Big Biller Secrets

Presenter: Brad Ellis – Managing Director, Kaye/Bassman International

Brad Ellis joined Kaye/Bassman as a Senior Search Consultant in 2006 within the Healthcare Practice, and was named a Managing Partner in 2007. He is responsible for Kaye/Bassman’s Therapy, Healthcare Finance, and Case/Quality/Risk Specialty Practices. Prior to joining Kaye/Bassman, Brad had a progressive 13 year career in the healthcare industry starting as a Respiratory Therapist and then becoming Director of Cardiopulmonary for a Dallas based HCA hospital. Brad began recruiting in 2000 and was consistently one of the top producers earning “Rookie of the Year” for his office, and then the national permanent placement “Rookie of the Year” out of 14 offices. After just two years of setting records, he was then promoted to General Manager of his division. On three separate occasions he has trained and developed a team of producers to an annual production rate of over $3 million dollars.

About this Presentation:

In this Big Biller presentation, Brad gives his unique perspective on team development, strategic selling, closing techniques, and how to quickly become a producing search consultant.

Week 1 Meeting: “Big Biller Secrets” by Brad Ellis

If you are reviewing this episode with a team, break this episode into two different segments. Pause the video at 38:42 in and then resume the next week. After both meetings, ask your group for their key takeaways and insights that they pulled from the episode. Review the following below to fill in the gaps.

KNOW YOUR CLIENTS: Nobody would want to think that they are the “uninformed recruiter” that Brad is referencing, but the truth is that all of us could be a little smarter when it comes to knowing our clients inside and out. When we prepare a candidate for who they will be meeting with, what’s important information?

BACKGROUND: Do you know details like how long the hiring manager has been there, what they are responsible for, and where they used to work prior to joining the current firm? Do you know what brought them to their new organization, or their most noteworthy accomplishments?

COMMON GROUND: Perhaps your candidate and the hiring manager both have children (or dogs that they treat like their children), possibly they went to schools that were friendly rivals, perhaps it is that they grew up in the same part of the country, or perhaps they are both huge fans of the local sports team. Possibly it’s something small – like the hiring manager used to work for a large corporation and is now with your start-up client, and your candidate is with a large organization currently and considering making the move to a smaller firm. Making a strong personal connection can change the entire tone of a first meeting!
PERSONALITY: No matter the personality type, prepare your candidate as to what to expect. If your hiring manager is a cut-to-the-chase, no-nonsense individual? Prepare your candidate – in a positive light. An example script could be:

“(Client) is pretty busy, and is critically aware of the value of your time and of course his own. He’s not the interviewer who is going to ask you what you do in your spare time, or tell you a funny story or crack jokes. It’s important that you understand that it’s not because he doesn’t like you – it’s because he is a direct individual. He knows what he’s looking for, he is going to assess that quickly, and give you the opportunity to assess them as well.”

Why is this important? Instead of the candidate perceiving this uptight interview that lacks small talk as going poorly, they will know that this is exactly the situation they were prepared for and not to be intimidated or lose interest.

STEP FURTHER: Still think you know your clients well and don’t have room for improvement? Jeff Skrentny shares a list of questions that you should ask yourself for your best client. If clients want to work with people they like, this simple exercise can shine a spotlight on what you think you know versus what you should know! Answer the following questions as they pertain to your best client – the one that is the primary contributor to your billings and placements:

“Rate your Relationship” Quiz

• Your primary point person - how long have they been working for the client company?
• Do you know their cell phone or home phone number by memory?
• Within $1,000, how much have you billed with that client so far this year?
• Exactly how many candidates have you placed there so far this year?
• The first names of the last 5 people that you placed to work at the company?
• What college or university did your hiring authority graduate from? If they didn’t, do you know if they have any hang-ups or issues with not being a college graduate?
• Is the hiring manager married? Do they have a significant other?
• What’s the spouse’s name?
• Does the hiring manager has children from this, or past, relationships?
• If so, what are the names and ages of the children?
• Where did the hiring manager work immediately prior to this position?
• When you go to the hiring manager’s workspace, what’s the single, most noticeable status symbol you see in their office?
• Does your client drink alcohol? Does, or will, your client drink alcohol at lunch?
• Have you ever taken, or do you regularly take, your client out for their birthday or employment anniversary? Do you know what both of those dates are?
• When and where was the last vacation they took? Did they enjoy that vacation?
**SENDOUTS, BILLINGS, AND CASH:** Don’t mistake “activity” for “productivity” – Brad’s three goals are to generate activity that leads to productivity: getting a candidate set up for an interview, closing a deal to generate a billing, or the collection of cash. If you want to start to identify your trends, track the following over an extended period of time:

<table>
<thead>
<tr>
<th>Week</th>
<th>Marketing Attempts</th>
<th>Marketing Presentations</th>
<th>Job Orders</th>
<th>Reference Checks</th>
<th>Recruiting Attempts</th>
<th>Recruiting Presentations</th>
<th>Resumes/ CDS</th>
<th>Resumes Presented</th>
<th>First Time Face to Face Interviews</th>
<th>Offers Accepted</th>
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**MULTIPLE OBJECTIVES:** This is a great concept covered in the NLE Rookie Training Program and reiterated by Brad in this Episode. To use Brad’s sports analogy, make sure as the quarterback of your phone call, you know the multiple objectives and options you have for directing the call. The following is an example possible objectives for both a recruiting call as well as a new client development call – how does this match your own objectives? How far do you get on each call you make? If you rarely get past Objective #1, work on this area of development!

**Marketing Objective #1: Identify current or upcoming needs**
- Secure a fee agreement if applicable

**Marketing Objective #2: Create value for your next follow-up call**
- Understand what information would be important for you to bring to future conversations
- Send follow-up email that is professional and memorable

**Marketing Objective #3: Solicit referrals or gain some market insights**
- End every call being more prepared for your next call

**Marketing Objective #4: Recruit the hiring manager**
- Remember that everyone has a next step!
Recruiting Objective #1: Recruit the candidate!
- Either for your top priority search, or perhaps for other searches on your plate or the plates of others on your team
- Recruiting the candidate does not mean that you have convinced them to resign tomorrow – it simply means that they are open to the possibility of considering a new opportunity

Recruiting Objective #2: Learn enough to know *with what* and when you should call in the future
- If not this opportunity, what opportunity? If not now, when?
- What insightful information can you bring to the next call (industry insights, salary survey information, competitive intelligence, etc)?

Recruiting Objective #3: Solicit direct referrals or name gather indirectly
- Possibly gather information on the structure of the department, recent hires, or new promotions

Recruiting Objective #4: Uncover client development opportunities
- Even if you are not speaking with the decision maker, others within the department or team may give you some inside information about current or upcoming hiring needs

Recruiting Objective #5: Gather information that will make you smarter for your next call
- Discover new products, projects, or offerings
- Learn about industry announcements, mergers, or trends
- Better understand terminology, roles, and responsibilities
- Gather any and all information that will help you become a market master!

Recruiting Objective #6: Send an email or mail business cards
- Maximize the chances that if and when this individual wants to reach you in the future, your information is within reach!

If watching with a group, pause the video at 38:42. Review the group’s takeaways and fill in with those above.
Week 2 Meeting: “Big Biller Secrets” by Brad Ellis

If you are reviewing this episode with a team, break this episode into two different segments. Pause the video at 38:42 in and then resume the next week and watch through the end of the Episode. After both meetings, ask your group for their key takeaways and insights that they pulled from the episode. Review the following below to fill in the gaps.

PERCEPTION IS EVERYTHING: When we say that “perception is reality”, what are we talking about? It doesn’t matter how you perceive yourself – it matters how your candidates and clients perceive you! Think you are doing a good job for your best clients, or have you actually asked them? Think your candidates trust your opinion, or have you asked them? Ironically, the more confidence you have that your self-analysis is accurate, the more likely it is that it’s not. A gap between how you perceive yourself and how others perceive you isn’t a healthy best practice for building your recruiting business – so put some measures in place that will help you actually assess, and continue to improve, the perception of you in the marketplace. Below is an example of how to get started with soliciting feedback from hiring managers for candidates placed – create one that can be sent to candidates as well.

