

What Are They Thinking? Understanding How Clients and Candidates Make Decisions



1

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Rob Mosley
Managing Partner
Next Level Exchange

3



What Are They Thinking?

Understanding How Clients / Candidates Make Decisions

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

Acclivus R³ Solutions

4



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SOMETHING TO CONSIDER

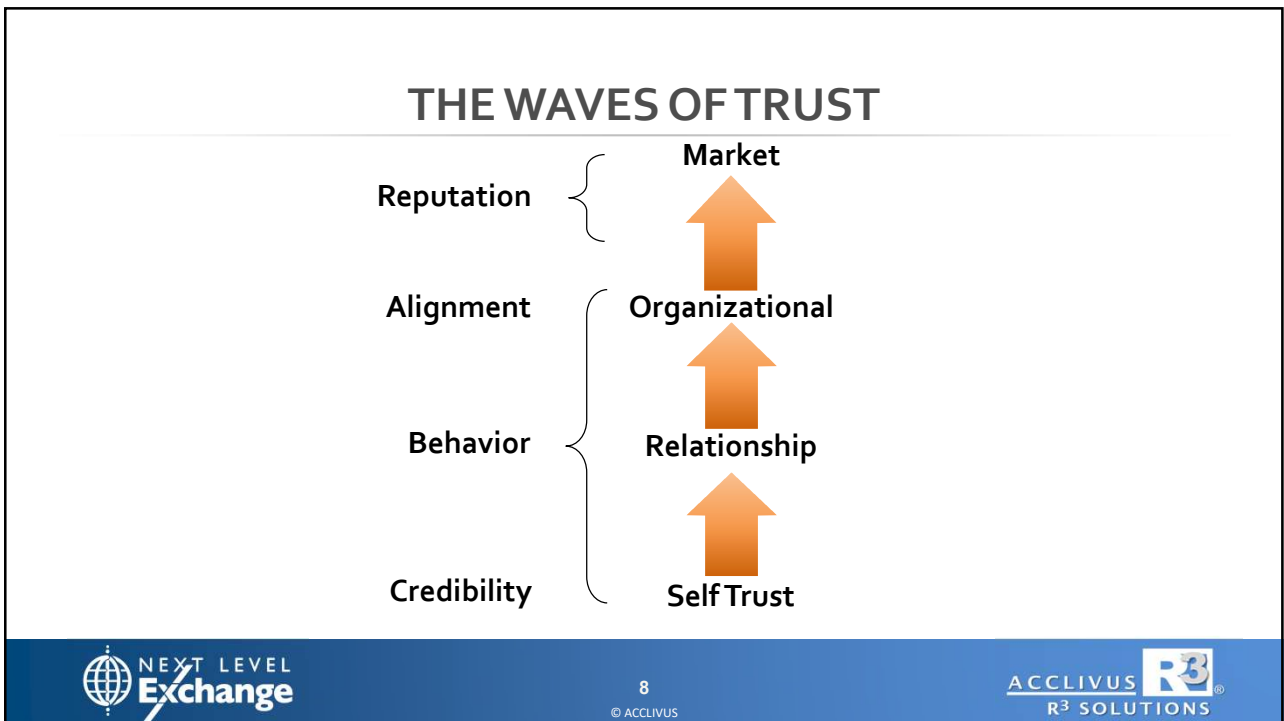
- Those who survive and even thrive embrace **CHANGE**
- The mind set and skill set to establish **TRUST**
- Only through changing **PERCEPTION** can you influence behavior!
- Nothing is fully learned until it is fully applied (**30 Day Challenge**)



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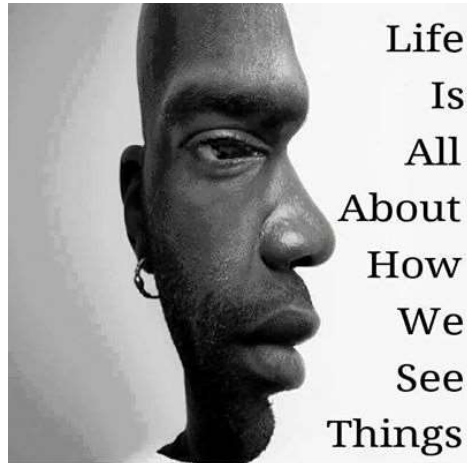


