



PSYCHOLOGY OF CLOSING

GETTING THEM BOTH TO SAY YES



GREG DOERSCHING

WILL BEGIN SHORTLY



PSYCHOLOGY OF CLOSING

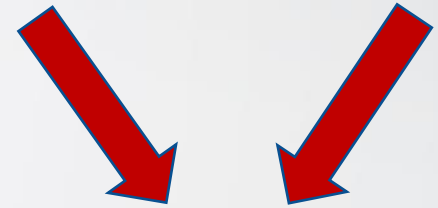


GREG DOERSCHING

GETTING THEM BOTH TO SAY YES

LET'S TALK ABOUT CLOSING

1. EVERY RECRUITER WANTS TO MAKE MORE PLACEMENTS!
2. EVERY RECRUITER WANTS TO CLOSE MORE DEALS!
3. EVERY RECRUITER WANTS TO AVOID "GHOSTING"!
4. EVERY RECRUITER WANTS CLIENT CONTROL!
5. EVERY RECRUITER WANTS PROVIDER CONTROL!



THE ONLY THING YOU CAN EVER CONTROL IS YOU!

- **IT'S YOUR ATTENTION TO DETAIL – THAT WILL IMPROVE ALL 5 OF YOUR WANTS!!**

THE PATH TO CLOSING

CLIENT SIDE

1 SET THE EXPECTATIONS FOR
TIMELINESS – “72-HOUR SPEECH”

2 ESTABLISH THE WE MAKE THE OFFER

PROVIDER SIDE

Let's talk about the interview process:

First step How long between step:
Second step How long between step:
Third step How long between step:
Fourth step How long between step:
Fifth step – OFFER!

The 72-hour speech.

_____, we study the hiring trends and tendencies of providers constantly as recruiters, and one thing I can tell you for sure in this unbelievably provider short markets is this. Once I present someone to you – if we don't give that provider feedback of some kind in 72 hours – they will take that as a sign that we do not “appreciate” the skills they are bringing to the table – and they will summarily dismiss us. And the minute they feel unappreciated throughout this process – there is no getting them back. So I won't bother you for feedback the first 48 hours – but after that I will start following up to make sure we aren't losing good providers.

“When we extend the offer to our providers, we have over a 95% acceptance rate.
When clients extend the offer themselves – they have less than a 60% acceptance rate.”

THE PATH TO CLOSING

CLIENT SIDE

1 SET THE EXPECTATIONS FOR
TIMELINESS – “72-HOUR SPEECH”

2 ESTABLISH THE WE MAKE THE OFFER

3 ROLE PLAYING CALL – “TOP 6”

PROVIDER SIDE

CLOSING CLIENTS STARTS WITH EXPECTATIONS

It was a pleasure speaking with you this morning regarding your need to hire an Orthopedics Surgeon. Based on our conversation I just wanted to confirm that I heard your requirements correctly. I believe these are the Top 6 Skills/Experiences your looking for in a provider.

