



MODULE 4 Onboarding Strategies That Get Them More Productive in Less Time

Mike: OK, here we go. This is module 4, and it is not up on the user's site yet, but hopefully, you have printed out the action guide. This kind of naturally flows off of where we were last week on setting expectations, which is kind of where the interview process wrapped itself up. So, I am going to kind of do a quick recap on the first three modules, just take a couple minutes.

We look back, module 1 created the vision for your office, explored different roles people can play, some non-traditional roles people can play in your recruiting firm. Module 2 worked heavily on developing what your story is to come up with different ways to attract talent and discuss different types of compensation plans. If you have not done either of those yet, I would highly recommend, put an asterisk there, get on that, even if you are not planning on hiring right now, while this topic is fresh in your mind. You can go back and listen to the recording. Start taking action on that.

And then, module 3 last week worked on creating an effective interview strategy to be attractive to people. And what's also important about this, and I can not emphasize it enough, if you have done it properly, it allows the wrong people, the people you probably do not want in your firm, to self-select them out when you paint a real world vision of what the opportunity is. There are people that I have interviewed over the years that I thought were going to jump on it, but I think I scared them away. And those are the people that probably weren't going to make it anyway, not because they were poor people, but this role was not a match for the type of person they were.

And again, in that module, the most important part in that interview process is weaving in in the first two or three interviews and at the offer stage, setting expectations and getting their compliance and their commitments during the interview process. And the reason I am emphasizing that again today is the whole way this on boarding strategy is I am about to talk to you about in this module really is effective is that you are playing off the commitments they made before they said yes to the job. Once somebody starts, when you have to throw some things on them, they can always in the back of their mind think well, this was not part of the deal. And they can not do it when it is done properly.

Now, you are still going to get people and we are going to talk about it in a little while that have done all this and still do not execute, and I will walk you through how to handle that.

Now, here is some of the biggest mistakes that I have seen with clients, with friends that are owners, associates that are owners that I have witnessed and that we have kind of really gotten away from. And I made, by the way, all these mistakes. I think we have made every one of them and we made a lot of them during the first several years we were open.

So, big mistake number one is lack of an internal definition of on boarding success, meaning we do not know what benchmarks are reasonable. We just want people on the phone for hours a day or we want them making 100 calls. And as I probably talked about earlier, some of those numbers are not really tied to anything specifically. I mean, when I was new, I did have people watch VHS cassettes, give them a manual, photocopied some workbooks for them and threw them in a room by themselves with a television and then, just made them hit the phones.

The next thing we do is owners do not effectively tie – keyword here – activity into placements. What I have really seen people do is from the get go, and hopefully, I am not beating a dead horse, but this is one of the biggest things. If you can get away from focusing on placements, it will release you from a tremendous amount of stress and anxiety because you are focused on the wrong things. And I have seen owners, when they hire people, they tell people if they do not make a placement in the first two months or eight weeks, they are going to let them go. And I think that is utterly insane. I do not know what my retention rate if I had to fire everyone. The people that actually made a placement in my office in the first two months, I can count on one hand.

And just to give you kind of a quick analogy, when I give you these two scenarios, and I did this on the preview call, but I want to emphasize it again, recruiter A makes a placement in three weeks but arranges two interviews total in eight weeks. Or you can have recruiter B, these are one of these two guys that you can keep, makes no placements in eight weeks, but arranges 25 first time interviews during that eight-week period.

I did much rather have recruiter B because, in my opinion, recruiter A that made the placements just got lucky. One of the people he set up happened to be a fit. Recruiter B, by arranging that many interviews over two months, has created a discipline and a work ethic and a way to do this business that will make him or her wildly successful over their career.

And the next thing, the next common on boarding mistake, we overly focus and often obsess with making placements, which is kind of just reiterating what I just said. We talk about it, we talk about making placements, we talk about the deal. All that is important, but the message a new hire is hearing is they have to do that. And it is like bringing on a contractor and having them look at a big hole in the ground and saying, “OK, build a skyscraper.” Well even if they are a trained developer or trained builder, if this is their first job, that project is overwhelming. So, what we are going to talk a lot about today is breaking that down into small, manageable chunks to increase their success rates.

When I bring people on, I tell them a placement is an emotional nightmare. I tell them we can only influence, advise and increase the likelihood of them, but we can not make them. And I lead them into what we are going to get into, what a placement looks like.

The other thing is we do not give specific and realistic expectations to new hires. I have seen people in their second week, they want them to have four job orders and five send outs. I do not think I have ever hired somebody that had four job orders and five send outs in their first week, their second week, or even their third week. And again, we have brought people to a point, several people, quite a few people, so it is not luck, to

\$500,000, \$600,000 in revenue in their second and third year.

The other mistake I see people make is we give too much or too little feedback, usually leaning toward on the too little feedback because especially, when you are a billing manager, we get caught up in the things going on on our desk. And if they leave us alone, we make the assumption, the deadly assumption that they are figuring it out and they are OK because we are kind of logically thinking, OK, if I had a question, I did come ask me. It is generally not the case, so it is something we are going to talk about and I want you to be on guard for. I see very few owners when I go through their training programs and what their on boarding process is, really drill down into new data sheets, new job orders that are heavily involved with preps and debriefs, even with new hires.

