How to Use This Guide
Use this companion script guide while watching the program and also after you have completed it. Once you watch the video, the scripts will make more sense in how they are used.

Engaging Candidates

First Contact:

“Hello, ____________ ?”

“My name is__________. We haven’t talked before... / You and I don’t know each other...”

“But your name came across my desk earlier today, and I needed to talk with you about something I’m working on. Do you have a second?”

Or

“You and I have a common friend in ___ and he suggested I give you a call. Do you have a second?”

“I work for ABC Search Consultants. We specialize in recruiting high performers in the widget industry. One of our clients has engaged us in a search, and I think your background fits what I’m looking for. I wanted to just touch base with you, Joe, to make and introduction and to see if you are open to hearing about other things. What are your thoughts about that?”

Are they qualified?

“Give me a thirty second overview of your background, like how long you’ve been in the industry, been with your company, what sort of projects you’ve worked on.”

What is their motive?

“If you could say you were between zero and one hundred percent satisfied, where
would you put yourself in that range?”

I’m 80% satisfied.

“What’s in that 20% that’s keeping you 100% satisfied?”

Or

“On a scale of 1 to 10, where would you put yourself in that range?”

**Ideal opportunity**

“Let’s just say I had your dream job on my desk and I was going to call you up and tell you about it. What would be some things that you would have to see (or love to have) in your next opportunity?”

**Move forward**

“It sounds like your background may be a fit for something that we’re working on, and that our client’s opportunity might be interesting to you. Let me tell you about it.”

“Let me make sure I have your info. Let me get your cell number. Should I call you on that instead of your work number?
Do you have a personal email address?
Do you have a resume that’s updated?
How soon can you send it to me?”

**If the Candidate Says They Are Happy**

If the candidate says they are not open, then move away and **build rapport**.

“No problem, most of the people we talk to are happy where they are. How long have you lived in Chicago? I was in there last spring for a cubs game. Do you ever go to their games?”
Rebuttal:

“Most of the people I talk with fit into one of three categories. They are either going to retire with their current company, or they are actively looking to make a move, or they are somewhere in the middle. Where do you think you'd put yourself in that range?”

“Then do you think it’s possible that there might be something better for you out there? Do you think that’s a possibility?”

“Then let me make a suggestion, ______. What I’d like to do is spend a few minutes with you finding out more about you, where you are today in your career, where you’ve come from, and also where you want to go. And if the place you want to go in your career is a place that our client can take you, then we’ll tell you everything about them and you can decide for yourself to go forward. Whatever you want to do is fine with me.”

Getting Referrals

“That’s fine, ______. Let me give you my contact info because anytime you want to talk about career issues, I want you to call us. Even if you want to stay with your current company and you get a raise or a bonus and you want to find out if that’s any good compared to other people, just call us because we keep track of that information and we'd be happy to help you with that.”

‘Wow, thanks!’

“No problem, ______________. Say, maybe you can help me on my search. I’m looking for a ____ with______ experience. Who do you know who fits that profile someone who probably isn’t looking to make a move and might even seem happy where they are. I’m just trying to network with as many people as possible right now.”

Get one piece of information from them and they will be more inclined to give you names. Ask low risk questions such as things related to other companies, people who left their company, and people within their company who aren't being treated well.
MPC Candidates

When you recruit and find a candidate who is open to moving but doesn't fit your current search, use this phrase to get them on board as an MPC. MPC stands for Most Placeable Candidate, also known as an Impact Player, or Impact Candidate. These are those candidates who are amazing and are the most sought-after by employers. You can market them to hiring managers as a way to (1) make placements, (2) open up doors to find out about other opportunities, and (3) build relationships with hiring managers.

“Most of my time is spent conducting searches for clients who hire our firm to find good people. But I do spend some of my time with those candidates who are exceptional and who want to make a move but don't want to jeopardize their current situation. So for them I can use our firm's reputation and my personal rolodex to open up opportunities for them. Is that the type of relationship you'd like to have with our firm?”

When making presentations to clients, make sure you give them quantifiable and measurable results when you make contact with them and in the message you leave for them. Find out what those key outcomes are by asking the candidates this question:

“Let's just say that I presented you to a company and they asked why they should hire you. What do you think the three greatest reasons would be?”

Then after they give you the responses, ask questions such as “How so?” or “What do you mean?” to find out specific measurable outcomes. If you still can't get measurable outcomes, ask this question:

“What would I observe with my own eyes that would lead me to come to that conclusion about your performance?” So if they say, 'I'm a good leader', you can ask that question to get key outcomes.
Scripts Selling Services to Clients

Asking for Business

“Bob, I talk to lots of good people all day in your industry. And right now I’m seeing some movement of some very good people. Let’s just say I come across someone who is exceptional. What type of person should I pick up the phone and call you and tell you about when I come across them?”