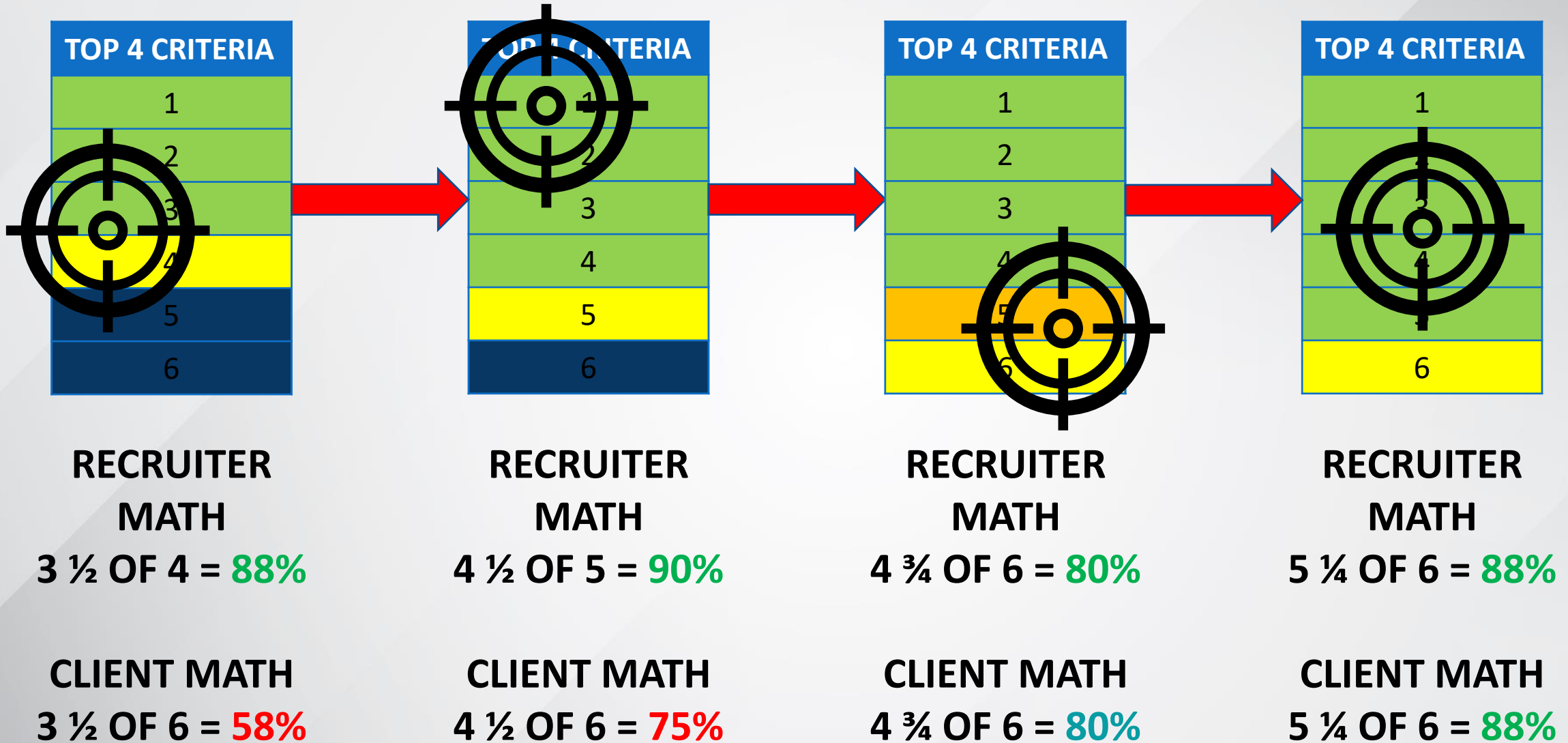
- Orthopedic expertise
- Clinic hours are 9am to 5pm, Monday through Friday, with a half day off.
- Call is 1:2 and anesthesia is available 24/7.
- Orthopedics program established in early 2012 has seen much success, added a Nurse Practitioner in 2013
- Ideally looking for a General Orthopedic Surgeon as the facility is rural
- The organization provides generous benefits including health, dental, vision, savings/retirement plan, vacation, two weeks CME, 5K CME

You also said you are ready to offer a person who has this unique skill set between \$120,000-130,000 as a starting base salary.

As soon as you let me know that I heard you correctly our recruiting team will begin the hunt for providers. Please let me know that the above information is correct or certainly feel free to edit anything you'd like.

We look forward to working with you on this assignment.

TYPICAL RECRUITER PATH



THE PATH TO CLOSING



CLOSING PROVIDERS STARTS WITH ACTION

CLOSING STARTS WHEN YOU FIRST RECRUIT SOMEONE!

- The first step is they HAVE TO decide to take an ACTION towards pursuing this assignment.
- I use a questionnaire – make them do more than simply sending you a resume.
- They have to put forth an effort!

