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30 Winning Edges

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30 Winning Edges

Bringing together Tony Byrne's 30 Steps in the Placement Process and Brian Tracy's Winning Edges or, in short, how 2 plus 2 = 10!

What exactly are Tony Byrne's 30 Steps in the Placement Process? Created in 1988 – the year Adele was born, Margaret Thatcher was still in power and the first Red Nose day raised £15 million – this was the first, most powerful and timeless attempt to create a meaningful process that most recruiters could work to. This eBook will give you all 30 steps.

What does Brian Tracy mean by the Winning Edges? This core principle has underpinned a whole range of achievements. Brian Tracy calls it the Winning Edges, Sir Clive Woodward referred to it as the Critical Non-essentials or 1 Percenters, Dave Brailsford at Team Sky cycling used the phrase 'aggregation of marginal gains' and perhaps the forerunner of all these ideas came from post-war Japanese manufacturing under the heading of Kaizen. The common theme in all of these principles is to identify the small things that make a big difference. This eBook will give you recruitment specific examples of winning edges.

Both the Winning Edges and the 30 Steps are cracking tools in their own right, but when you bring them together as a professional recruiter, you get an explosion of attitude and technique that drive extreme performance. Some things just work well together – ham & eggs, Batman & Robin, Pinot Noir with raspberries and black pepper (try it), Ant and Dec?

We have posted out a condensed Winning Edge for each of the 30 steps on social media, but this eBook provides a more detailed example for each step. The aim of this series is to give recruiters specific operational techniques that will improve performance. We also hope to more fundamentally change the way you think about your jobs – to encourage you to constantly look to achieve 'continuous improvement' – so please connect with us on LinkedIn and give us some of your own 'one percenters'. It will be great to hear from you all.

Step 1 - Take a complete job order

There are loads of winning edges for this step, but one opportunity we find many recruiters miss is to differentiate between 'cause' and 'effect'. Most decent recruiters ask clients questions such as, "Why are you hiring?" or "What is the reason for this hire?". But all that is doing is identifying the cause of the hire. Winning edge recruiters go beyond the cause and explore the effects. So, they ask questions like, 'Who's working late? What's not getting done? Where are you losing money?" or on a more positive note: "What are you trying to achieve in this hire? What are your aspirations/objectives/goals?" The detail's not the point here, you will need to think up your own questions, it is the concept that matters. Merely understanding the cause of the hire is of limited interest to a quality recruiter, understanding the effects is gold dust – but why?

1. It helps us to form a better understanding of what the client actually needs – particularly if you have been given a somewhat generic or vague job spec. This tells you what the person needs to come in and do – making your search more targeted and also quicker.

2. It can help us 'sell' the job to a candidate more powerfully. Often the 'backstory' to the hire is highly appealing to a candidate in terms of being exciting, challenging, important, responsible, evolving or varied.

3. It enables us to push for flexibility in many aspects of the job order. For example, pushing rates, package or even fees up, reducing educational qualifications or the professional experience required. Great recruiters use the 'effect' of the hire to exert sound commercial pressure on their clients to gain a more realistic and attractive role to work against.

4. It enables us to prioritise our desk better. Understanding the effect of the hire tells us how urgent and important this hire really is and, crudely, we should be focusing on the placements that are more urgent and more important because they are simply more likely to complete. Never ask your client how urgent/important the hire is – you know what they will say! You, the recruiter, are the one who should decide on this and you, the recruiter, have a responsibility to make this decision.

5. Ultimately, identifying the effect of the hire (often seen as a problem), enables you to position candidates as solutions. Great recruiters never sell candidates, CV's or people, they sell solutions to known business problems.

This is a great example of a winning edge – a small thing (understanding the effect, not just the cause) that creates a number of big differences. But the job order drives many other winning edges – can you think of some of your own?

Step 2 - Write a recruiting plan

This is often a misunderstood step - particularly in the high-paced, 'fastest finger first' environment of modern recruitment. But don't take the word 'write' too literally! This step is reminding us to stop and think before we start recruiting - perhaps ask ourselves some planning questions such as:

- Who am I looking for?
- Where will I find them?
- What's good about the role and how will I sell it?
- What's wrong with the role and how will I deal with this?
- Do I get people from my database, job boards, adverts, LinkedIn, headhunting?
- Who do I know who could do the job?
- What similar roles have I work recently?

You get the idea. But perhaps the winning edges for this step is more about when you do this thinking. Rather than waiting until after taking the job order to do this, which can be clunky, how about thinking through all of these planning questions whilst taking the job order? This way you will ask much better and more probing questions of your client.

