

The Art & Science of Recruiting Overview

(FREE Chapter)



Darryl Arnold
The Career Group
ezrecruiting.com

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THE ART AND SCIENCE OF RECRUITING

Characteristics

THE ART

Presentation
Qualifying
Questions
Preparation
Closing
Listening

THE SCIENCE

Hours in the office
Phone Calls
Send-outs
Attitude
Image
Goals
Team
Training

Now, let's cover each of these in a little more depth. We'll start with the characteristics of the Science of Recruiting.

HOURS IN THE OFFICE:

Sometimes 8:00 to 5:00 is not enough to get the results you desire. What you put into the recruiting business is *exactly* what you'll get out of it. This is not a get-rich-quick scheme. It requires commitment and effort.

PHONE CALLS:

This is a numbers business. Your results will be directly proportionate to your activity. Phone calls are the driving force in the recruiting industry. Your primary goal will be to set up phone and face-to-face interviews. Without Search Assignments and Candidates, this just won't happen. It requires a minimum of 40-50 calls per day with half of those being presentations to hiring authorities and place-able candidates. (See Daily Time Management Plan in the Time Management chapter of the complete course ... ezrecruiting.com)

SEND-OUTS:

With send-outs being your primary goal, it makes sense that your focus every day is to put these in motion. Your matching skills and phone persistence are the keys to making this happen. Three to five send-outs per week is a good rule of thumb to be successful.

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ATTITUDE:

Your attitude will come across on every phone call. A positive attitude is a must in this business! You will need to do an “attitude check” and possibly an “adjustment” throughout each day. If you find your attitude less than positive, remember *you have the power to change it at any time during the day.*

IMAGE:

Always dress and act professionally and this will project from you to all you come in contact with on a daily basis. This will also help in keeping a positive attitude. The old saying definitely holds true: When you look good, you feel good about yourself. Even if this means that you sit at your home office desk or kitchen table dressed in street clothes (no bathrobes and slippers!). We know Recruiters who actually put a tie on over their tee shirts because, with a tie, they feel more professional.

GOALS:

Start every day, week, month and year with goals. These goals should be realistic and manageable. They can be set with the activity needed to generate the dollars you want to earn, then broken down into bite size pieces, i.e., daily. You will need a minimum of 50 calls per day to generate 15 send-outs, 20 Search Assignments, and 20 Candidates a month to be very successful. When you’re new, the quality of these activities will be far less than when you’re further down your path. Do not beat yourself up over it. You have to learn the art, just like every other successful Recruiter before you.

TEAM:

You will need to believe in the people you work with and they need to believe in you. Your hard work and commitment will set up the trust and respect of your Clients and Candidates. This is where relationship building takes place.

TRAINING:

A successful Recruiter will put in the time and effort for ongoing training to improve the art of recruiting. Training is not always having someone else teach you one-on-one or in a group setting. It can be self-motivated. Role playing with a family member, practicing

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overcoming objections with your spouse, significant other or a friend, practicing recognition of buy signs and using benefit statements . . . all good things to do to further your chances for success by self-training.

In summary, as it pertains to the science of recruiting, you don't have to be a "hip, slick and cool" sales expert to do the science. The parts of the science process are things *you can control*. If you excel in the science, you'll always be successful. Keep in mind that you can be an expert at the art of recruiting and not be successful if you don't do the science well. It all hinges on your *commitment* to being a successful Recruiter and your *willingness* to do all the parts of the science to the best of your ability.

Now, let's take a further look at the characteristics of the Art of Recruiting:

PRESENTATIONS:

What you say and how you say it will determine your effectiveness at developing solid presentations. You will find with experience that it's not necessarily *what* you say but *how* you say it that will enable you to become a professional at making presentations. (See specific information about marketing and recruiting presentations in the complete course ... ezrecruiting.com)

QUALIFYING AND EVALUATING:

"Should I work on this Search Assignment or this Candidate?" will be a constant question you'll be asking yourself. Review and determine Class **A**, **B** and **C** orders and recruits and *stick with that policy*. Remember, you'll only work on about 10% of the Search Assignments and Candidates. It will be up to you to determine who they will be. *Work on* means spending time marketing a Candidate to companies or target recruiting Candidates for Search Assignments.

QUESTIONS:

This is a major key to being successful . . . not being afraid to ask the hard questions. Say what you need to say to both the hiring authority and the Candidate. It can be put in simple terms. If you want to succeed with a placement and you need the answer to a question, why wouldn't you ask it? You may have to ask it in several different ways, but keep on asking until you get the answer.

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They will not shoot you for trying to do your job, which is to help them get the results they're looking for. *Very important . . . after you've asked the questions, be silent long enough for them to answer.*

PREPARATION:

Preparation includes preparing yourself each day to reach your goals. It also means preparing both the hiring authority and the candidate to reach theirs. The whole road is paved before the offer so the close can actually take place. Every single close will be different and learning how to handle the steps needed to close is a *must* to reap the rewards from all your efforts.

