

The Heart of Dialogue: Opening the Client Conversation



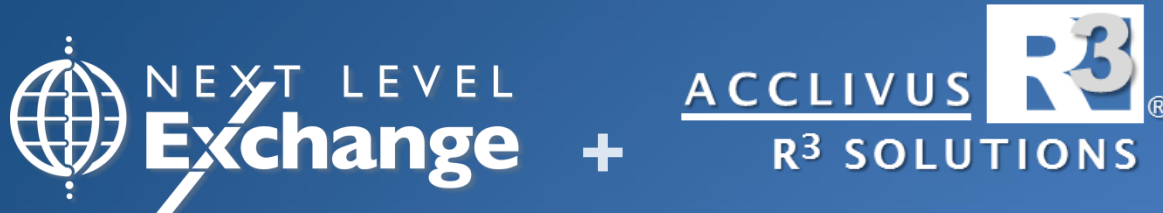
Industry Experts | Innovative Learning
Global Perspective

Presented by
Mark Murphy

WELCOME



American Staffing Association



OPENING THE CLIENT CONVERSATION

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

WHAT YOU SHOULD KNOW

- Nothing is fully learned until it is fully applied
- Common sense is rarely common practice
- Both a MIND set and a SKILL set to establish TRUST



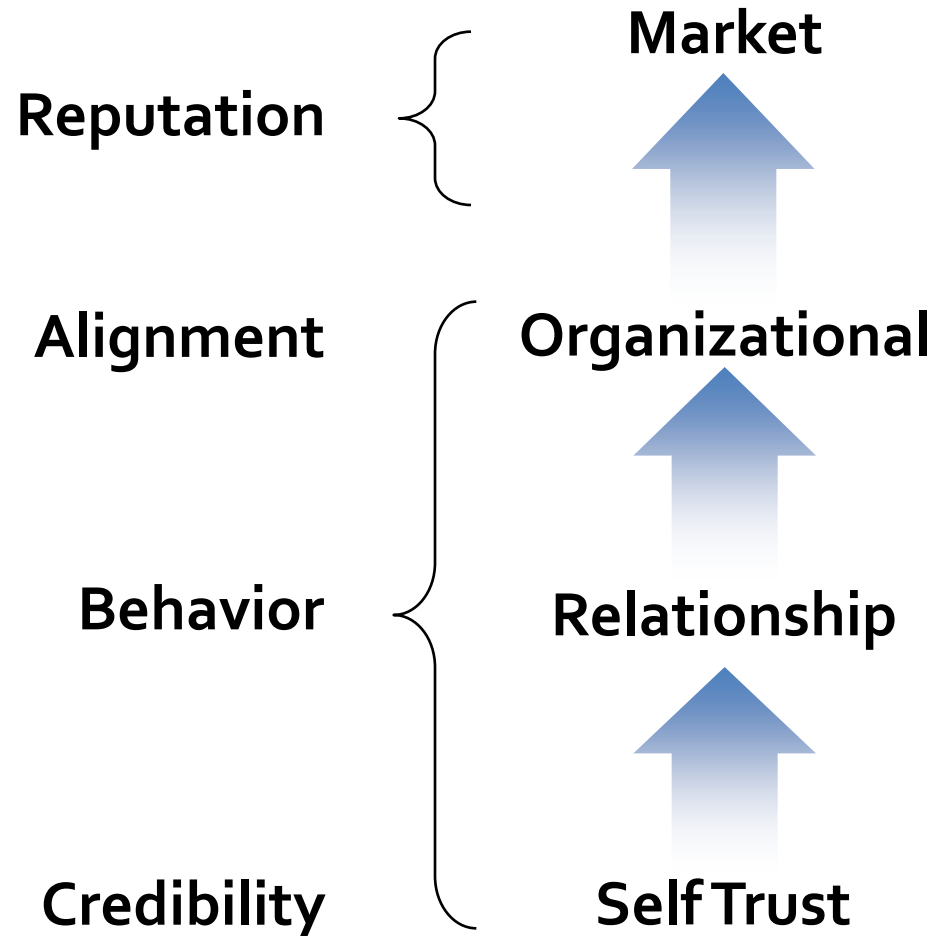
Multi-tasking while in session

Please be fully present

YES...PEOPLE DO JUDGE

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


THE WAVES OF TRUST



VIDEO

Snowflakes

CALL PLAN



Call Plan	
Current Status of Account > <input style="width: 80%;" type="text"/>	Key Relationships > <input style="width: 80%;" type="text"/>
Date of Call > <input style="width: 80%;" type="text"/>	Time Requested/Scheduled > <input style="width: 80%;" type="text"/>
Objectives of Call: <i>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?</i> > <input style="width: 90%;" type="text"/> > <input style="width: 90%;" type="text"/>	
Introduce: <i>Who are you? What do you do?</i> > <input style="width: 90%;" type="text"/>	
Insight: <i>What do you know about me, my position, my organization or my industry?</i> > <input style="width: 90%;" type="text"/>	
Inquire: <i>I am listening to you and what you have to say is important.</i> > <input style="width: 90%;" type="text"/>	
Inspire: <i>Why should I listen to you? Why is this of value to me?</i> > <input style="width: 90%;" type="text"/>	
Invest: <i>What do you expect from me? How will we spend our time together?</i> > <input style="width: 90%;" type="text"/>	
Results and Future Action (Mutual Investment/Commitment): > <input style="width: 90%;" type="text"/>	