The other mistake is I have seen some people micromanaging, hover over their desk on their first few calls and correct every flaw in their presentation. I stay as far away from a new hire for the first three or four days as it relates to giving them feedback on their presentation, not on coaching them, because what comes out of their mouth their first few days and the first few times is scary. But, it is important that they get that quantity under their belt and then, you begin coaching on technique. You still have daily coaching sessions with them. Again, I am going to get to that. I just wanted to kind of quickly go through these mistakes.

And lastly, we train them on a lot of the things way too early in their careers. We get them involved in prepping, debriefing, closing on day three, day four, day five. And most of the times, these people do not have interviews for the second or third week. And anything you train them in that first week, they are so focused on getting to know the presentation skills, the clients and candidates that anything you train them on prepping is largely lost. And I find it a waste of time. If anything, by training on prepping, debriefing and closing too early is you put them in such overwhelm mode, they are not retaining the information they need to know on the aspects that they are executing right now, which is the name gathering and the approach to the prospective client or candidate.

And the number one mistake, which I did not write down is expecting people to get it or to be what I call natural-born recruiters. There is a book, I have not read the book, I have only read a four or five-page excerpt of it, if you go to Fortune Magazine, it was in one of the recent issues, I think it was in November's issue. And the book is, "Talent Is Over-rated." You can get the excerpt free on Fortune's website by Geoff Colvin. And there is one concept I just wanted to share with you guys on this module. World class talent is not something you were born with. It must be developed over many years of unflagging dedication, education and deliberate practice of a key skill, which requires consistent repetition and immediate feedback. I am going to say that again, which requires consistent repetition and immediate feedback. Colvin credits deliberate practice for the extraordinary achievements of phenoms like Jack Welch.

I read that as I was preparing this course, and I actually pulled it out, put a big circle asterisk around it because that kind of sums up everything I have just talked about for the last 10 or 15 minutes on the mistakes we make, is a lot of times, we are not coaching that, giving that immediate feedback on their immediate performance and they are in repetition mode. But, if we are not giving that immediate feedback, what they are doing is repeat-

ing a bad technique over and over again. And if you try to coach into it four weeks later, it is so engrained that changing that behavior is going to be a huge uphill climb for you. So, again, if you get a chance, read that excerpt. It is probably seven or eight pages. It is a phenomenal article that sums up the book. Again, I can not recommend the book, I have not read it, but the excerpt was excellent.

Now, you can execute on all the previous modules perfectly. If you have a poor onboarding program, your success rate on keeping and retaining people, getting them up and running is going to plummet. Often as I said earlier, we put them on a desk and we let them determine their own comfort zones. I should have put that under mistakes. That is another mistake I see very common with people is we look for them to develop their own comfort zone. And a lot of times, where do they settle? 30 to 50 calls a day. I do not know what it is about that number. That is kind of where I see them end up, 30 to 50 calls a day.

So, here is what we are going to do. Now, we are going to move to the proactive start. If you move down on that page a little bit, before your new hire starts, create your own definition of success. I target one placement in their first 90 to 120 days. And in our office, that is when it tends to occur, sometimes earlier, sometimes a little later. But for each of you, for your own definition of success, you need to know what it looks like.

For me, it is \$150,000 in billings in a 12-month period. So, when you create your own definition of success, you need to know what \$150,000 looks like. In my experience with most people, they do not know whatever number they pick looks like. For me, in our office, based on our metrics, \$150,000 is seven placements at \$21,500 each. It is a total of 63 first time interviews in the year, which to do \$150,000 in our office, that is about one and a quarter or so a week. So, these numbers of three, four, five send outs, that is on a nine to one ratio. That might be a little on the low side for some. Sales desks might be 10 or 11. If you are getting someone to do consistently two interviews a week, one and a half interviews to two interviews a week, if you are tracking these things, that is probably what you need them to do to hit some minimums. I am not saying you should be thrilled with that, but that is the number I am kind of gauging by. And it is one and a quarter a week, I am looking at my notes. And that is what \$150,000 looks like.

But again, we have to define what our realistic minimum expectations are. And that is where I see people throw these crazy numbers into the early weeks of three, four, five send outs. Now, if you are on a desk that is wildly productive, go ahead, and if you have seen that happening consistently over time. But we typically use numbers, and we have got them from somebody else who got them from somebody else, who got them from somebody else and we put them down, we never have questioned them, nobody hits those numbers. Then it gets around your office and your culture, do not worry about those numbers, nobody hits them. Well, why even put them out there?

Again, 20 years, I do not think I have ever had somebody get in their first couple weeks, three or four job orders, three or four send outs a week. I did love to hear on Q&A on Thursday, if there is anybody that figured out that formula. But, I put down that outline there for you in the guidebook, what the revenue is, what's the placements, how many first time interviews, how many job orders.

Now, if I need somebody to average one and a quarter interviews per week over their first year, I am really looking for them to probably arrange their first interview in their third week, maybe even their fourth week. But, I am looking for the other key factor in that, how many presentations, depending on the role we are going to get into, and we are going to talk about the different roles and on boarding for each one of those. But, combination marketing presentations, recruit presentations or all marketings for one role or all recruiting for another. For me, for a new hire, it is about 15 a day, which is 75 a week. New hires, they are going to struggle, but it is a reasonable number, and we have hit it again and again.

The other thing, when they are new, 75 presentations, it doesn't take 75 presentations to arrange an interview. But, they are so raw, their technique is so poor that it is not going to get them the interview. But, if you get them into the things in the process we are about to talk about, that should start spitting out two interviews a week, two and a half interviews a week, not the one and a quarter minimum. I know I have got to hold them at the one and a quarter minimum for them to justify their presence and my time.