Step 3 - File search

Often the first port of call for candidates. In 1988, when Tony created the 30 steps, recruiters didn't have big, expensive and flashy databases so they kept their candidate details in physical files (ask your MD about it), rolodexes, or black books! Whilst those days are gone, some of the qualities that recruiters had to evolve back then are worth us learning from today. In particular, try to develop a better memory for at least some of your candidates. Creating 'hotlists' of particular candidates is a good way of doing this, but perhaps the winning edge of this step is how and when you use this heightened familiarity of these candidates.

Ideally, when you are taking a job order, you should be able to think about potential candidates who are on your hotlist. This then empowers you to immediately sell a candidate to your client - which is particular appealing if their need is an urgent one. Or if you are concerned that this might make your job look a bit easy, use the power of suggestion. This means that you just suggest the characteristics of some of your hotlist candidates and, if the client is receptive, you go back to them a while later with people just like that. You now look like a professional recruiter who matched their specific needs - rather than the reality which is that you have moulded their needs to fit the people that you have.

Step 4 - Name gathering

Clearly we are not going to rely solely on our database for candidates – so name gathering is any type of candidate generation that is not your database. Perhaps the winning edge of this step is to fully appreciate the importance of doing this. It is all too easy to utilise the 4 or 5 methods of recruitment used by most recruiters (including internal recruiters!), but you then run the risk of turning yourself into a commodity broker by delivering the same candidates as everyone else does; call it 'bunfight' recruitment if you like.

The ability to use a wider range of creative and proactive search techniques as well as using the more common methods in a more creative way is critical to not just identify more and better candidates, but also to find different candidates. Never underestimate the value of being different!

Step 5 - Candidate contact

So you've taken a complete job order and identified people who you think could be right, but you don't know for sure so let's call them 'suspects'! You now have to contact them and the key word to remember - the winning edge - is control. It is all too easy to sound a little too keen – even desperate! This will lead to big problems later on, because the candidate now feels that you need them more than they need you, driving higher financial demands. So look for balance during this initial contact; you have to show some interest, but know when to push them away a little and get the candidate to do a bit of the chasing.

Perhaps use an indirect approach by positioning an attractive opportunity and then rather than asking if they are interested, pose the question, "Who do you know who can do this job?" You may be surprised how many people will instinctively express interest themselves. Who's chasing who now?

The winning edge of this step is to ensure that you have developed a number of candidate approach strategies which engage the candidate without losing control.

Step 6 - Candidate profile

This is your matching of the job and candidate and it will consist of a range of methods and issues, but let's focus our winning edge on one particular point – MTM or motivation to move.

It is all too easy to over-simplify this point or, worse still, lead the candidate to the answer that you want. So having a reasonable number of probing questions at your disposal is pretty key here. Here are some of our favourites:

'Push' questions

Why are you looking to leave your current role?
What do you like/dislike about your current position?
If you could change 3 things about your current role what would they be?
Where do you see yourself in 3 years if you stay with your current organisation?

'Pull' questions

What are you looking for in your next role?
Where do you see yourself in 3 years if you were to move into another organisation?
What top 3 things would you want your next role to consist of?
When were you happiest in your career? Why?
Tell me about your last 3 jobs. Why did you take each job? Why did you leave each job?
What particular firms would you be keen to interview with? Why?
Why is it a good time to talk right now? (Professionally/Personally)

We are sure that you have some of your own questions, but the winning edge isn't so much the particular questions you utilise, it is to ensure that you develop the right relationship with your candidates so that they are comfortable, if not eager, to share their feelings with you. So be interested, curious and genuinely keen to find out about the person.

Try to think of some winning edge questions that you can use to find out about a candidate's motivations?

Step 7 - Presentation of candidate to client

Here's a step that keeps evolving – and not always for the better! The winning edge is a simple one – do whatever you can to create a two-way communication, typically on the phone, possibly face to face. An ever-increasing number of clients are driving this with PSL 'rules' or portals and it is easy to feel impotent at this stage – but you shouldn't. Great recruiters challenge the status quo and provoke progressive thinking. Sure, you won't turn every client around, but the ones you do will be the ones to grow your desk upon.

Look for opportunities to encourage a telephone conversation, for example, when presenting a more interesting or complex candidate to a client who normally only accepts email presentations, in your email, flag up that there are a few things you would like to discuss over the phone and ask whether you can have 5 minutes with them. When you speak to them, make sure that you add real value which will encourage them to talk to you more in the future. This is true winning edge behaviour – not accepting the status quo and exploring methods of working in a better way.