THE PATH TO CLOSING



IT HAS TO BE ABOUT MORE THAN MONEY

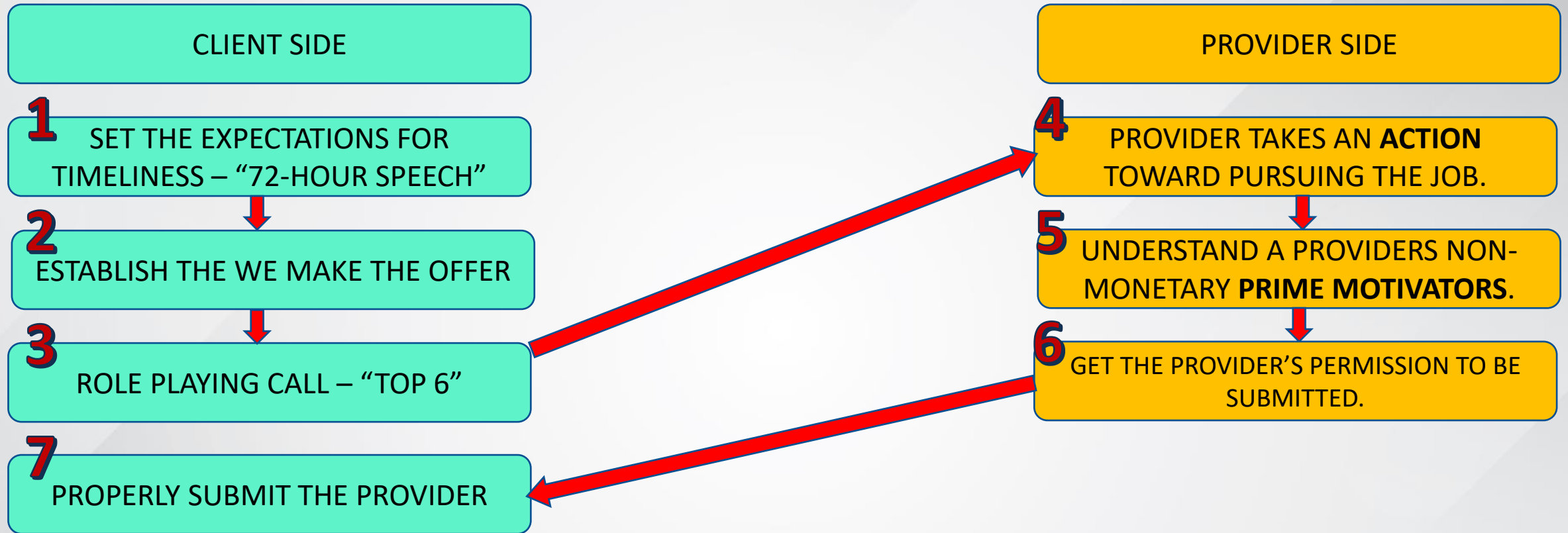
Prime Motivators:

- What is it about this opportunity that's made you decide to pursue it?

	GAUGING MOTIVATION	
Improved Quality of Life:	<i>Work less Saturdays – be at more of his son's little league games.</i>	
Ego - being "good" at the job.	<i>Spent 20 years getting ready for this role</i>	
Offers More Advancement:	<i>This would be his last move</i>	
Location/Commute	<i>Would shorten commute by 30 minutes each way</i>	
Other:	<i>Wife is from this area – lots of friends and family nearby</i>	

- It is my intention when I get those back to submit you to **CLIENT NAME** for the position of **TITLE OF JOB ORDER**. Do you want to be presented for that assignment?”
 - **IT HAS TO BE THEIR CHOICE**

THE PATH TO CLOSING




THE COVERPAGE

THINK OF THIS AS AN EXECUTIVE SUMMARY

THE COVER PAGE HAS 4 PARTS:

1. COMPENSATION
2. MATCHING GRID
3. MOTIVATIONS
4. AVAILABILITY

Candidate Profile



Candidate: Phil Darken
Submitted for: Vice President of Operations

Expected Compensation Outline:

Base	\$123,000	Vacation	2 weeks remainder of 2017 – 3 weeks as of Jan 1, 2018
Relocation	Don would need full relocation	Other	Phil is due his Quarterly bonus on July 1 – he is expecting \$3500 – we'll need to address this

Qualification Matching Grid

What you asked for:	What Candidate Has:
BS Degree	<ul style="list-style-type: none">BS Dairy Science – 1981 MBA – Penn State – 1989
Dairy Experience	<ul style="list-style-type: none">10 years with Kraft Dairy Group8 years with Saputo Cheese18 years of Total Dairy experience
Multi-plant Experience	<ul style="list-style-type: none">Has responsibility for 5 plants currentlyHas had responsibility for up to 8 plants in pastDirectly responsible for over 1200 employees
Management Experience	<ul style="list-style-type: none">Has 26 Direct Reports at Director and Manager LevelHas been in a direct supervisory role for over 15 years
Budget Responsibility over \$10M	<ul style="list-style-type: none">Current budget is \$23 MillionHas managed a budget up to \$150 Million
Developed other Managers	<ul style="list-style-type: none">Strong in this area – his first four hires are now Plant ManagersHired 8 people at a Supervisory level that are now Directors or Vice Presidents
Other	<ul style="list-style-type: none">Licensed CheesemakerGold medal winner – 1999 - 2006