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8

PERCEPTION



9

Work
Sheet

FOUR GREAT TRUTHS

"Where what is smart in business meets what is right"

1. **Diagnosis:** Proposing solutions before understanding goals, problems, and needs is prescribing without first diagnosing
2. **Awareness:** If you don't know where your client/candidate is in their decision process, you cannot know where you are in your search/staffing process
3. **Behavior:** Today's short-term behavior has long-term consequences
4. **Value Proposition:** If you fail to differentiate with your approach, you will always be forced to differentiate with your price

10

BREAKOUT EXERCISE

Work with your colleagues and discuss the three questions below as they pertain to your assigned principle. Make notes on your observations. Select a spokesperson for your group.

- What does this principle mean at work?
- How do we potentially violate the principle with clients / candidates?
- How can we better leverage this principle with clients / candidates?

10 Minute Exercise

DIAGNOSIS

Proposing services and solutions before understanding goals, problems, and needs is prescribing without first diagnosing.

- What does this principle mean at work?
- How do we potentially violate the principle with clients / candidates?
- How can we better leverage this principle with clients / candidates?

AWARENESS

If you don't know where your client / candidate is in their decision process, you cannot know where you are in your search / staffing process

- What does this principle mean at work?
- How do we potentially violate the principle with clients / candidates?
- How can we better leverage this principle with clients / candidates?