And in that first quarter, I am looking for them to probably get .75 interviews per week in that first couple months. So, if they are arranging three interviews every four weeks, it is probably not a bad start if they are on a desk that needs one and a quarter because it comes a little sporadic. Job orders may be a little bit more. In a soft economy, I am also looking for how long you are staying on the phone with these people.

So, key point, make sure the benchmarks are achievable, and not only are they achievable, second question is, are you prepared to hold people accountable to them? I use kind of a basic analogy. It is almost like a parent, when I say "hold people accountable," if you say to your kid, "If you do not put that down, no ice cream," and then, you give the kid ice cream, well the same thing's going to happen here. You are going to spoil the whole thing.

So, whatever benchmark you set for yourself, you need to then, be able to ask yourself, am I willing, is it reasonable enough that I am going to hold them accountable on action and in certain circumstances, am I going to make their continued employment contingent upon it?

The goal here is consistent and sustained activity. Again, initially, my goal is quantity presentations, very little focus on quality because quality comes as a function of quantity, and repetition and daily coaching. Quality naturally comes when you begin to coach and when they have been on the phone more and more. And consistently, daily activity will and should lead to a consistent flow of job orders, send outs, trickle at the start and then, basically, once they grasp it, then it becomes much more consistent, much more predictable week to week.

So with that, we move on to day one. Day one, when I opened, I had a two-week very formal training program that integrated, I think, two days of formal classroom training the first couple days and one or two hours of videos each day for 14 days. And then, the remaining eight out of the 10 days in those first two weeks, they were on the phone. And over the years, I kept slashing that, slashing that and slashing that and slashing that to the point where when someone starts with me now, we have one day of classroom training

and they are on day two. It doesn't mean that is when we stop training them, but our training is more tied now with their development.

Our first day, one of the videos I show to this day is the "30 Steps Of The Placement Process," filmed in 1988 by Tony Byrne. He came out with a newer series in 2000 before he passed away. I found it nowhere as good as the original. I do not show the whole series, but that initial program – and I warn people, this was filmed 20 years ago, it is an old video. But, the concepts of the 30 Steps Of The Process are timeless. The only thing that is really changed is salary figures and earning figures but other than that, and that is what I tell people, filter through that. What I want to do with a new hire is give them a global picture of what a recruiter does on day one.

The other things we do is I have got a few modules on recruiting. Now, we use Peter Lefkowitz' mortgage consulting group for our basic training with recruiters, especially on that candidate development side. His approach is fairly unique, very consultative, does not have you presenting jobs to candidates, has you doing explorations of what's there, career wants and desires are. And if you Google him, I am sure you can find him. Excellent products.

What I also like about using Peter Lefkowitz is new hires, and I tell them this, can reveal no ignorance because they make no statements. If you give a new recruiter a defined list of questions and an approach to a candidate where they make no statements, where they stay in question mode, it makes the new recruiter very comfortable, especially on a candidate development side because they do not have to answer any questions. And by the way, when we put a new person on the phone, if they are in their recruit coordinator role, we do not tell them what they are working on. We give them a city where we have an opening and we give them the title that we have an opening with.

But, I specifically do not tell them what that person is working on for the sole reason, the candidates naturally will say, "Well, tell me what you are working on," and this is not a program designed to get into training, but I just want to get into the logic of it. I do not want the new hire to slip. And by that, it means fall to temptation to tell them about the new assignment because they are going to do a horrible job on their first day trying to sell a new assignment. They can do a really good job asking questions to see if the person's even positioned to make a change. And if you are interested in that process, look to Peter Lefkowitz.

We spend a lot of time and then, we do some training from that on how to take a good candidate data sheet. And again, I won't get a little ahead of myself because I will break down the three roles. And if it is marketing on how to approach a client, etc. We spend the bulk of the day and then, we usually have one of the team leaders, depending on who the industry expert is, come in and spend an hour, hour and a half with them on the vernacular of the industry they are recruiting in, the technical terms of its construction or technology or whatever. They are talking about the terms in that space and what the definitions are, what the types of positions do. And again, that is about an hour, hour and a half. The training, at the end of the day, we train them on the phone system and how to use it, things like that. It gets it all out of the way the first day.

The key is at the end of the first day, I tell them – they are probably information overload, and I do not want to, you can get into a heavy Q&A at the end of their first day. I will answer any questions, but what I want to do and this was kind of a quick initiative check, is their homework is to go home that night and come up with 10 questions, I do not care what they are, on what they heard or observed during their first day. The basic thing is what I want them to do is focus on going through their notes after they leave here.

On the second day, I sit down with that Q&A. If they do not have 10 questions, again, here is your first little yellow flag of being able to be coached and mentored. “I can only come up with five.” “What was your objective?” “10.” I said, “So, if I am hearing you correctly, you have heard everything you need to know about either marketing or recruiting,” whatever I trained them on that day. “You are such an expert that you could only come up with five questions.” That is usually what humbles them because there is no way, as you all know, you can teach somebody an entire course on recruiting and marketing in one day.

And we all go to seminars, conferences, things like that to sharpen that sword time and time again. If I made it, you could make them come up with 20, but I like to come up with 10 because 10 is a stretch. I want to see how strong their initiative is and how they are responding to me setting expectations and them requiring it. Are these all little hoops for them to jump through? Yes, but I know how I take a career when I make career changes before I started my company. I was dead serious on doing exactly what I was told. And remember, in that interview process, I told them, “I expect you to do exactly what you were told for the first 90 to 120 days.”