Motivations for making the change:

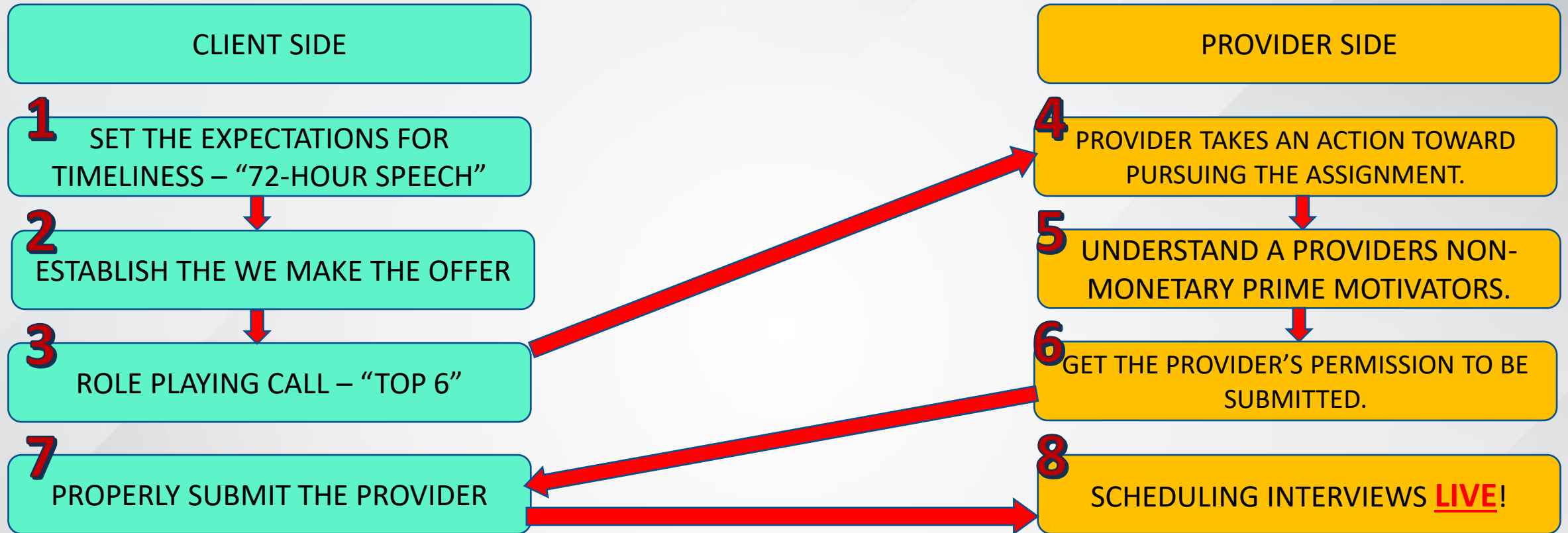
Personal: Phil and his family are originally from Wisconsin so the idea of getting home is very appealing to them.

Professional: Phil's current employer has announced their intentions to sell the company and as such there is a great deal of uncertainty about the future.

Availability to Interview:

Phil is available on Tuesday May 22 between 2-4 pm and Wednesday May 23 all day.

THE PATH TO CLOSING



YOU CLOSE BEFORE THE FINAL INTERVIEW

98% OF ALL NEGOTIATION HAS TO HAPPEN BEFORE THE PROVIDER INTERVIEWS

You schedule the final interview LIVE on the phone.