13

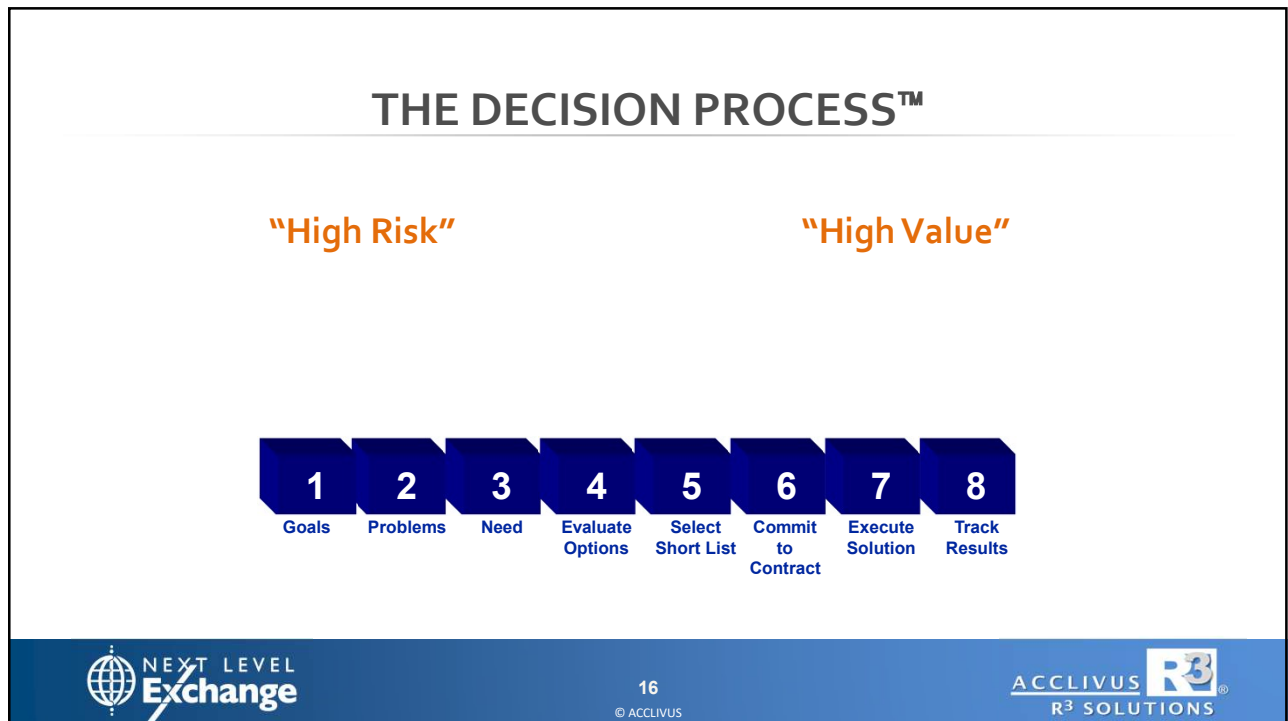
VIDEO



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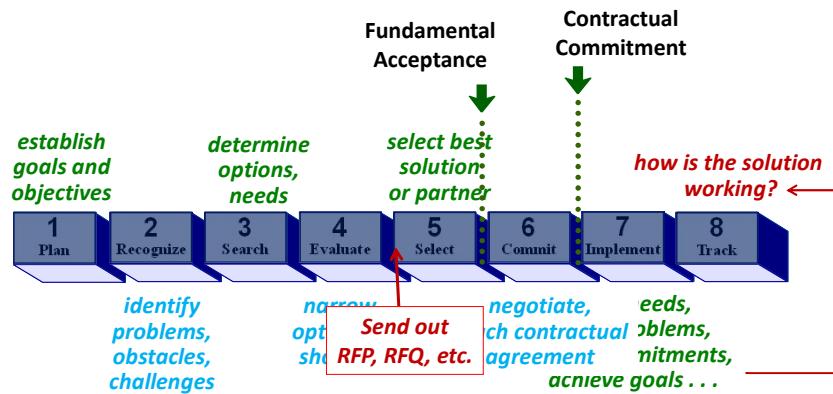


15



16

THE DECISION PROCESS™



17

BEHAVIOR

Today's short-term behavior has long-term consequences

- What does this principle mean at work?
- How do we potentially violate the principle with clients / candidates?
- How can we better leverage this principle with clients / candidates?