LISTENING:

This is the most difficult art to master! God gave us two ears and one mouth for a reason. Your job is to listen for the negatives or red flags. It's easy to hear nothing but the positives. It's the concerns or red flags that will prevent your hard work from coming to fruition. This is why you need to write **SUAL** after every presentation on your notes. **Shut Up And Listen** will be the one phrase that will make you the most money.

In summary . . . the science of recruiting has to do with what you can control. The art is something you will have to practice over and over again until you know it like the back of your hand. Successful Recruiters continue to look at improving their productivity, and almost every time they go back to one or two of the science processes; back to doing the basics.

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POSITIONS AND INDUSTRIES

An entire book could be written about this subject alone as it applies to the recruiting business. Choosing which discipline to work in terms of positions and industries can be a very difficult challenge and to minimize it would do you an injustice.

Specializing in a hot discipline will play an important role in your success.

The following pages in this section contain information you'll need to understand about the specialty area you decide to work. These examples are intended only as a way for you to understand that there are many considerations when selecting your specialty.

There are hundreds of specialties and positions to explore. There are generally five wide areas of specialization: **professional, technical, administrative, support, and sales**. A way to look at the big picture in terms of positions is by **field and function**. Which field will I work and what function will my candidates perform? Once you have determined that, you will need to learn what skill sets will be needed to perform these functions specific to each field. We hope we haven't confused you; we have tried to take a very difficult topic and make it as clear as possible.

There are many schools of thought on the subject of Positions and Industries. We will explain some of the choices available to you and the thought process, however, the decision you make will be entirely yours.

We know a Recruiter who works on only upper level management positions within the semiconductor industry. We also know a Recruiter who will work all levels of positions within the photo industry. And then there's the Recruiter who works Oracle Database Administrators for all industries. There are Recruiters who work the E-commerce industry and specialize in Web Developers only. So, as you can see, there are many combinations of disciplines, leaving a new Recruiter at odds on what to do.

What we have taught Recruiters is that they need to spend some valuable time determining what area will make the most sense for them to work, taking into consideration the following:

- Previous work experience prior to becoming a Recruiter
- Hot industries now
- Hot positions now

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If, for example, your previous experience is in the cassette tape industry as a Product Development Specialist, you may want to consider a different industry to specialize in as a Recruiter. This is not to say that your background wouldn't be useful in specializing in product development for the DVD industry. If you can transfer your knowledge base to a hot industry such as E-commerce, Information Technology (IT) or any type of computer industry, then that might be a good situation. The advantage of transferring your previous knowledge to a specialty that makes sense is that you'll have an existing springboard (contacts in that industry) to launch your new career. This will mean a much shorter start-up time frame. We need to mention here that *it isn't necessary to be a doctor to place one*. It is important, though, to have enough information on doctors to speak professionally and intelligently with the people you contact. But you probably wouldn't make it your first choice if you've had no exposure to it.

We recommend, as part of your process in determining your area of specialization, that you review the Standard Industry Classification (SIC) Codes. These can be found at the public library in the Reference section and on the Internet. When you review these, you will see the main industry and the sub-industries that fall under the main code. If you can work an industry that is vertical in nature with other industries, that will work well for you in the long run. For example, the semiconductor industry links in many ways with the computer industry and the software industry links with the E-commerce industry.

When you choose an industry or industries to settle in, you will then be faced with the decision of what level of positions you should work on.

Let's use MIS as an example. If you're looking at specializing in MIS, realize that most companies with more than 50 employees will have an MIS or IT department. So you can assume that you would be able to work MIS in all industries.

The next fact is that they do not all have the same type of computer systems. So your next decision would be what type of computer systems you will focus on in your specialization. It could be large systems, mid-range systems or mini-systems. Or it could be all three. It could be IBM only or it could include all computer systems. It could be development, operations, technical support or only management within these MIS departments. You could even narrow it down to just IBM shops within the computer industry and work on development staff only.