So day two, we go through the questions. And hopefully, they got their 10. Then, I have set expectations. The main thing here is to make sure you go through exactly what you expect. And I know that might sound fairly simple. I tell them I want 15 to 17 presentations when they are new. And they will say, “Well, how many calls.” I say, “I am not sure.” But on their first day, I am a little bit forgiving because their first day, they are going to have to leave a bunch of voice mails. And sometimes, I lower it if I have them do some name gathering, so I might lower it to 10, but I might ask them to find 40 names and we might give them a directory on how to do that. But, I am going to break it up. But, if that is a combination of things, I want 40 names and eight presentations.

I give them very specific numbers. I do not tell them I want data sheets. I do not give them that type of expectation their first day or two. I just want them talking to people, but I want them very specific, very numerical, very much in their ability to control it. Then I say something like, “Give it back to me.” I want them to say, “Mike, you expect eight presentations and you expect me to have 40 names.” “Is there anything vague about what I told you, Bob, Mary, Sue, whoever?” “No.” “Are you clear? Do you need anything else from me?” And we will give them a combination of things. We will give them names on their database, we will give them companies to call or name gather out of.

But here is what I want to promise you that first day on the phone, you will be tested by 95 percent of the people on the phone their first day. One in 20, despite everything you have done, one in 20 will actually do it. Now, I do not know why. I do not care. Since I know what it is, I have learned how to handle it.

So, when they come back the next day, the rest of that week, I will sit down, I will take

the numbers and they will say they gathered 31 names and they made four presentations, whatever, something usually not that close to what your expectations were. And I will have to say, “Huh, what were the expectations?” And again, I set them up, make them give it back to you. I will say, “Well, what was our agreement when you interviewed here?” And they will say, “Well, I promised to do exactly what you told me to because the commitment you made to me is if I did exactly what you told me to do, I did be successful.”

I go, “Would this match the definition of ‘exactly what I told you?’” And sometimes, they will say, “No, it was close.” I will say, “I do not care about close. Does this match the definition?” Now, this may be an uncomfortable conversation and I have gotten comfortable with it being uncomfortable because I do not particularly enjoy doing this, but if I do not set that tone the first day, that number will drift lower and lower and lower, I mean daily, daily, that number because if you do not challenge it, they know you are not serious.

People, maybe they will dive to a point when they are brand new, they might make 35 calls. And you come in the next day and you have a purple fit all over them, you lose your temper, “35 phone calls and three presentations? I have been telling you to make 15.” But they are thinking well he or she did not say anything to me when I hit 12 presentations. Then, they did not say anything when I only hit nine presentations. And then, they did not say anything when I hit six presentations. So, when I fell below six, he or she jumped down my throat.

So, just kind of a quick story maybe to break this up a little bit, when I was little, I had an uncle. And they had this ferocious dog. I mean, this thing, every time we did pull into the driveway, this thing would show its teeth and it would bolt out of the doghouse. And it was on a chain like a chain you put on your tires, thick chain. It was a big, vicious dog. The first couple of times I went to that house, I was scared to death, but that thing would run to the end of its rope. So, it had this circle of dirt around the doghouse, the pole that went around the house. Well, if he let that thing out 10 more chain links, another foot of grass would have died because that dog would have run to the end of its leash.

New hires are exactly the same. They will run until choked by that leash. This may sound inhuman, this may sound crass, this may sound insensitive, but for me, it is what it is. I find that even your highly motivated – with minor exceptions, one in 20 are in it for themselves, they understand it, they are great students. I have had one out of 20 here really grasp the ball and run with it. The other 19, I have had to do different degrees of this. Some were to the point where you had to get rid of them, and I will get into that in a minute on how to do that. But, I have learned that I have taken people that would have fallen off that commitment wagon and put them back on in that first day by really making them uncomfortable with what they did.

So, I do not want to beat that point to death.

The other thing is using forms, I know a lot of people have gotten into using Yellow Pad, using a candidate form, using a job order form. We have prep and debrief forms. Everything they are filling out is on a form because without the form, even if you put the

questions in writing, it is hard for you to do your follow up work with them because when I get a form, when I am reviewing the form with them in my coaching sessions, which I am going to get into in a second, I can tell what's been asked and what hasn't by the blanks.

And the other thing is if you have forms, taking job orders and data sheets and you can customize them by the industry you are in, where you can put the fine tuning tweaking questions, the most common questions you are going to need, whether it is construction, medical, whatever it is and add those in and they are two or three pages long, these are phenomenal for your work in bringing them on board because it is going to save you a ton of time trying to sift through anything.

When I do daily reviews, and as I told you guys, I think, earlier, I am not an afternoon guy, especially if you are on a desk and you know, yourself, when you are able to best give great feedback. For me, I was trained to do it at the end of the day. I dreaded it at the end of the day, which means I was weak at the end of the day, which means I was most likely to not do it at the end of the day.

So, what I began shifting, I did it the wrong way for about 10 years, is about 10 years ago, shifting to a way that really worked for me, is doing it before our morning meeting at about 8:00 in the morning. The first couple of days, a little longer, you probably need a full half hour. Beyond that, it goes a lot quicker, 10 or 15 minutes. These are the key part of your on boarding process, this is where the real training occurs is in the daily review sessions because now, it is no longer theoretical stuff they are seeing on a DVD. It is no longer stuff they are hearing from a trainer that you have bought their products of. It is now stuff they are hearing from real world clients, real world candidates on a desk.