Step 8 - Set up 1st interview

In theory this should be simple! But we are sure you have all experienced delays at this stage and guess what - 'time kills all deals!'. So, what can we do to minimise delay at this stage?

The best way is to pre-empt this problem – so pre-booking interview slots with your client is great, although not always possible. So at least be clear about your candidate's availability before you contact your client.

It is unrealistic, however, to believe that we can always get interview slots in this way from all our clients, so how about using the recruiter's oldest friend - FOMO or fear of missing out? But, it is a mistake to use fear in isolation. The trick is to build sufficient desire for your candidate by selling them in the most relevant manner to your client so that they will immediately become worried about losing the candidate.

Step 9 - 1st Interview - prep candidate

Preparing your candidates properly for interviews is a winning edge in its own right – remember that the best candidate doesn't get the job; it is the candidate who performs best who gets it! But here are 3 winning edge suggestions that you could build into your prep:

1. Let their research drive their questions. Asking questions during the interview that reference their research is really powerful. "What are your business objectives over the next year?" is just too generic. But, "I noticed on your website that…." or "I was looking at an industry report that suggested…." are great ways of starting a question in an interview.

2. Coach them to 'close' the interview in an appropriate manner. Knowing your client will help you to advise the candidate accordingly so as to get the right 'style' of closing. Some clients will respect a straight-forward "When can I expect to hear back from you?", whilst others will like a more confident "What reservations or concerns do you currently have about me?". But you need to be sure that your candidate can deal with the potential response here! The odd client even likes a cheeky "When do I start?" or "So which is my desk?" So again, it is your judgement of candidate and client which is the true winning edge here.

3. Leave them with a positive message: "I'm sure you will get on really well with Mary tomorrow because you both are keen on tennis/worked for IBM/went to Durham University."

Never stop looking for ways of improving how your candidates interview.

Step 10 - 1st Interview - prep client

You won't always be able to prep your clients for various practical reasons, but when possible, this is a very powerful step. The winning edge of this step is to have a very clear focus for this conversation, which is, to encourage the client to sell. Aim to give the client two key bits of information. Firstly, why they need to sell (e.g. other interviews/they have been headhunted) and secondly what to sell (i.e. what the candidate finds exciting about this job/concerns they have about the role.)

Step 11 - 1st Interview - debrief candidate

Debriefing a candidate is not generally difficult, but do your candidates always call you as soon as they come out of the interview? If they don't, then there will be problems. So, to avoid this delay, make sure that you are totally clear with your instructions when you prep your candidate, for example:

"Can you make sure that you call me as soon as you come out of the interview?"

"Yes, no problems"

"Great, let me just explain why this is important in terms of the process. You see, pretty soon after the interview, I'll have the client on the phone and the first question they always ask is "what does the candidate think?" If I'm asked this before I have spoken to you, then I am massively compromised on your behalf. Now, I appreciate that you are going to be dashing back to work, but I just need a very quick call with you to tell me three things. How it went, how it was left and what you want me to say to the client. Armed with this I can have a meaningful conversation with the client and I will call you this evening to let you know what they have said. Is that OK with you?"

If they don't call after that then you can assume that they are not interested – or they got run over by the number 7 bus as they walked out of the door – either way you need to find another candidate!

Step 12 - 1st Interview - debrief client

This middle part of the process is all about avoiding delays, keeping control and maintaining momentum. Debriefing your client after an interview can be a point of common and frustrating delays – remember 'time kills all deals'! So, the winning edge of this step is to avoid delay. The best way we have come across is to schedule in a telephone appointment with your client for the debrief and then send them an Outlook invitation for that call.

Position this suggestion carefully with your client – probably when you prep them. "Now, I'll be talking to Mary (the candidate) after the interview, and then you and I need to talk. You're a busy person, and so am I, so can we agree a time this afternoon when we can spend 5 minutes discussing this?"

Step 13 - Set up 2nd (final) interview

Remember that part of your job is simply organising people and this step is partly about using your interpersonal skills to get this final interviewed booked in as soon as you can. So the winning edge to be conscious of is to be politely, professionally pushy!

Use the relationship you have developed with both parties to influence where required. But also think about what you know about each person's circumstances to create a bit more urgency.