PREPARATION

Call Objective

- ✓ Valuable
- ✓ Measurable
- ✓ Achievable

What you want
to achieve

Call Strategy

- ✓ Actions appropriate for meeting your objective.
 - ❑ The I Model for Opening a Conversation
 - ❑ Your roadmap and itinerary

CALL OBJECTIVE

- Call Objective (The “What”)
 - V.M.A. goals
- As a result of this conversation, I want my prospect/client to do.....?
- *Begin to establish a relationship with the influencer.*
- *Determine additional influencers/decision makers*
- *Develop better insight beyond the obvious information.*
- *Determine key staffing/hiring initiatives this year.*
- *Determine the next steps with this individual.*

Clear Purpose

Best Practice

Your Strategy for Opening the Conversation

“You can make more friends in two months by being interested in other people than you can in two years by trying to make other people interested in you.”

- Dale Carnegie

OPENING THE CLIENT CONVERSATION

The “I” Model

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

INTRODUCE

- Begin with the client/prospect's name
- Introduce yourself and your company
- "I am....I'm with" -Be concise
- 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”
- Saying anything that can also be said by the next 10 recruiters who will be calling on your client prospect today... *“I only represent the top 5% of candidates in my industry”*

INTRODUCE EXAMPLE

- *"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."*

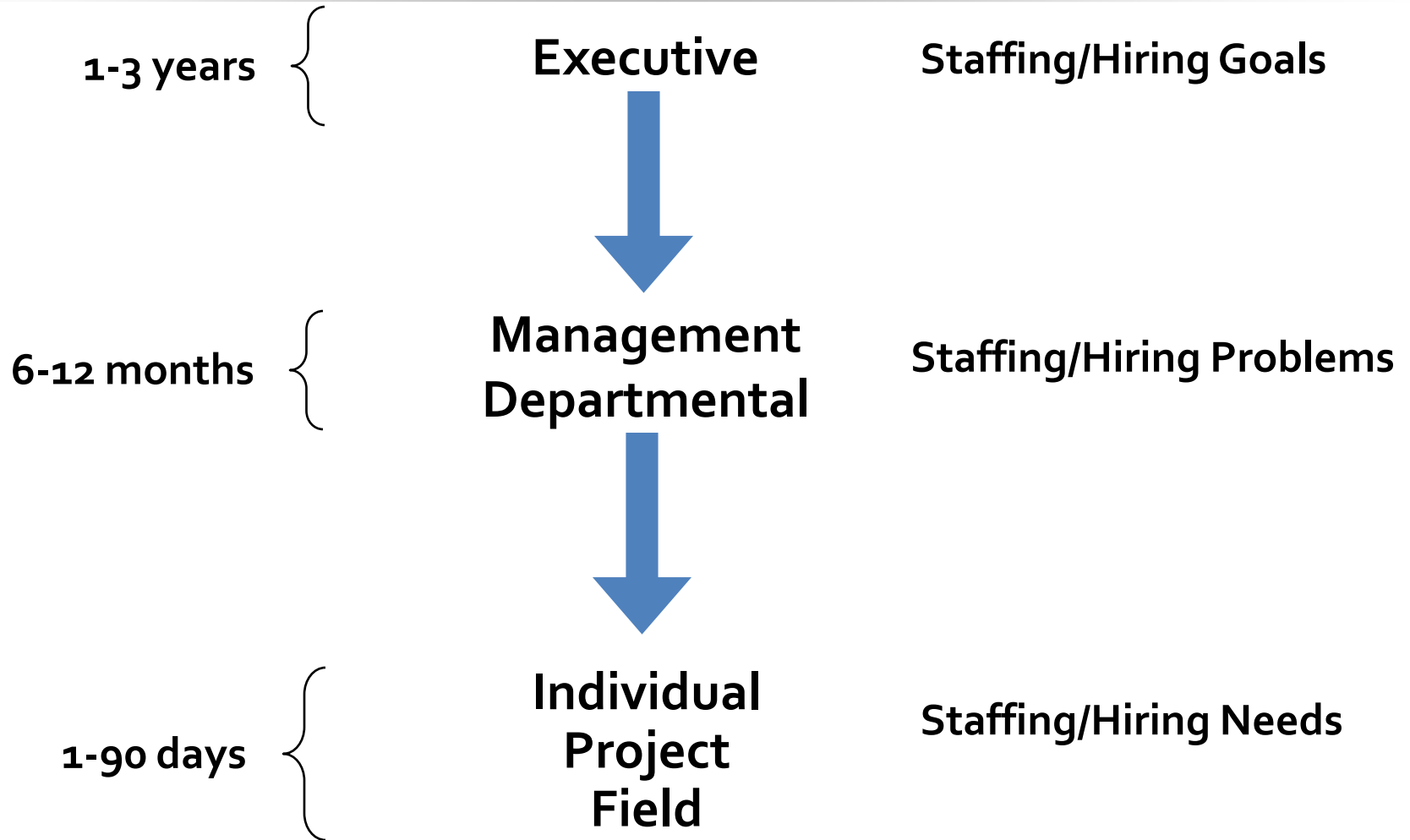
INSIGHT

- State purpose of call clearly and briefly
- Include insight into person's role, responsibility, organization or industry
- 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

3x3 STRATEGY FOR INSIGHT



EXERCISE

- What is their title/role?

Chief Executive Officer

- How are they measured?

1. Cash generation

2. Growth

3. Margin

4. Velocity

5. Customer trends

6. Image

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 decisions that could have a big 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 and thus will be building a trust department in the near future."*
- *"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 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."*

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

- Albert Einstein

INQUIRE EXAMPLE

- What are your primary initiatives for the next quarter and how do they differ from your goals 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?
- 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?
- If your current program/approach is described as 'not working,' what is not working and why is it not working?
- 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?

THE PROBING SPECTRUM



"What are you trying to achieve?"

"What's most important to you?"

the range of possible responses
"How are you going to make your decision?"

"What are your concerns?"

"Why are you dissatisfied with your...?"



THE PROBING SPECTRUM



"Have you made your decision?"

"Does this candidate meet your needs?"

"Do you prefer this candidate?"

"Will you be making a decision today?"

*"Close down" or
restrict the range of
possible responses*

*(Often Yes/No
or binary response)*

THE PROBING SPECTRUM



“When will you know?”

“Who else will be involved in the decision?”

“Where else will you be looking?”

“What salary range are you comfortable with?”

“Which way are you leaning?”