And this is where, again, the real training occurs. This is part of the process you can not cut out. This is what gets them up and running very, very quickly because they are learning incrementally daily, based on the real world stuff. This is why I took all those videos out. Not that I do not show them to them eventually. When they run into a real world situation and I have a training product that is a half hour, 45 minutes on it, I will tell them to watch that at lunch. But, I take our entire training library and I know what it is and I feed it to them at the time when it is appropriate, when they come up with the real world experience.

So, when I go over their forms, the first thing I do is I look for the blanks. I sit them down, I have gone over their numbers. Now, one thing, if that person, day two, doesn't hit their numbers again, I am going to give them a warning that if it happens the third time, I am going to get rid of them because they are out of integrity with their commitment. So that first day I went over their numbers with them and they came in and they were less than it. My favorite line is, "I am curious why you chose failure on your very first day on the phone." You could steal that word for word, "I am curious as to why you chose failure your very first day in this career." In effect, is not that what they did?

I had people leave at 5:15. I did not tell them they had to leave. There is people here all the time past 5:15. I told them what the expectations were. And I want to set up an environment where I am not a micro manager, so on their way out, I do not want to ask them

if they hit their numbers because I am not going to do that every day. I do not have the time to do that every day. I have got to get them into the habit, where they are self-monitoring.

And when you ask that question, by the way, why you chose failure, sit there in the silence that will inevitably occur and let them squirm. And I might sound very harsh, but it is this discomfort that prevents future discomfort in them because all things being equal, in the back of their minds, they are going to think I do not want to go through that again. And if that is the only thing, and when they are new in this job, it is very hard when you are new, if that is the only thing holding them to their commitment, I am OK with that.

And then during their daily reviews, I am going over their data sheets. The other thing, here is where they going to test you. You are going to say, “I want you to ask all these questions,” and I give them all the questions in writing and they are on the forms. Now, they might come in and they could tell you that they could not go through all the questions because the person had to cut them off and things like that and they are going to follow up. That is fine. But, if they say, “Well, I am done with this person, I am waiting for a resume and I think we can submit them,” and there is blanks, I say, “Well, no, you are not. What about, what about . . .?” And I go over the blanks.

“Well, I did not ask them.” Very simple, again, you put the onus on these people, you told them to ask the questions. They did not ask the questions because sometimes, they are the uncomfortable questions, really probing into why this might be a good time to consider a career change. Sometimes, new hires have a time really getting granular on base compensation, bonus compensation, commission compensation, total compensation.

And I will say, “OK, you took this data sheet on Mary. Call her back.” “Well, I told her we were going to present her.” “Well, we are not because you do not have all the information. You see, Bob, I would understand if you did not ask all the questions if I hadn’t given them to you completely in writing. See, and this is not a stand up speaking job, where you have to memorize your presentation. You have it right in front of you.”

This is the other thing they have to have in the back of their minds. If you are going to get complete information and train them to be thorough as recruiters, it starts in this first week. If you look at it as boot camp like the army where they break you, this is, in effect, what you are doing. If you can not break them into your culture, and as you all know if you have hired people, it is an endless deterioration and erosion after that. If you can not get them in line the first couple weeks – because even after you do that, even after you pull the reins back a little, they are going to deteriorate a little, they are going to erode a little bit. That is OK because it is easier to get aligned after they have gone through the initial boot camp part of this with you.

I even had a situation with somebody in the office. They had a fairly good sense of humor. When I went through his data sheets when he was new, I would throw the data sheets back at him, “Call them back, call them back, call them back, call them back, get out of here, call them back.” And again, if they know in the back of their minds that you are going to make them call them back, they are going to get the information right the

first time, whether it is a data sheet or four point job order, which we are going to cover under marketing coordinator.

And in that first week, my main goal is to develop their questioning skills. And that is when I go through these sheets with them. I want to get them out of statement mode and I want to get them into a mode. And especially when you do not give them an assignment to work on if they are doing a recruit project, they can not say anything.

So, you give them a bunch of questions that they can ask and I get them into a mode where I role-play with them a little bit of asking better questions. And when they tell me about their experiences on the phone with people and I am trying to find out what got them off the phone. “Why did you get off the phone with that person? Why did they cut you off or why did they end the call?” I want to know all that because once I know all that, then I can say, “Well, OK, in that situation, here is what you want to ask, here is what the next step is.”

In weeks two through four, what I am looking for is rising connect time. I might even see call count come down a little bit, not presentation count, call count. But what I am looking for is rising connect time. That is a quality indicator to me. Rising connect time on a similar call count means they are developing those question skills.

Starting week two, I begin to have them record calls, whether they are marketing presentations or recruit presentations. Not the ones they take the job orders on, not the ones they take the data sheets on necessarily. Calls may have led to that. But, from the time the person says hello. And our phone system has the ability to do it, and we use that strictly for training purposes. And then, they take the recorded calls, and I am looking for four or five a day starting in that second week because in that second week, I am out of the breaking them mode, so I do not have to spend as much time there. Now, I can put my energy into developing.

And a lot of times, they are a quick 45 second, minute phone call. They did a presentation and they were rejected and they are off. But I get to hear what really happened versus what they think just happened. And especially if you are recording four or five calls a day, you will see a trend with the person, where they tend to let go, where they can be developed.