Step 14 - Check references

You may well want to check references earlier than this, but this is your last chance to do so. But the winning edge of this step is to appreciate all the benefits that you can enjoy from checking references and here are five good ones:

1. No surprises – don't wait for the client to find out the candidate is lying. This simply makes you look at best sloppy and at worst complicit.

2. Sales ammo – good references can help you sell the candidate to the client.

3. Smooth the way – if you find it hard to check the reference, tell your candidate so your client doesn't have the same problems, which can sometimes tip the balance.

4. Indirect sales opportunity – you now have a new contact who you can engage with in a non-sales manner who could then be a candidate, client or useful contact.

And here's one final suggestion. When checking a reference, rather than asking for the usual rating of the person around a list of headings, try to be a little more creative, articulate and knowledgeable. This can be achieved by suggesting that you give a quick overview of the job you are considering this person for and then you would welcome any comments they have about the individual's strengths and weaknesses in that position.

Step 15 - Second interview - prep candidate (trial close)

Let's focus on the trial close here – also known as a pre or test close. The textbook trial close is something along the lines of 'If they offered you this job at £45K tomorrow, would you take it?' (the £45K being the minimum the candidate would move for). The winning edge we want to flag up however, is to understand the 3 key reasons why we ask trial closing questions throughout the process.

1. It's a 'toe in the water' – just testing the temperature as to how receptive the candidate is at this stage.

2. It encourages objections – which sounds counter-intuitive, but great recruiters are objection hunters! They know that they can only deal with objections if they find out what they are.

3. Emotional preparation – perhaps the most subtle but valuable reason. Each time you ask this question of a candidate, emotionally, they project forward to being made an offer. Therefore, when they are actually made an offer, their subconscious brain revisits this and thinks, 'this is familiar territory, I've been here before' and they are likely to accept. If however you don't trial close, when they are made an offer, their subconscious says 'hold on, this is all a bit new and scary' and they will probably say they need to sleep on it, talk to their partner or have a chat with the cat!

Step 16 - Second interview - prep client (trial close)

If you remember from the previous step, we trial closed our candidate on a specific figure – but we are going to look at something different for the client. Rather than trial closing the client on the how much they will offer, we are going to focus on timings and there are two 'when's' you can ask about.

1. "If the interview goes well with the MD tomorrow, when will you be making an offer/decision?"

2. "When do you want them to start?"

Don't worry that you will have already discussed these timelines when you took the job brief. In fact that is exactly why we are asking this again – to see if anything has changed.

Step 17 - Confirm second interview

Here's a slightly left field winning edge – but nonetheless a good one! We are not sure this step is particular necessary in most cases. In fact, we wonder if Tony Byrne created a really strong 29 steps, but he felt that 'the 29 steps in the placement process' didn't have the same ring to it, so this became his 30th!

So the winning edge learning point from this step is to recognise that positioning, structure and even cosmetics are vital. For example, how do you 'sell' your process to your candidates and clients? Could you restructure or position it better? Are there certain words or phrases that you should start or stop using that, whilst cosmetic, still have a strong influence upon how you are viewed?

Step 18 - Debrief candidate (close)

This is a small, but significant shift from the hypothetical trial close that we have used so far, to a more committed close. But hang on – how can we close a candidate when we don't actually have an offer?

Understanding the answer to this question is the winning edge of this step. In short, we are not going to close the candidate on an offer that we don't yet have. We are going to close them to commit to us – and in particular to give us control and authority.

At the end of the debrief we first ask a trial close:

"So if they offered you this job at £45K would you take it?"
"Yes"

Followed by the close:

"Great, in that case, can I accept an offer of £45K on your behalf?"
Or
"Great, in that case if they offer at £45K shall I tell them to put it in writing?"

The main aim here is to have your candidate as committed as possible before you make them the offer, minimising the risk of them feeling too powerful and asking for more!

Step 19 - Debrief client (close)

Do you remember the previous step? We closed the candidate by asking for authority to accept an offer on their behalf. This actually makes this step pretty straight-forward and the winning edge is to keep things as simple as possible at this stage.

To close your client, you only need to know three things. If they want the candidate, when they want the candidate and finally how much they are offering. Once you have this, you should know whether you have a deal or not – theoretically! But think about it, when the client makes an offer, it will come out in one of three position in relation to the candidate closed figure – above, below or the same as. So you can decide, before you speak to your client, how to react in each of these circumstances – forewarned is forearmed!

Step 20 - Closing/Negotiating

Life is not always as easy as we would like it to be – or indeed as easy as training theories paint it to be! So often there is a need to engage in some level of negotiation at this stage in process. But what is negotiable beyond the base salary?