“Well, we are looking for a…”

“What steps have you taken to fill the position?”

“On a scale of 1 – 10, 10 meaning it’s critical, what is your urgency level?”

“So does that mean I should clear my desk off and push all of my existing clients off to the side and make your search my top priority?”

“What is important to you in choosing a search firm?”

SPIN Selling

Use the SPIN Selling model to probe for buying motives:

Situation

What is the background and the situation in their company?

Problem

What are the problems they are encountering?

Implication

What are the problems that will follow if the situation is not resolved?

Need

You show how your services can solve for the need of your client.
**W5H questions**

Ask the following open ended questions to uncover problems and issues.

Who
What
Where
When
Why
How

When you find potential problems, ask questions which allow them to elaborate, such as:

“Why do you say that exactly?”
“How so?”
“What do you mean by that?”

**The Magic Questions**

When leading clients forward after you set expectations or make recommendations, use these two 'magic questions' to gain commitment and increase compliance:

“Does that make sense?”

“Are you okay with that?”
Taking Search Assignments

Confirm the Specifications of the Open Position

Results and outcomes:

"If this person worked for you for a year and they only accomplished three things and you would still call them a success, what would those three things be?"

Those three outcomes are the primary guiding force of this search. Use that to:
- guide your search activity
- screen and qualify candidates against it
- present the candidate in those terms (makes them look better than the rest)
- close the deal with the client

Key Selling Points of the Opportunity:
- Overview - company's story: why do people like working there?

- "If I did a survey among your employees as to why they would recommend your company as a place of employment for candidates, what would they say?"

- Tell me about your tenure.

- Tell me about any charities or fun events you are involved in.

- If I had a candidate who was exceptional and who was sitting on the fence, what would that person need to know to be swayed to come and interview in your office?

- Tell me about the natural progression of advancement for this position.

- Tell me about others who worked in this position before. What happened after they were promoted?

- What are some other success stories?
Compensation for the Position

Salary: Low to High, and test it.

If they say 70 – 80k: “So if I found someone who was currently making 80k, would you still want to see them?” If they say yes, then test again until you reach the true high of the range.

Other types of compensation:

vehicle, gas, transportation, moving, housing allowances, retirement programs, insurance, other benefits

Bonus:

What type?
- Individual performance
- Group performance
- Combination of the two

How determined?
- Percentage
- formula
- discretionary

When paid? How much paid in past?

Next Steps: Set Expectations with Client:

1. In terms of what is happening next.
2. In terms of their role in the process.
3. In terms of your role in the process.

"Let me tell you what happens next."

Confirm a target week for interviews. Confirm communication expectation.
"From this point on, the only time I will leave a message for you is for one of two reasons: I either have a candidate who wants to speak to you about the opportunity, or I need information to give a candidate about the opportunity. Either way, I need to know that you and I will be able to get back to each other within 24 hours of leaving messages for each other. That's because there's a window of opportunity, and we have no idea how quickly that will shut on us."

"Does that make sense to you?"
"Are you okay with that?"

**Advance Prep on The Offer**

“Once we get to the finalists and you know who you want, I'll have a chance to find out what realistically the candidate would need to say yes to an offer and let you know that. Once you know what you want to offer the candidate, I'll test that offer with the candidate to make sure it will be accepted. If not, I'll let you know. If it will work, I'll coach the candidate into accepting the offer the day he gets it and start prepping him on turning his notice in right away.”
Interview Preps, Debriefs and Closing

Interview Preps: Candidates

Has anything changed since we talked last?
How do you feel about everything?
Confirm logistics. Do not assume anything.
Confirm opening position, history of your client, and background of the opening. Give your perspective on the people that the candidate will be meeting with; help candidate get to ‘know’ them before showing up.

Three phases: beginning, middle, end

- **Beginning:** build rapport; find things in common.
- **Middle:** why you are there
- **End:** bringing closure and moving it forward

Interview Coaching: The Beginning

- Build rapport by finding common areas of interest, such as previous common clients, people you have in common, previous work history that might be similar, schools you went to, what part of town you live in, etc.
- Be relaxed and remember this is a free flow of information between the two of you.
- Come prepared with a list of questions.
- Be enthusiastic.
- Dress appropriately.
- Stress the importance of the first impression.
- Be punctual.
- Give them the client’s office phone and cel number (and your cel number)
- Do not portray previous or current employer negatively.
- Do not seem aloof or disinterested.

Interview Coaching: The Middle

- Talk about the three key performance objectives.*
- Talk about specific results you have achieved.
• Ask questions that relate to results you might achieve while working there.
• Give specific examples that validate your expertise.
• Compensation: don't bring up money; don't ask about benefits, vacation, other forms of comp.
• Be sure to answer their questions directly. Answer it first, then expound on it.