By the way, the other benefit is listening for all this stuff makes you that much better. But those calls, I listen to every day. If I have hired two or more people in a training class, after their first few days of this and maybe after even the first week of listening to recorded calls, I have them evaluate each other’s calls. I will say to one new hire to evaluate the other new hire, “What did you hear on that call? What do you think went well? What do you think they could alter or improve?” And vice versa, evaluating. Then, I will jump in to see if they missed anything.

If you are just doing one person after the first week or so, I will go, “After you listen to that call, knowing the conversations we have had the last couple weeks, what do you think you did well, and knowing what you heard on that call, what would you do better?” Highly, highly, highly, highly effective. You will see really, the skills on whatever you

are training them on mushroom quickly. This is so much better than just having them watch pure raw videos when they are being talked at because you are putting them into a mode of analysis and recognizing situations that are going to occur to them.

One call when I was listening to it with one guy who was a new hire, he was making a marketing presentation. It was going pretty well and he was into the beginning of taking a job order. And the prospect said, "Wait a minute, before we go any farther, how long have you been in the business?" Now, this was my new hire's second week. And he goes to the client, "Mr. Client, you do not want to know how long I have been in the business." And the client said, "Then you know exactly what I am talking about." Now, he was 100 percent honest. He basically was saying, "You do not want to know that I have only been doing this two weeks. But the client, in his own perception, picked up, oh my God, you have been doing this so long, you do not even want to know how long.

Whatever. It is brilliant. I have incorporated it into our training program and I invite you to, too. It is a great line. And if they say, "No, no, really," then you tell them, "Two weeks." And that is why you did not want to tell them, but just something that was very humorous that came out it and it was again, so effective, we have actually incorporated it. Nine out of ten times, by the way, when we do it because I kept an informal tracking of it, they never pursue it. Then you know it is something to the effect of you know exactly what I am talking about.

We teach prepping, debriefing and closing on the next point and closing on counter offers when they finally arrange their first interview or they have a bunch of candidates they are ready to submit, around that time, not until they are in a mode where they are going to do a presentation. And by the way, on counter offers, we do a little bit of counter offer training the first day on taking the data sheets about what would happen if they left a position and their company tried to keep them, what they would do.

So, we only give them five or ten minutes just on how to handle it on a data sheet. But, the in-depth prepping, debriefing and closing, we cover at the point where they are arranging their first interview. That could be the second week. It could be, theoretically, the first week, it could be the second week, it could be the third week. It could be even the fourth week. But, it is timed with their development. Certain things we have them watch, certain things we have them study. It is timed to their development.

And one of the most effective things I would recommend you guys do is the implementation – we use our conference room, sometimes I use my office, and I am involved in all preps and debriefs with new hires. And I mean up to their first year. I might not be involved in all first interview preps months four and beyond, but in all closes, I was involved with all of those for at least the first year.

Two things, big benefit to you, you are involved with all that. Your closing becomes phenomenal. Your ability to prep and debrief becomes phenomenal because even when you are running a desk, you are exposed to two and three times the amount of preps, debriefs and closes and all the things that can go wrong in a deal, to the point where you are going to hear it in their voice 15 seconds into the call.

So, if you are thinking you do not have the time to do this, if I can sell you on it, it is the most profitable thing you can do for yourself, number one. Number two, it is the most

profitable thing you can do because you will save deals new hires will lose. And we do it very simply, they are in my office, they are sitting across from my desk. I have a white board in my office. The person on the other end of the phone usually doesn't know I am on the call.

And we have a system where if the phone is pressed against their ear and the speaker-phone is on, nothing that I say goes through that speaker on the phone, it all goes through the handset. But, I am using a white board, anyway, and making incredibly wild hand gesticulations, for things like time out, to put them on hold. And I will put on the white board the question I want to ask, based on what I want them to say. Or I might say, "Put them on hold, you have got a quick call coming in," and I will do a quick five-second training, here is exactly what's occurring on this call, here is where we have got to take them.

By the way, they will utterly hate this the first couple times you do it. They are going to beg you not to do it. Once they get used to it, after the first couple, they are going to be upset with you if you are not available to take a call with them. And it is good that they become a little bit dependent on this. Again, what's the huge complaint? New hire productivity, getting people up and running quicker.

Other than the daily coaching and going through the daily data sheets this is the other key way we have done it. I have saved deals and my team leaders have saved deals that new hires just had no idea they were going to lose because with new hires, they go on autopilot. And with new hires, and if you are not recording these calls, at the very, very, very least, they are giving you their interpretation of what's going on, which is based on nothing and no experience.

So, I would highly coach you and when I was a million, two million dollar individual producer, I was involved on these calls because, again, there is probably no better use of your time than getting involved at the end of putting something together that is going to generate \$22,000 in revenue in a tender situation, if blown up, doesn't.

The other thing is when I close a deal for a new hire, I never, ever take credit for it. I go out into the bull pen and I will say, "You know what? John just closed his first deal. He was great on that call!" Because if you remember when you were new as a recruiter, what's the big hang-up you probably had? You did not know if you could make a placement. I hear this over and over again from people, "Once I made my first placement, I knew I could do the business." They become a different person. Give them that gift and then allow them to take all the credit for it.

I could do three hours of training on how to conduct this training, but the main thing, the purpose of this is guiding you through a process. Where strong learning comes from, I will be a little bit repetitive, it comes from just like in that Colvin quote, "A lot of reputation with very quick feedback." Daily coaching, more than anything else. Combine good training with daily coaching and this ensures implementation. You need to do this daily coaching for at least three weeks. I usually go four to six, depending on the person. After that four to six weeks, I meet with them every few days. Now, I am still interacting with them daily, but the formal coaching, I begin to wean off in that four to six week time frame.