18

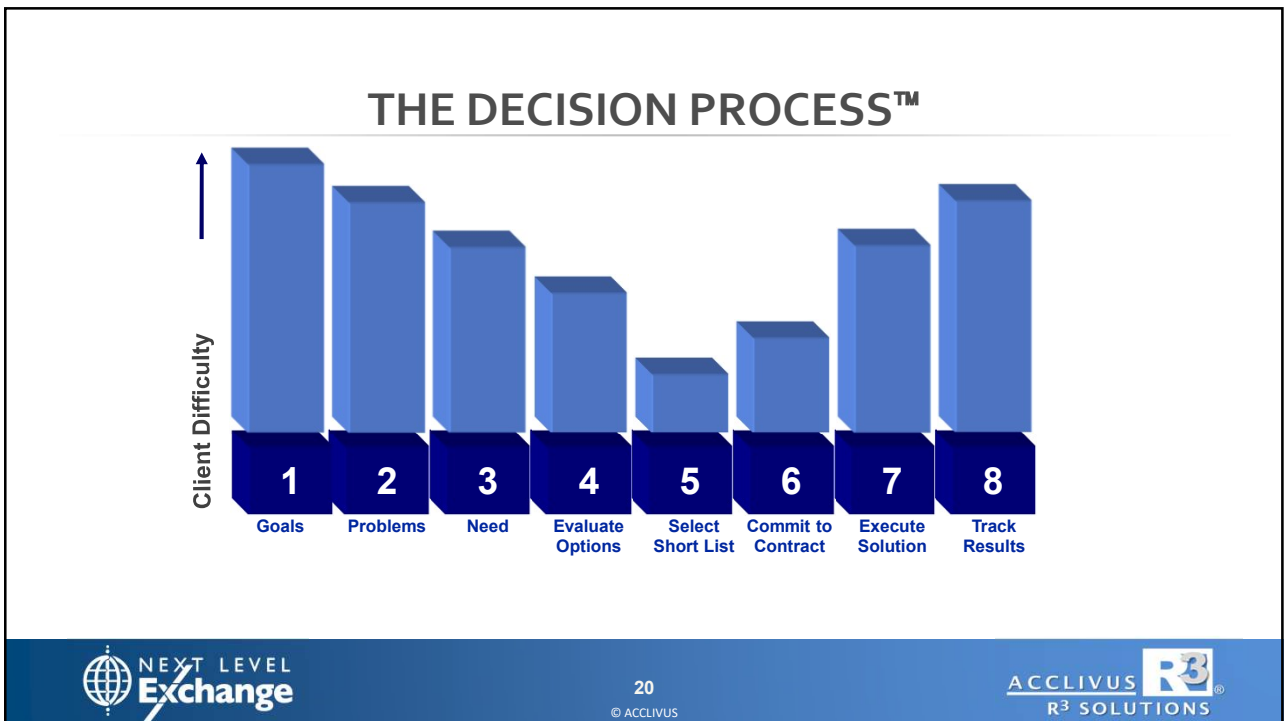


AMERICAN HERITAGE DICTIONARY

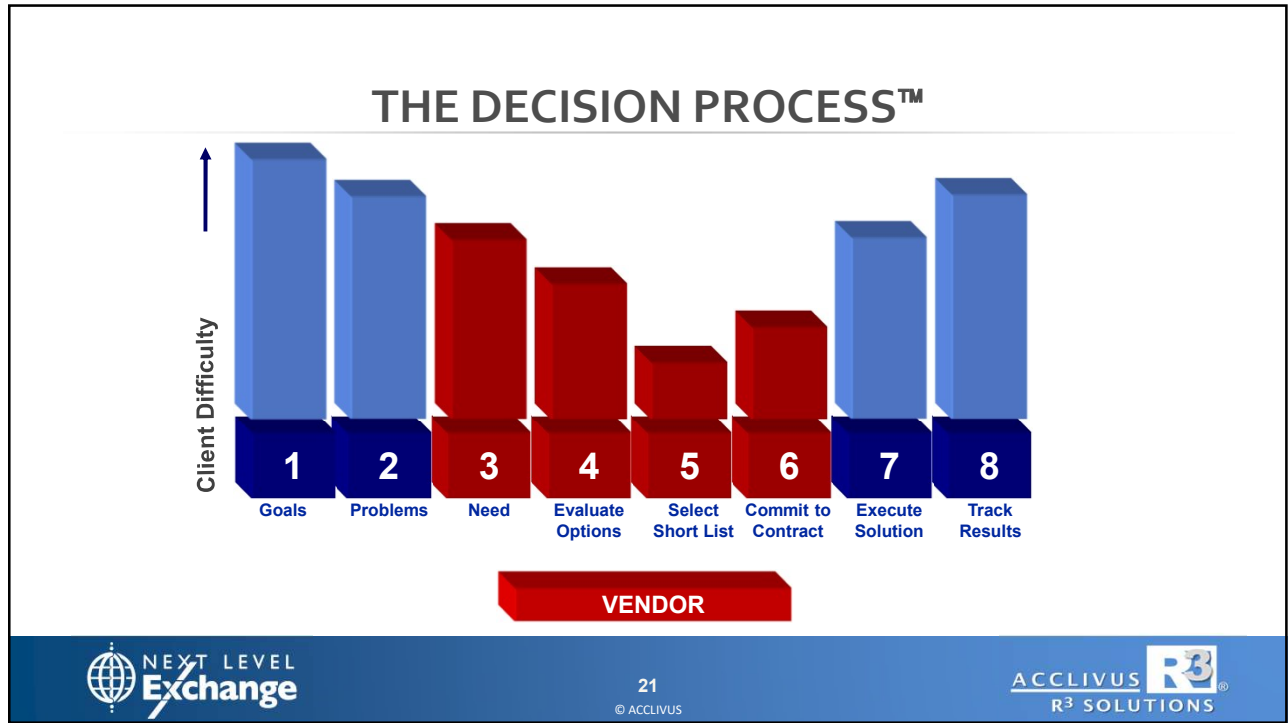
Vendor (ven-der)

- One who sells as a hawker, peddler, huckster, monger, trader, dealer, purveyor, tradesman.
- The context example in the dictionary refers to “the guy who sells peanuts in the ballpark.”

