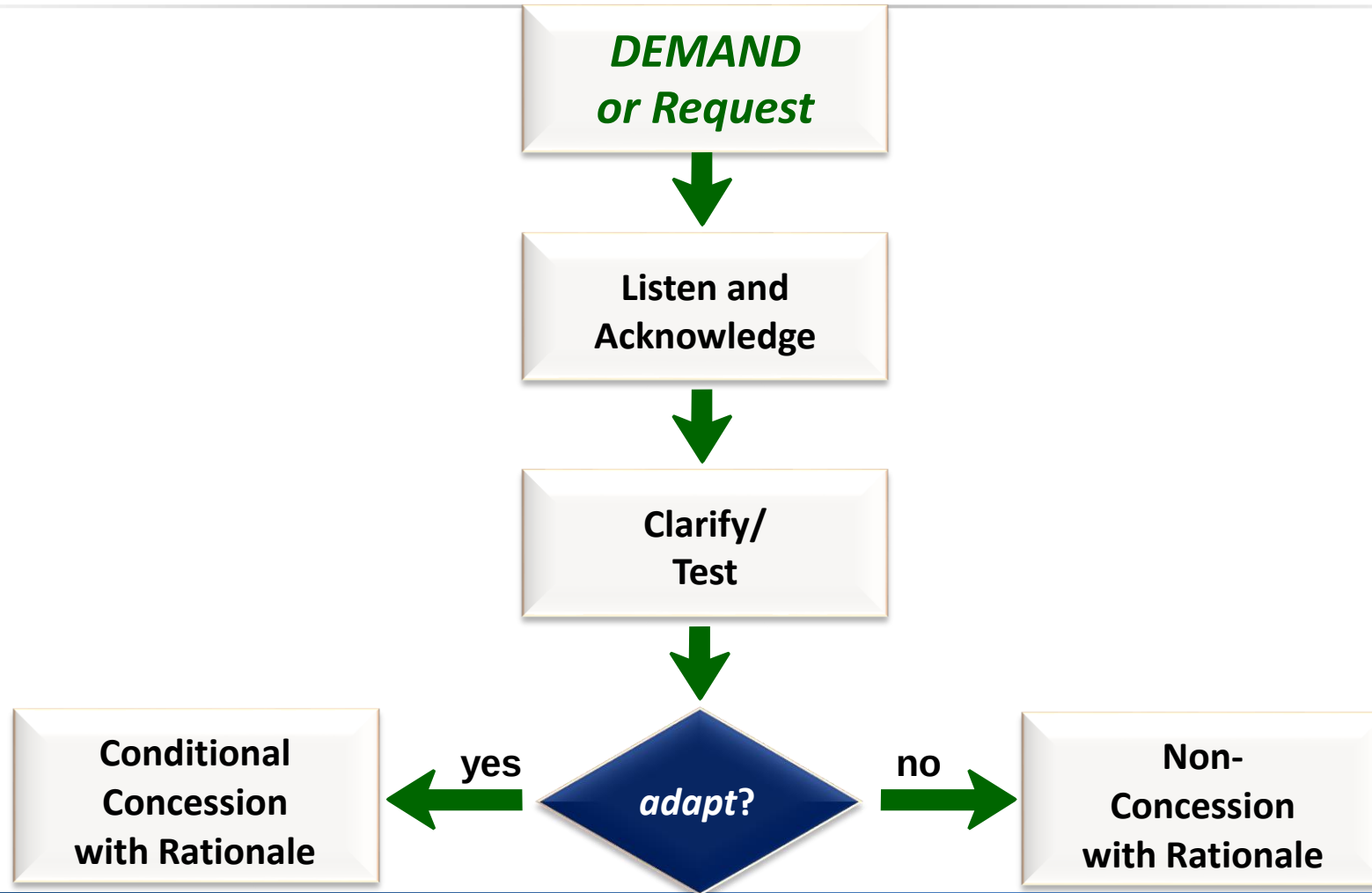
CANDIDATE DEMANDS

- “I need a higher rate / better salary.”
- “I need a better relocation package.”
- “We want a longer vacation package.”
- “I want to work from my home office.”
- “I have to have an opportunity within X miles.”
- “I want to see multiple opportunities.”

YOUR COUNTER-DEMANDS

- Create portfolios and share copies with you.
- Provide references of 3 peers, 3 direct reports, 3 supervisors, etc.
- Have conversations with their spouses or significant others.
- E-mail you immediately after interviews.
- Give you the exclusive.
- Give you their cell and home phone numbers.
- Update / rework their resumes.
- Provide W-2 forms to verify compensation.
- Provide transcripts or other documentation to verify degrees.

RESPONDING TO DEMANDS



BUT WAIT.....THERE'S MORE!

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The Ultimate Recruiter Negotiation Series

Starts Tuesday, FEB 13th at 11:00 CST

Go To: www.NLConsulting.com/shop/



Thank you