Next page, page five, on boarding strategies for different roles. We talked a little about these, but a quick kind of editorial, the purpose of the course is not to engineer a training program for you guys because the exact content and how delivery could be delivered could probably easily be another five or six-hour teleseminar series. My style, overall, is to feed the information in small, manageable chunks for the new hire, get them to execute and then, get them to stretch to the next piece and the next piece and the next piece.

So, having said that, for a recruiting coordinator, the initial goals are those 15 presentations a day. Generally, that is an 80 to 120 rate of outbound calls. I am not focused on connect time. I think connect time, as I have said over and over again, is an overrated metric, and it is one people easily fake. By the way, people, for whatever reason, do not like about their presentation, and it is not that I have never had this, are less likely to lie about a presentation count, which they can make up. But with connect time, I have seen the greatest area of fraud, where people, well they are combining conversations with their significant others, with friends. We have had people dialing into movie phones, sitting on endless voice mails.

I measure connect time. It is a great tool when used properly to see the growth in a new hire. It is just not something I have seen consistently where I see consistent high connect time and I see consistent high billings. It is the least predictive of all the metrics. I might be one of the only people that tell you that. And the main reason is people just say, "Be on the phone four hours a day." And frankly, I do not know if I was ever averaging 20 hours a week, yet I had very high billings. But once I learned to focus on the activities that led to placements, not that I had bad connect time.

If you ask me, as a new hire, to get four hours, I am going to do whatever I can to get four hours, which might mean just stay on the phone with the wrong people longer, meaning I have quickly determined in three to five minutes if you are a client prospect or a candidate prospect, that you are not interested. We have all had those people that are chatty on the phone, and I continued asking questions about their company, beyond what is really productive. And I tack five, ten minutes onto some of those calls. Well now, I have gone from three hours connected to four hours connected, and that extra hour is less productive than having them make another 10 phone calls to get to their presentation count, which is productive because it is a numbers game.

So, my initial goal with somebody is just as I was talking about earlier, get them on the phone. Quality's going to stink, quantity should be good. And then, over those first couple weeks, expanding their abilities to ask questions with candidates, especially, what's going on in your career right now that makes you positioned at all to make a career change? That is one of the big things when I work with new hires that I challenge them on is not why are they looking because passive candidates often are not.

And by the way, on recruiting quarters, never give them job board access. If you want them to sell jewelry, probably bad analogy, but give them access to jewelry versus saying OK, here is the raw metal, make your jewelry. Well, if I have access, even though I have to look for it a little bit to the real jewelry, why would I go looking? They just do not understand, they will never become good at mining. They become dependent on screening data sheets. And especially as the economy gets tougher. And in a tough economy, a

lot of decent people will flood to the job orders. And if you can not differentiate yourself by being able to find and identify people they can not get on their own, it is going to make their situation, your situation, a lot worse.

Weeks two through four, now I am looking for them to really be asking great questions. The term we have in this office for a recruiting coordinator is a submittal. The definition of submittal is if you are working as a recruiting coordinator on my desk and you are going to present someone to me, it is somebody that I say, you know what? This is good enough for me to present to my client. And week two, I am probably looking for one or two submittals. Week three and four, I am probably looking for two to three submittals a week.

So, their objective because sent outs is hard for a recruiting coordinator to control because the person running the desk really sets it up. So, I always try to put the goal into a point where they can truly manage what the outcome is. And their goal on Monday is to find three people that I am going to say – and I can say that in the moment, once I have a nice, complete data sheet and a resume that I am going to submit this person. Once I say that, they get theoretically mark down one and that is their sense of achievement.

Marketing coordinator, very similar. My initial goals, very similar, 15 a day, 15 presentations a day. I work with them on doing presentation design. Our initial thing is to present a great candidate. That is what we use as a door opener. Tried and true, it is probably the most effective. What I have found least effective for a new person is trying to sell the service. And especially in a softer economy, you need somebody, a candidate of value to present. So, if they are a marketing coordinator on the desk they are going to work on, I am going to find a great candidate.

And I am going to teach them all the aspects of what a great candidate is. I train them on taking a four point job order, where they are basically finding out what the client's looking for, what the position and the duties are. And I teach them sexier ways to ask those questions. They are not to ask about compensation. I ask a little bit about why the individual's working there and what the opportunity is for somebody that will hopefully join the company. And then, as we talked about in module 2, their role is to then transition that call to me or a team leader, depending on who they are working for and to coordinate that into a full-blown search assignment or determine what kind of quality job order it is.

But I just want them those first couple weeks, that first week, first few weeks, just like in the recruiting coordinator role, refine their question ability, refine their ability to stay on the phone longer, gather information with people that are not hiring. If you are not hiring now, what's the profile of somebody that you would define to be a great new hire? Again, I do not want to get into the training techniques, itself, but my main goal is for them to stay on the phone with people, to the point where they are bringing me now, if it is the marketing coordinator role, starting with one, then two and three leads a week that are phone appointments that we take.

The last role that we have talked about going through this is the individual doing both marketing and recruiting, most similar to the role of marketing coordinator because I am not teaching them recruiting that first day at all. Again, other than that Tony Byrne

30-step, where they understand recruiting falls in the process, I do not teach them how to recruit until they have a search. And it is important to have them exercise that marketing muscle, which is the harder of the two, from my experience, for most people to develop. And repetition, here again, mother of all learning. And that daily coaching, when you are listening to calls, from the point where they said hello to the point where the call ended and what the nuances of that are.