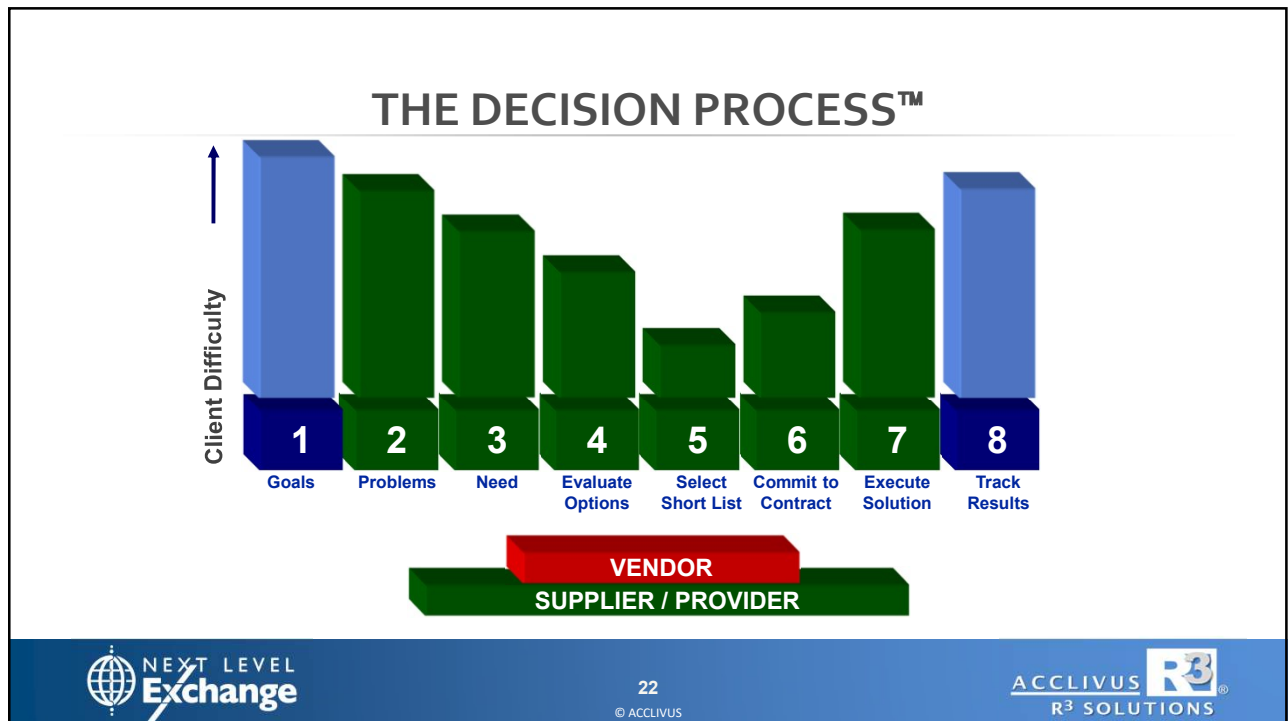
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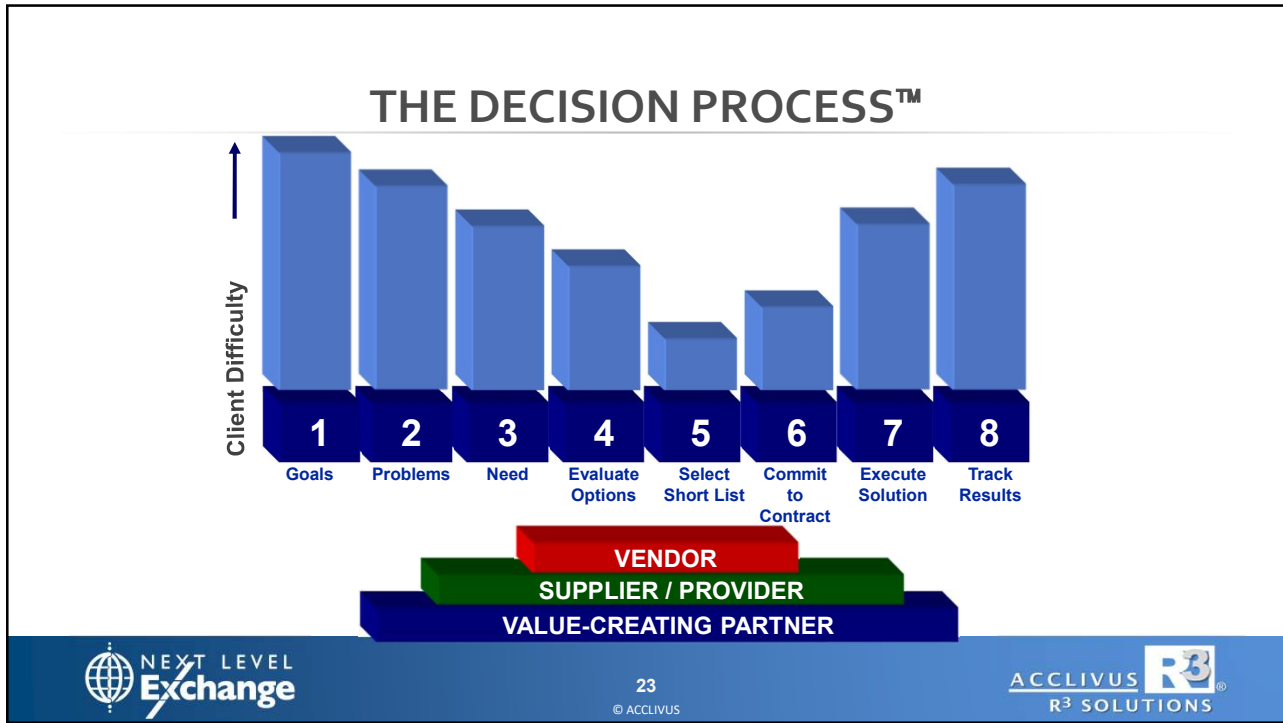