In short everything and anything – bonuses, pension, healthcare, hours, location, job title, start date, guarantees, reviews etc. Everything, that is except for your fee – assuming that you agreed your terms at the start.

But here is the winning edge. Try to negotiate with things that have disproportionate value to both parties. For example, a client may easily be able to find a parking space but that could mean a huge amount of saved time, hassle and money for the candidate. Sometimes, a client may not care about giving a chunkier job title, but the candidate values this immensely.

So, take your time here, don't rush and use your knowledge of both parties to negotiate in a meaningful manner.

Step 21 - Offer/Acceptance/Start Date

It's all been verbal so far, so this step refers to the formal offer being sent and returned and a start date agreed upon. The key winning edge here is to avoid delays. So jolly both parties along a bit – encourage the client to get the offer out quickly whilst there is momentum and the candidate is engaged. Make sure that the offer has been received and cover any queries that the candidate has. If practical, meet the candidate for a coffee to cover off any final concerns.

But above all, trust your intuition! If you feel there is a problem, there almost certainly is. So ask meaningful and direct closing questions to encourage both parties to level with you if there is an issue. Only then can you deal with it.

Step 22 - Resignation prep

The most obvious issue here is a potential counter offer – but do not leave this until now. Winning edge recruiters appreciate that the counter offer is something to deal with all the way through the process by understanding the following 3 things:

1. Only work with the right candidates – those who are motivated to move for reasons other than simply money.

2. Understand what they are looking for and make sure you find them a job which is selling what they are buying.

3. Manage them to expect a counter offer (perhaps even a high counter offer) from an early stage in the process.

There is a useful additional winning edge to bear in mind. You should know your candidate pretty well by this stage, so use this knowledge and relationship to assess how likely a counter offer is to be made or accepted. Ask and judge how they are feeling about resigning – how they think their boss is going to react. Then use your time wisely. Don't spend ages on the phone prepping your candidate if a counter offer is just not an issue – you frankly have more important things to worry about. However, if you feel your candidate is vulnerable, unsure, nervous or scared, you should absolutely spend time, energy and effort with them.

Step 23 - Resignation debrief

You have all heard that list of 'things to say when a candidate is looking at taking a counter offer' so we won't recycle those. Perhaps a more subtle and powerful winning edges here is to identify how you will react should your candidate tell you that they are looking at a counter offer!

Well, how do you feel? Really? Annoyed, let down, lied to, your boss and your client are going to go mad, angry, misled, rejected, spurned and worse! But irrespective of how you feel, it is critical that your initial reaction is positive, calm and controlled:

"Well that's great news, because it confirms to me that you are a quality person; to be honest I start to worry if people I am working with don't get counter offers. I'd be interested to know what they have offered?"

The value of this approach is simple. We clearly want to influence the candidate's decision and your influence will be determined almost entirely by how much they feel you are putting their interests ahead of your own. So make sure you have the emotional control to avoid that dreaded commission breath!

Step 24 - Celebrate

Do you? Well you should. Recruitment is a tough job and so it is important to recognise when you have made a placement. How do you celebrate? In the 1980s many firms rang a bell or honked a horn! Perhaps doing the Wembley Walk is your thing. Alcohol does the job for me!

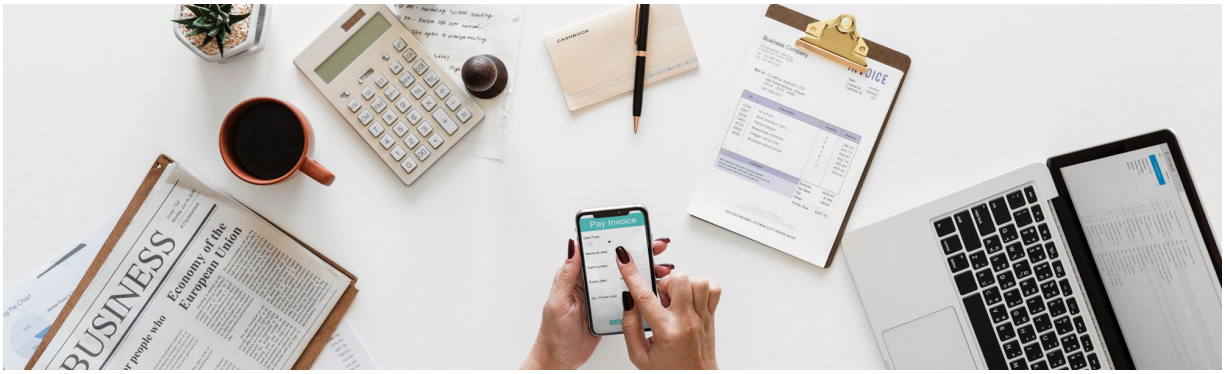
But on a more serious note, here's a potential winning edge. How about celebrating with the candidate and/or client? Going for a beer or coffee with either or both is a good way of reinforcing relationships.

