



## Creating a Referral Culture

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## Building a Referral Pipeline




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## Interactive Exercise

Share with your neighbor how a recent referral, from a client or candidate, made a positive impact in your company.

- What was the financial impact?
- Break down the story for us.

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**How Most People Think I Feel When Candidates Don't Call Me Back...**




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**How I Really Feel When Candidates Don't Call Me Back...**




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**What is the most important thing we can do?**




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**“The First Decision”**

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**The Secret to Effective Voice Mail Messages**

Published on July 11, 2016

Scott Love  
DC Legal Recruiter (Law firm partners & Recruiting)

If technology were as good as we hoped, then the war for talent would be over. Three years ago, an IT staffing firm owner hired me to teach his recruiters, both the ones

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**“The First Decision”**

**What are the tools we can use to build trust?**

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**What Drives Everything**

Self-actualization

Esteem

Love/belonging

Safety

Physiological

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**What Gets Us to That "First Decision" Sooner?**

- Things that make us feel safe.
- A common bond makes us feel safe.




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**What are You Trying to Accomplish?**

- More Candidate referrals.
- More Client referrals.




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**What is Appropriate?**

Client -> Client Referrals  
 Candidate -> Client Referrals  
 Candidate -> Candidate Referrals

Client -> Candidate Referrals?

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**But I Don't Need More Clients. It's All About the Candidates.**

- More
- Better
- All

Get more business. Get better business. Get ALL the business.

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**Client Referrals from Existing Clients:**

You always get more referrals when you ask for them at a time when your value or perceived value is high.

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**Asking for Referrals From Clients:**

Turn to your neighbor and together write the five events (clients/candidates/alliance partners) that are most likely to increase your perception of value. (When will people feel most likely to be in your debt?)

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**Asking for Referrals From Clients:**

- After a successful placement or temp contract that is amazing.
- After a series of placements with 80% or better.
- After they call you to tell you good news of some sort.
- After a phone call where you both started talking about common personal interests, as long as there is some history of success.

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**Referral Tip**

Never start with "Do you know..."

Always ask "Who do you know..."

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**Tactical Ideas with Clients-  
How to Ask**

Set it up, then Ask.

- "I wanted to ask for your help."
- "I have a goal this month."
- "Right now I am looking to fill up my schedule with other companies like yours."

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**Tactical Ideas with Clients-  
How to Ask**

The Softener: “Based on (the value), would you feel comfortable making referrals to me?”

“Based on how you have seen me work so far, would you feel comfortable making referrals to me at some point?”

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**Tactical Ideas with Clients-  
How to Ask**

- “Who are some friends of yours that you would consider your best colleagues in the industry?”
- “Who are some colleagues in your company that are looking to grow their divisions?”
- “Which companies have you heard are going through change?” then “Who...”

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**The Plan for Candidate Referrals – Who Can Refer Us?**

- Candidates whom you just placed.
- Candidates who “owe” you and are not yet at offer stage but getting close.
- Candidates who “owe” you from when you placed them and it’s working out very well.

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### The Plan for Candidate Referrals – Who Can Refer Us?

- Candidates who are interviewing through you or someone else.
- Candidates who send you unsolicited resumes.
- Candidates you talk to and are interested.
- Candidates you talk to and are not interested (at the end of a recruiting call)

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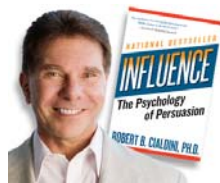
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### How Can We Get Names/Referrals?




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### How Can We Get Names?




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### How Can We Get Names?




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### Your Goal

During recruiting calls/screening interviews, get an average of two referrals from each candidate who tells you "no."

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### Reciprocity: What Can We Deposit?

- Career advice
- Comp advice
- Trends and intelligence
- Compliment
- "boots on the ground" for career options
- Introductions
- Interview advice if you are already looking

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### What Can You “Deposit”?

“I’m going to email you my contact information and anytime you want to talk about your career, I want you to call me. When you get a raise or a bonus, even if you don’t want to leave, call me and I can tell you how that compares to everyone else. I know what everyone else makes and am happy to help you.”

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### The Four Questions

1. Who is actively looking?
2. Who left your company?
3. Who fits this profile (probably not looking, might even seem happy)
4. Who has interviewed with your company and it didn’t work out but you were still impressed with them?

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### Other Tips

1. Star Candidates – keep in touch 30 days, 90 days; reconnect and get referrals
2. Share a story: talk about how a referral helped someone. “And I’ll talk to them the same way I talked to you, professional and not pushy.”
3. “Let me call them first.” – you can do that but if I do it you will give them the highest professional compliment you can give someone by referring a recruiter to them.

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**Other Tips**

- 4. Tell them it is okay to do this; it's very common.
- 5. Tell them it will help their friend.
- 6. Don't prejudice. "You would be surprised who is open. You might think they are not but you would be surprised how many times someone will tell their friends they are happy but they are grateful when I call."

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**Other Tips**

- 7. Ask for Lead source: "Who might know the people I am looking to talk to?"
- 8. When? immediate same day referral; or wait a week referral
- 9. Share a story about how a referral helped someone
- 10. Tell them they will help their friend.
- 11. Tell them how the friend they think won't be interested may be interested.

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**Other Tips**

- 12. Tell them this is the most common way you help people.
- 13. The more you do this, the more comfortable you will feel.
- 14. Keep track of referrals each day.
- 15. Managers: have referral contests

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### Referral Incentive Programs

1. Pros and Cons
2. What are the profiles?
3. Solution: Develop a Charity Program in your company.
4. Ancillary benefits: publicity, team unity, social bonds, increases the health of your spirit.

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### Referral Contests

1. Start and End date
2. Rules and bonuses
3. Rewards rookies.
4. Count and measure, individual, team, company
5. Count and measure results from referred candidates over 90 days.
6. Discuss ease of placements.

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### Interactive Exercise

Share your best three ideas from this program.  
When will you implement them?  
Describe your new referral incentive program:

- Start and end dates
- What is the bonus or incentive?
- How will this help your company?

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