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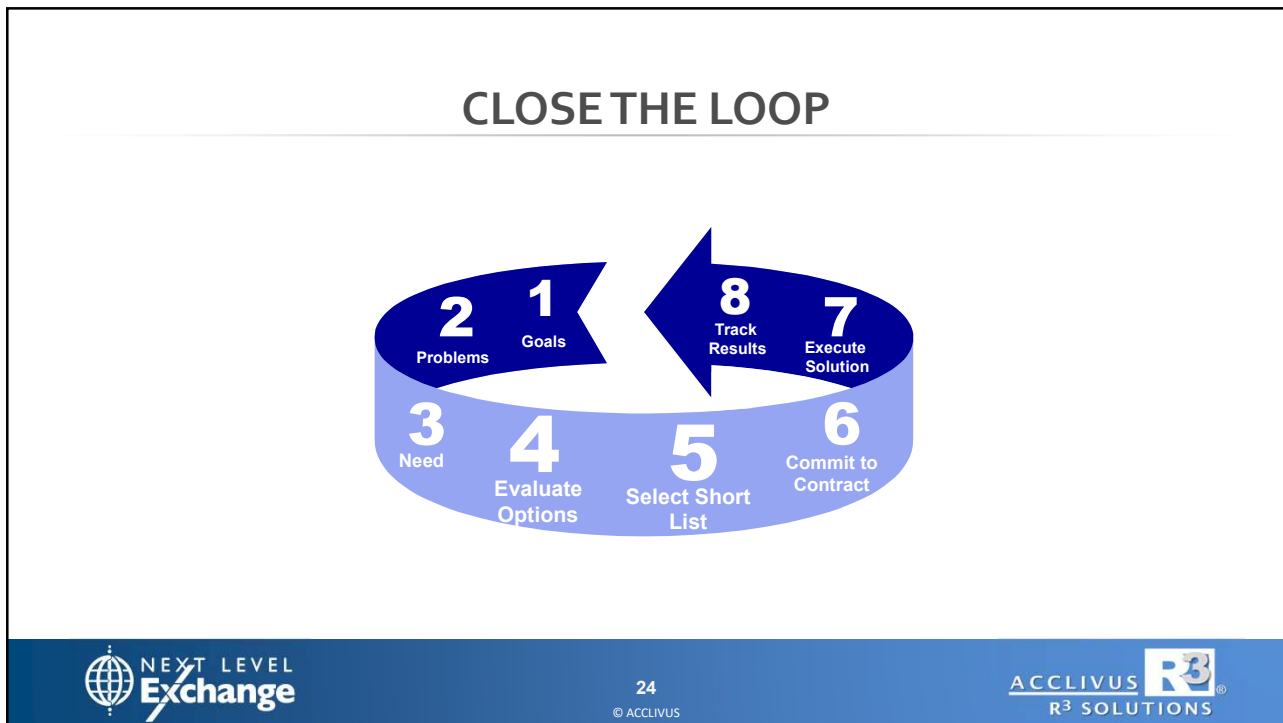
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23