FACT FINDING

Probing for Symptoms:

- 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.....?

GROUP EXERCISE

- 2 Goal / motivation questions beyond the obvious
- 2 Problem / concerns questions beyond the obvious
- 2 Need / requirements questions beyond the obvious
- 2 Compensation / budget questions beyond the obvious
- 2 Competition/Option questions beyond the obvious
- 2 Decision Process questions beyond the obvious

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

- *"I have partnered with specific key players including _____ and _____ in the manufacturing 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 require participation by client/prospect
- Be specific — who, what, when, where, how
- This statement answers the prospect's question, "*What do you want me to do?*"

INVEST EXAMPLE

- *"It would be great to have the opportunity to spend 20 minutes with you to better understand your short-term/long-term hiring goals and to identify how we can be of assistance in identifying key talent for your business. Would Wednesday or Thursday be better for this discussion?"*
- *"I recommend we set aside 20 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 through Friday 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 APPROACH

- Demonstrates your legitimacy and expertise
- Provide insight compelling enough to drive conversation forward
- Influences a perception of you as different from your approach with the client
- Develops trust in the relationship early in the process

I-MODEL APPROACH

Introduce (I am - I'm with - I do)

"Good morning ____, Congratulations on your new position as Sr. Vice President of Sales with Sam's Club. My name is Erin Bent. I am a search consultant with Kaye Bassman, a search firm based in Dallas, Texas. I focus exclusively in consumer product sales and sales support with a primary focus on platinum customers Sam's and Walmart. "

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 (client 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, ____."

Best Practice

Responding to Initial Resistance

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

- The Warden, Cool Hand Luke

INITIAL CLIENT RESPONSES

- *"No need"*
- *"No budget"*
- *"Not me"*
- *"Not now"*
- *"Not ever"*



INITIAL CANDIDATE RESPONSES

- *"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."*

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 coming from the client. Start with clarifying questions to ensure understanding before moving forward.
- **Expand** by suggesting alternatives, different approaches or recommendations that would assist in meeting the needs, solve the problem or achieve their goals and objectives.
- **Seek Agreement** to find common ground on all or a part of the issue to begin aligning your position.

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?

ARE YOU THE BEST?

- Think about the one area that you ***know*** is your weak spot, and what you can do in the next 10 days to address.

ARE YOU THE BEST?

- Read one industry article per day for the next 10 days
- Shadow a candidate or create a list of questions that will help you understand responsibilities
- Tour your client's office, or visit a client site or facility
- Create a list of words/acronyms daily that need further explanation or clarification

QUESTIONS?

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