Name: ___________________________ Company: ___________________________
Email: __________________________ Search Consultant: ___________________________
Name of Candidate: __________________________ Start Date: ___________________________

On a scale of 1-4: (1) Poor, (2) Fair, (3) Good, (4) Excellent, how would you rate:
Quality of candidates we presented 1 2 3 4
Timeliness of candidates we presented 1 2 3 4
Accessibility and responsiveness of your Search Consultant 1 2 3 4
Alignment of candidate’s qualifications and original specifications 1 2 3 4
Knowledge and effectiveness of your Search Consultant 1 2 3 4
Professionalism of your Search Consultant 1 2 3 4

How can we serve your needs better on future searches?

____________________________________________________________________________

Comments:

____________________________________________________________________________

____________________________________________________________________________
COMMUNICATION AND TEAM RULES: How many times have you gotten into a tough situation as you start to grow territories and practices? Many of these could have been avoided in the beginning – having car insurance isn’t because you know you are going to get into an accident – it’s as a safety net in the rare case that you do. Use the guidelines below to start to craft your own team rules:

HANDS-OFF CLIENTS: As team Leadership is responsible for marketing strategy, every effort will be made to maintain a balance between client and source companies.
• If a retained agreement has been signed in the last six months.
• Divisions of multi-divisional companies will be treated separately, unless required otherwise by contract. In cases where a single corporate contact is responsible for all divisions, the Practice Leader may make a judgment to consider multiple divisions off-limits.
• Any protected company must have some sort of activity (minimum Face-to-face send-out) in the preceding 6 months.
• Protected companies and their activity will be reviewed on a semi-annual basis. A complete list of protected companies will be provided to the entire team.

CANDIDATE OWNERSHIP:
• For ownership of a candidate’s placement value, recruiter must have a resume and/or a detailed Candidate Data Sheet.
• Ownership of the candidate is maintained for 6 months following latest contact. If, in that 6 months period, a Job Order is posted that the candidate is a fit for, the recruiter assigned to work that job order is to notify the recruiter with the candidate relationship. If the recruiter with candidate ownership chooses to pursue the candidate, he/she may do so and present the candidate to the Account Manager or Team lead responsible for the job order. If the ownership recruiter has not attempted contact within 7 days the recruiter assigned the search may attempt contact and will then take candidate ownership.
• If the ownership recruiter is no longer with the Practice, that candidate is treated as a new one and the next recruiter to call him/her, present an opportunity and/or update CDS information will gain ownership of the candidate.

OFFICE HOURS: Establish your personal business hours for production. The example below could help get you started:

8 am – 10 am  Conduct follow-up calls and closing calls that are closest to generating sendouts, billings, or cash. Associates can have access to a shared calendar and schedule calls during this time slot.

10 am – 3 pm  Drive your own personal production. For every 3 new hires, this time slot will be reduced by an hour to two each day.

3 pm – 5 pm  Similar to the first time slot, but finish the day by scheduling 30 minute debrief meetings with individuals or teams (when appropriate).
Debrief meetings can include (but are not limited to) discussions of the day’s accomplishments like connect time in the market, number of dials, number of presentations or live conversations, number of resumes received, number of Candidate Data Sheets or Needs Analysis Profiles taken, and the opportunity to cross sell and match candidates with additional prospective search assignments. Make sure to provide positive or critical feedback in each meeting to maximize the opportunity to course correct immediately and improve the following day’s calls and results immediately.

**ACTION STEPS:** From Brad’s list of suggestions to continually be a “life learner”, which of the following do you commit to implementing in the next 30 days? Pick one – don’t try to change everything overnight – but select the one that you think will have the most impact and follow through in the next 30 days.

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**READING:** Select one book on leadership, sales strategy, or motivational material to read in the next quarter.

**ONLINE:** Sign up to an online training organization and commit to watching new material for 30 minutes each week.

**MENTOR:** Identify a fellow recruiter or search firm owner that you can lean on, bounce ideas off of, and look to for honest and candid feedback.

**CONFERENCE:** Attend at least one industry-related trade show, or one tenured recruiter training conference.