24

VALUE PROPOSITION

If you fail to differentiate with your approach, you will always be forced to differentiate with your price

- What does this principle mean at work?
- How do we potentially violate the principle with clients / candidates?
- How can we better leverage this principle with clients / candidates?

BEST PRACTICE

Positioning Value

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

- Jill Konrath



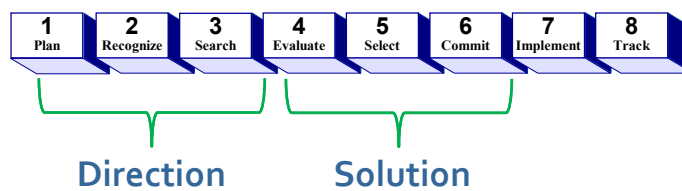
RECOMMENDING

- 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.

27

RECOMMENDING

Recommend an approach for...



28

RECOMMENDING

1. Support goals/problems
2. Recommend approach
3. Listen/Probe for acceptance

BEST PRACTICE Gaining Initial Commitment

*“What we’ve got here is 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."

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



NEXT LEVEL Exchange


33

Work Sheet

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



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34

Work
Sheet

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.”

35

Work
Sheet

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 go day replacement guarantee.”
- “I don’t think you can find the people we need with our unique qualifications in the time frame required.”

36

Work
Sheet

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%?”

37

Work
Sheet

RESISTANCE EXERCISE

In a small group, work together to identify your
top 3 in each category:

- What type of resistance do you hear most in your market?
 - ❖ *Top 3 Misperceptions*
 - ❖ *Top 3 Skepticisms*
 - ❖ *Top 3 Factual concerns*

5 Minute Exercise

38

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.

Work
Sheet

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DAAA
BH6

BEST PRACTICE

Active / Empathic Listening

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

- Diane Sawyer



41

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42

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.



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VIDEO



The Art of Listening

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

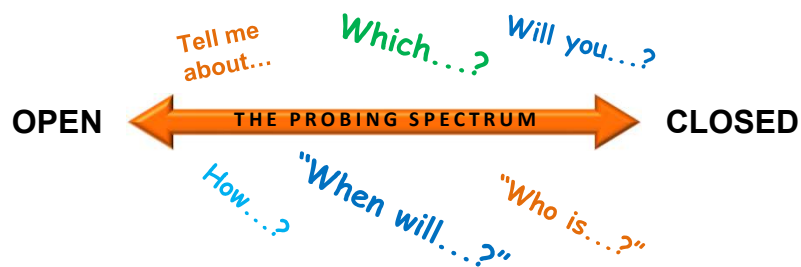
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49

TRUST.....AND VERIFY



50

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.....?

BEST PRACTICE

Expand

"The most legitimate experience to be shared is the personal experience."