Step 25 - Billing prep

No, don't call your client and ask them if they are sitting down because this is a big one! This is just making sure your admin is right. So, if need be double check invoice address, PO numbers, what the client wants on the invoice etc. Otherwise, if a client gets an invoice that is incorrect in some way, we all know what they do with it.

Absolutely nothing!

Don't give them an opportunity to delay payment at this stage.



Step 26 - Fill out billing form

Perhaps a more procedural step – and fewer firms use a form for this, but this is one bit of admin that is definitely worth completing.

And talking of admin, don't forget the vital role that support people play in a recruitment business – whether they be pay-roll, compliance, admin or accounts – you cannot do your job without them. So, here's a broader winning edge:

Treat these people well, have empathy with them and try to make their jobs as easy as possible. It's the right thing to do, but from a purely self-serving perspective, they will assist you more and better if you appreciate the value they bring.

Step 27 - Stay in touch with candidate

We refer to this stage as 'no-man's land' – the time between accepting an offer and starting their new job. So, without being a stalker, keep in contact with your candidate and be sensitive to small changes in their behaviour. In particular, we are looking for either a counter offer, during or towards the end of their notice period, or for the candidate looking for or being approached about other opportunities. Here's the winning edge:

If you feel that there is a genuine threat to the candidate starting the new job, then you may wish to bring your client into the fray – they can often do more than you to ensure the candidate starts with them. For example, if the candidate's current company are wining and dining them, why don't you suggest that your client does the same or has them in for a meeting, training day or drinks with the team on Friday. Not only does this decrease the chance of the deal falling through, but it also means that if the worst happens, it is not all your fault. Involving your client shares the responsibility and mitigates the cost to you if it does go wrong.

Step 28 - Confirm candidate has started

Do your check calls. Call the candidate to wish them good luck or call the client if that is more appropriate. Some recruiters just call reception to check that their candidate has actually turned up! But the most damaging version of a candidate not coming in on day one is when the client calls you! They get particularly annoyed if you manage to get your invoice on their desk, but not the candidate to work!

The winning edge for this step is a broad one. Poor recruiters are often ostriches where sticking their head in the sand and hoping everything will be all right becomes a habit. Winning edge recruiters think differently. They are proactive and pre-emptive and want to be on top of things to minimise problems. Winning edge recruiters are the Peregrine Falcons of their industry – flying high and fast, dealing with issues before they arise, confident in their ability!

Step 29 - Stay in touch with candidate and client

The candidate has started, everyone's happy. But don't lose this golden opportunity. Average recruiters are merely hoping that the candidate makes it through their first 3 months! Winning edge recruiters are looking further ahead so they seek out further opportunities including:

Candidates become clients

Clients become candidates

Both are great information sources

Both can act as networking points

Both can give referrals – to potential candidates and clients

What about back-filling the candidate's old job?

Ask yourself; "do I always seek out all these opportunities?" Few, if any can honestly answer this question with a yes.

Step Thirty - Get that cheque

Perhaps a conclusion rather than a step. But the winning edge of this step is a mindset one. What are your motives for doing this job? Why go through this process?

Well, of course we all do this because we want the people we work with to achieve their career ambitions and get their dream jobs and we want the organisations we work with to hire the best talent and achieve their business objectives – right?

But the winning edge of step 30 is that it reminds us that we also run this process for commercial reasons and, if we do the first 29 steps properly, then step 30 will just happen. But anything that jeopardises completing the process and us getting paid, needs to be identified as we go along and dealt with accordingly.

Conclusion

We hope that you have found this eBook interesting, enjoyable and valuable but there is an old saying "To know and not to do is not to know"! So, these suggestions (and any other ideas that you think of) are only of value if you do something with them. And, perhaps, this is the most valuable winning edge of all. Please get in touch with us for more suggestions, to give us feedback or if you have any questions. Enabling Change has a range of quality development solutions for the recruitment industry and we would be delighted to have a conversation with you about them.

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