Again, number one, big benefit to you, you are refining your abilities. I am always surprised, by the way, quick editorial, every time I train somebody, how much better I get as a recruiter. And for any of you who train, I am probably hitting a nerve resonating with you a little bit because sometimes, I remember bringing people on and I just did not think I had the time to train. And maybe I was a little burnt out or I was a little tired.

When that new person came on and I got to look at the business a little bit through the lens of being new again and it was fresh and it was exciting, and I started talking about the things, and when I do these daily coaching things, which really reminded me of why I got back in the business, sometimes hiring a person, if anything, even if they left in a month, was very rejuvenating for me.

And as the economy continues to get a little worse, I know there is some people out there that say do not hire at all. The first place I would probably hire is on my own desk, if I ran a desk, in one of the two roles, whatever it was, wherever my lack was greatest. So, if I needed job orders, I did hire them in a marketing coordinator role, and if I needed candidates, I did hire them in the other role, for the simple reason, they are going to keep you fresh, they are going to keep you honest.

And again, in the person doing both the marketing and the recruiting, even if it is off my desk specialty and I have done this in four desk specialties outside of what was my core competency, I took the job order for the new hire and the client never knew I had no idea what I was talking about in the new desk specialty because you know what? I do not get into qualifying. I probably could take better job orders in my own desk specialty because I knew the exact questions to ask.

But for the purpose of a new hire, one thing you need to know for their benefit is how to qualify. They will learn the technical questions through their own experience, but the most important thing is to really define what they need. If somebody said I need A, B, C, D, E, F and G and it was off my specialty, out of A through G, are there any nice to have's? You can still sound intelligent off your desk specialty by staying in the mode of inquiry, staying in the mode of questioning versus making statements. It also helps you learn the new desk specialty that your person's working on.

So, in summary, if your new hires take poor job orders, it is your fault. If they take poor data sheets, it is your fault. If they have weak preps, I would challenge you as owners and managers, it is your fault. If they have weak closes, your fault. If they have higher than average fallouts, turndowns, counter offers, it is your fault. And the reason I say this is in many of those situations, when it is consistent within an office, it is because the owner chose to accept them. And you do not have to choose to accept them if you stay in the mode of constantly monitoring and holding a bar to a level of quality and response and not letting them off on it.

And the last thing, kind of double summary, the thing I hear from time to time, “Mike, I do not have the time, I run a desk.” So did I. And they will say, people that do not have the time, if you do this stuff, my gut feeling is you will double, triple, even quadruple your success rates, meaning one of your success rates, there is going to be people that do not come through the door that in the absence of what we did in modules 1 through 3, some of those people will not walk through the door when you have done it right, versus walking in the door and you having to get rid of them.

And the other thing is the mistake most people make is they think they can not find people who get it, so when they come in and they do not set and manage expectations, what we have, in effect, done is we are negligent with those people since we let them conform to their own level of activity. Since they are completely ignorant of what the level of activity is necessary for them to be successful, they drift to an area that is 30 to 50 percent of the target they need to hit. And then, the phone calls I get and the conversations I have with people is, well, how do I know when to let them go?

And I will ask them these questions and they do not know what the daily presentation count is, they do not know what the weekly send outs are. The only thing they know is the person’s been around for six months and hasn’t made a deal. And it is almost like going to a doctor and saying to somebody, “The person’s had a headache for four months. Should we do surgery for a brain tumor?” Well, who knows? All we know is the head hurts. All we know here is that the person hasn’t made a placement if you are not measuring and coaching these things.

Again, when I started doing this, I went from one in seven new hires making it to about one to two and a half sticking. So, I know that is probably a two to three hundred percent increase in productivity. By doing this over the last 10 years, I have saved hundreds of thousands of dollars in draws I would not have paid out by cutting people, the stubborn ones. I have cut them, and I think I have told you guys stories in the last few modules, cutting people week one, week two because they wouldn’t rise to the expectation of hitting the number, which means if I can not get them there in the first couple weeks, that is going to be a management nightmare month six.

And the other thing is I know we have billed hundreds of thousands of dollars because I was involved in some of the closes where, knowing a new hire, and nothing against the new hire, just because they did not have the battlefield experience, the deal would have died. So, especially now when each incremental dollar of revenue is incredibly important, if you are going to be bringing on new hires, which I continue to encourage people to do when set up properly, one, if you bring them on and you pay them 25 grand a year and you keep them on board a week and they do not make it, all you have lost is 500 bucks, versus waiting four months to see if they make it. Now, you are out eight, ten thousand bucks and salary benefits, payroll taxes, things like that.

If you only listen to this module, it pays for your course 20-fold. And that is not even taking into consideration by monitoring this, and especially in a tighter economy, monitoring that you are going to get them up and running quicker, which means the person you would have held on to, anyway, is more likely to stick because they are going to be a little less frustrated. One, you are holding their hand and, two, the sooner they see

success, the sooner they make that first placement, the sooner they say to themselves, “I can do this job.”

So, that is the end of Module 4 and we have our call in Thursday at 3:00 for Q&A. E-mail at info@recruiteru.com, Module 4 question with anything. And again, we are back to our normal time for this module. Next week’s our last module. We talk about motivation techniques and follow through strategies. So, any questions you have this week, e-mail them to me, hopefully, by Thursday morning at info@recruiteru.com, Module 4 question. Thanks, guys, and we will talk on Thursday!