- Giharu Si Perempuan Gunung

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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 specific key clients with 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

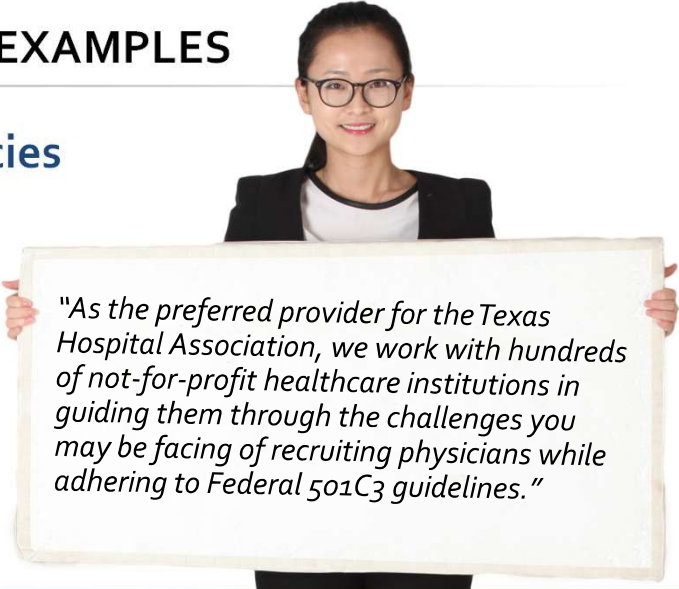
Expertise

"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."

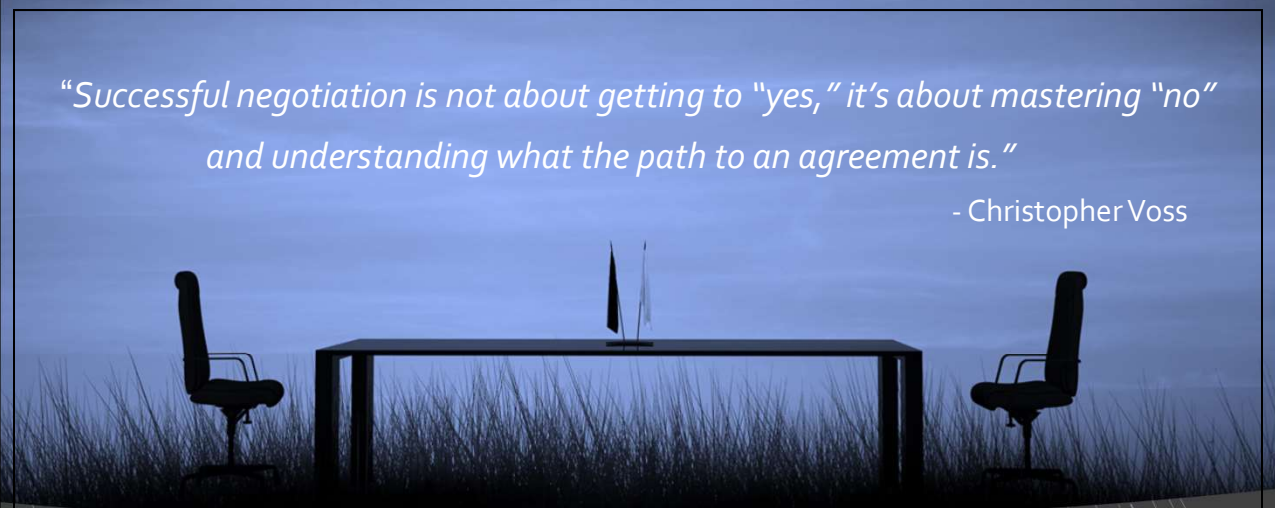


LEGITIMACY EXAMPLES

Policies



"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."



"Successful negotiation is not about getting to "yes," it's 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....”
- “Would you agree?”
- “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?

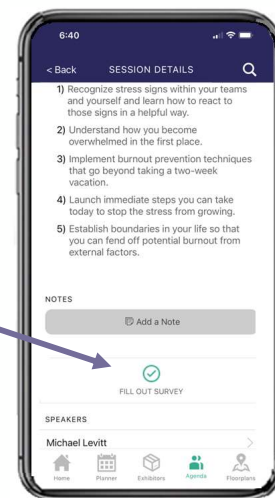
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BUT WAIT.....THERE'S MORE!

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Thank you