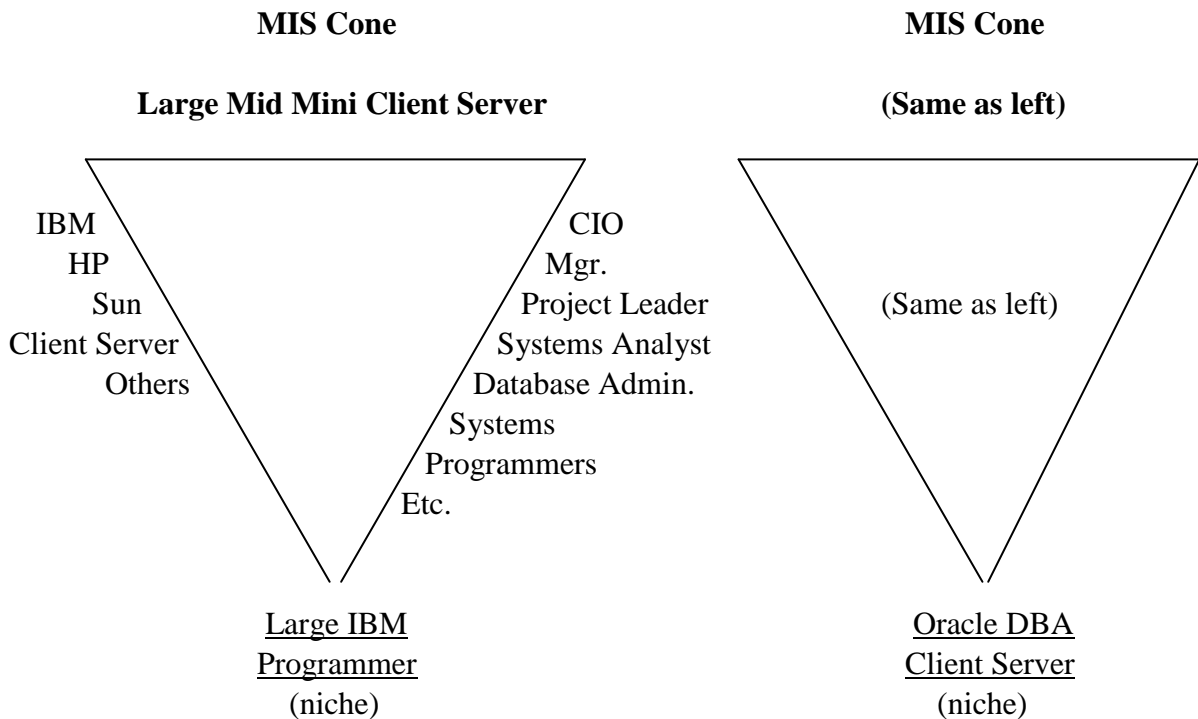
When looking at what positions to work on within your specialty, you need to consider the possibilities for success. What we mean by that is that within the MIS departments of most companies there are several programmers, a few project leaders, even fewer managers, and even fewer CIO's. Taking that into consideration and knowing that our business is a numbers situation, you might determine you'll work programmers and spin

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off of those into other positions only when your desk warrants it. As you can see, there are so many variables when choosing your area of specialization. **With regard to specialization, the most important advice we can give a new Recruiter is as follows:**

When you start out, make your specialty very broad and as you go about marketing and recruiting, you will be able to make a sound business decision based on the results you are getting (see Marketing and Recruiting chapters in the course ... ezrecruiting.com) By starting out very broad, you will be able to move from one area to another until you discover your niche.

Note: The diagram of a cone below illustrates how to achieve your niche. As you'll see, if your niche slows down, you can work your way back toward the top of the cone until you develop a new niche. This process may eliminate you giving up and leaving the recruiting industry.



In the examples above, the niche, as a result of activity, turned out to be large IBM programmers for one Recruiter and Oracle Database Administrators for another.

The logic of this approach is that you can work your way back up the cone when need be to develop more activity or business if one discipline becomes weak. On the next page is an example of one search firm's areas of specialization.

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Design Engineering

Analog
Digital
R & D

Manufacturing

Mech/Mfg. Design
Packaging
Electromechanical
Component
Sustaining
Production
Qrel

Sales & Marketing

National
Regional
Product

Software

Developers
Applications
Systems
Test
GUI
Client Server
Real Time
Network
System Administrators

Industries

Biomedical
Communications
Financial/Business
Manufacturing
Medical
Multimedia
Peripherals
Robotics
Satellite
Semiconductor
Telecommunications
Video
Wireless

MIS

Dbase Administrator
System Programmer
System Analyst
Programmer Analyst
Programmer

Management

CFO
CEO
COO
Executive V.P.
V.P.
Director
Manager
Program Manager
Project Leader

WORD POWER

In order to be an effective Recruiter, you need to be an effective communicator. One of the most important ways to do this is to learn to analyze your own speech. Often we become so used to saying the same words and phrases over and over that we never give any conscious thought to their meaning. We all learned this through years of subconscious programming, beginning with our early years.

It's time now to begin saying what you *choose* to experience, not what you *don't* choose to experience. By redirecting your words and how you use them, you can often effectively divert negative situations you may encounter. The reasoning behind this is that your prospect will change their perception/attitude about the situation, or you will actually draw to them a different set of conclusions. Keep in mind that when you shift the words you use about the activities and people in your life, you open the door to new opportunities and experiences.

PHRASE	MEANING	REPLACE WITH
I can't	I won't	I choose not to
I'll try	I probably won't get around to it	I will; I can
I forgot	It's gone forever	Let me refresh my memory
Sell	Pressure	Acquire; invest; offer
Wish or hope	It'll never happen	I am confident
I'm tired	Not up to par	I'd like to relax, I'll refresh myself
I'm not sure	I am confused	Let me find out
Buy	I'm selling you	You may obtain; invest
Trial and error	It may never happen	Trial and success

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Can't afford it

Implies a lack

I choose not to

I can't stand that

It's too much for me

I'd prefer something else

I'm only human

I can't help it

Let me see what I can do

Discount

Must sell it

Offer a savings

How are you?

I don't care

You're looking good, great to see you

Work

Drudgery

Play

**Say what you choose,
eliminate what you *don't* choose!**

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