Interview Coaching: The End
• Ask them: “Based on what you have seen of my background, are there any concerns?”
• “At this point, what do you suggest the next step in the process is?”
• Schedule the next meeting right then and there.
• Call me when you get to your car. (or) Let’s you and I touch base right after your interview.
• Gut Check: How do you feel about everything?
• Do you have any questions for me?

Interview Preps: Clients

• Confirm logistics and find out who is involved in the interview (so you can let the candidate know)
• Make sure you hit on the ‘pushes’ and the ‘pulls’
• The candidate may seem nervous, anxious, and their true personality isn't what you see on the first interview normally.

• Introduction: getting to know each other, making the candidate feel comfortable.
• Evaluation: discussing candidate performance and outcomes.
• Wrap-up: bringing closure and moving it forward.

Interview Coaching for Clients:
• What is the most significant impact?
• Tell me about your leadership skills? Give me specific examples.
• With each performance objective, ask what results they achieved in their current place of work and their previous places; how did they accomplish them? (what actions did you take?)
• How would you accomplish each performance objective if you worked here in the future?
• Postpone comp until next meeting; it adds stress to the interview.
• Encourage future peers, subordinates, and other colleagues to build relationship with the candidate. Find those who might have a strong bond with the candidate or something in common with him.

Wrap Up
• Schedule second meeting right then and there.
• If not interested, tell him you need to talk among your colleagues and you'll have me get back in touch with him.
• Let's touch base that afternoon after you have a chance to discuss the candidate.

Candidate Debrief
• Walk me through a play by play overview, from the time you showed up to the time you left.
• Who did you meet with? What did you think of him?
• How did they describe the opportunity to you?
• What did you like best about it?
• How did you describe yourself to them?
• How did they describe the role of someone in that position being successful?
• How did you show them you would reach that level of success?
• Did you use specific examples from your past experiences like we talked about?
• How did they respond to that?
• Did they talk about money?
• Who brought it up? What did they say about it? How did you respond? What happened next?
• How do you think they perceive you based on your meeting?
• What are the concerns that you think they have about you?
• How did you handle those?
• Based upon the meeting, what are your thoughts about the opportunity now?
• What did you learn about the company that you didn ’ t know before? (This is a good way to find out things about your client that your client won’ t tell you.)
• Do you think you would have fun working there?
• At this point, is there anything keeping you from moving forward?
• How did they leave everything?
• What did they say would happen next, and when?
• Did you schedule a second meeting right then and there?
• If they offered you the job, would you take it? How soon could you start?
• Are there any concerns about the relocation aspect of the position? Who else would be involved in the relocation?
• What other opportunities do you have that are pending right now?
• Has anything changed since we last spoke?

Candidate – Move to Close
• Great, sounds like everything went well. So if they were to give you an offer, based on what you know about the company, would you take it?
• If they gave you an offer, at this point what would you say ‘yes’ to?
• This is where we go from here. I'll call my client and confirm with them that the interest is mutual. If it is and if they want to bring you on board, after we check the references then I’ll find out what their offer is before you get it, so that way you can go home and talk about it. If it’s going to work for you, then have the confidence to accept the formal offer the day that you get that. And that does two things for you. First, it shows your new employer that you are decisive, that you can make important decisions quickly. Second, it shows them that you are enthusiastic, that you are excited about coming on board. But it's really just a function of how I manage the release of that information.
• Does that make sense?
• Are you okay with that?

Client Debrief
• Tell me about the interview with the candidate. What transpired from the time that he showed up to the time that he left?
• What were some of the more compelling characteristics about his background?
• What impressed you the most about his experience?
• How would you describe his ability to achieve the desired outcomes of the position?
• Did he have the right kind of experience?
• How do you think he would fit in with the rest of the group?
• Did you talk about compensation?
• Who brought it up?
• Who else did he meet?
• What did they think of him? What sort of impression do you think he had of your group?
• At this point, after spending time with him, is there anything that would keep you
from going forward with him? Did you address those concerns with the candidate? How did he handle those concerns? Were you confident in his responses?

- What other information do you need in order to make him an offer?
- At this point, what is your intention with the candidate? What is your timing in going forward with the candidate?

Client – Move to Close

- What I will do with the candidate is find out if he would accept your offer before the offer is even given to him. It’s what I call testing the offer. I don’t want him to receive a formal offer from you unless we know that there is only one outcome: his acceptance. That’s because if there are any concerns or anything that we need to iron out, those things are handled before the final offer is given. And when I talk with the candidate, I’m going to share that with him as well. I’ll let him know that I have an idea of what the offer might be, and will go over the other benefits and compensation with him. And I’ll find out if he will accept your offer if it was presented to him.

- Does that make sense?
- Are you okay with that?