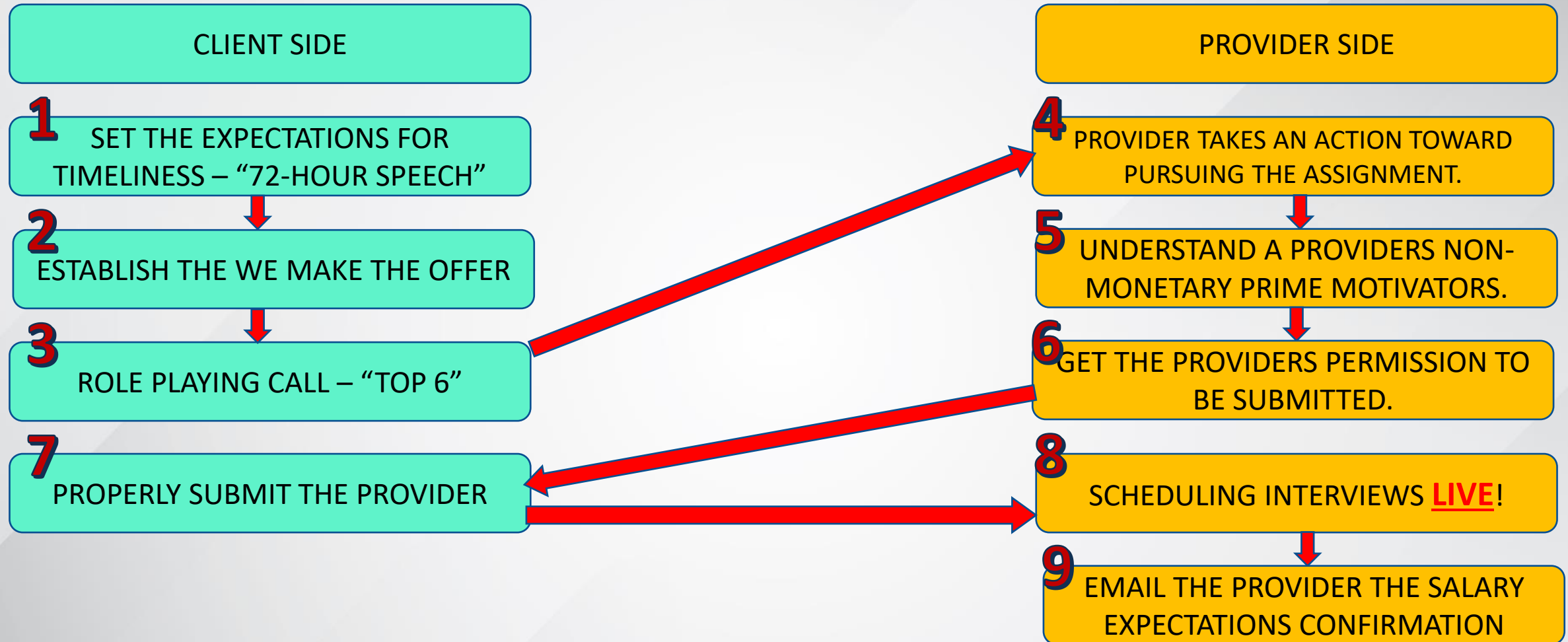
- _____, well this is it – the final hurdle. _____ wants to bring you in for a final interview and that means that if this goes well their plan will be to extend you an offer with the EXPECTATION of you accepting that offer. So, I have to ask one last time – do you really WANT to go on this interview?
 - You need them to start telling you they really WANT the job – anything less than a committed answer and they are still on a fact-finding mission and you need to know what they are still looking for.
- _____, that's great to hear. Especially because in my mind I keep thinking about what you said about why you were liking this opportunity to begin with sell back their prime motivator and now we're on our way to achieving that.
- I'm very curious – you've had some time now to talk to people after your first interview with them – how do your friends and family about this opportunity?
 - You need confirmation that they have already started talking to their family about this opportunity – anything less and you have a big red flag.

YOU CLOSE BEFORE THE FINAL INTERVIEW

98% OF ALL NEGOTIATION HAS TO HAPPEN BEFORE THE PROVIDER INTERVIEWS

- _____, because we are at the final step – we do need to talk about money one more time. When we originally talked about money and when I first presented you we told them that you wanted \$_____ (be exact). If this interview goes well and then come to me and say “your name, we want to offer _____ this _____? Do I have your permission to tell them “yes, he/she will accept that offer.”
 - Take away amounts – close them to the “Uhhh”
 - We must prepare for the counter offer and this is a great time to get candidates to come clean about what they think is likely to happen. Also, this is an important time to gauge a candidate’s desire to leave.
- Find out times for the interview.
- Schedule and interview prep call about 2 days prior to the interview. (late in the day or at home at night is the best time for an interview prep)

THE PATH TO CLOSING



YOU CLOSE BEFORE THE FINAL INTERVIEW

YOU PUT THE MONEY AGAIN IN WRITING

EMAIL TO THE PROVIDER

I want to just confirm everything we talked about earlier today. I am going to schedule your personal interview with Bellin Health for 10 am on Friday the 27th. Also I wanted to make sure I had a very clear understanding as to all the things we discussed concerning compensation, so I am outlining what I heard below. Please review this and email me back that my information is correct. As soon as I get that email back from you, I will schedule the interview with Kim. Thanks - Greg

Expected Compensation

Base: 121,000-123,000

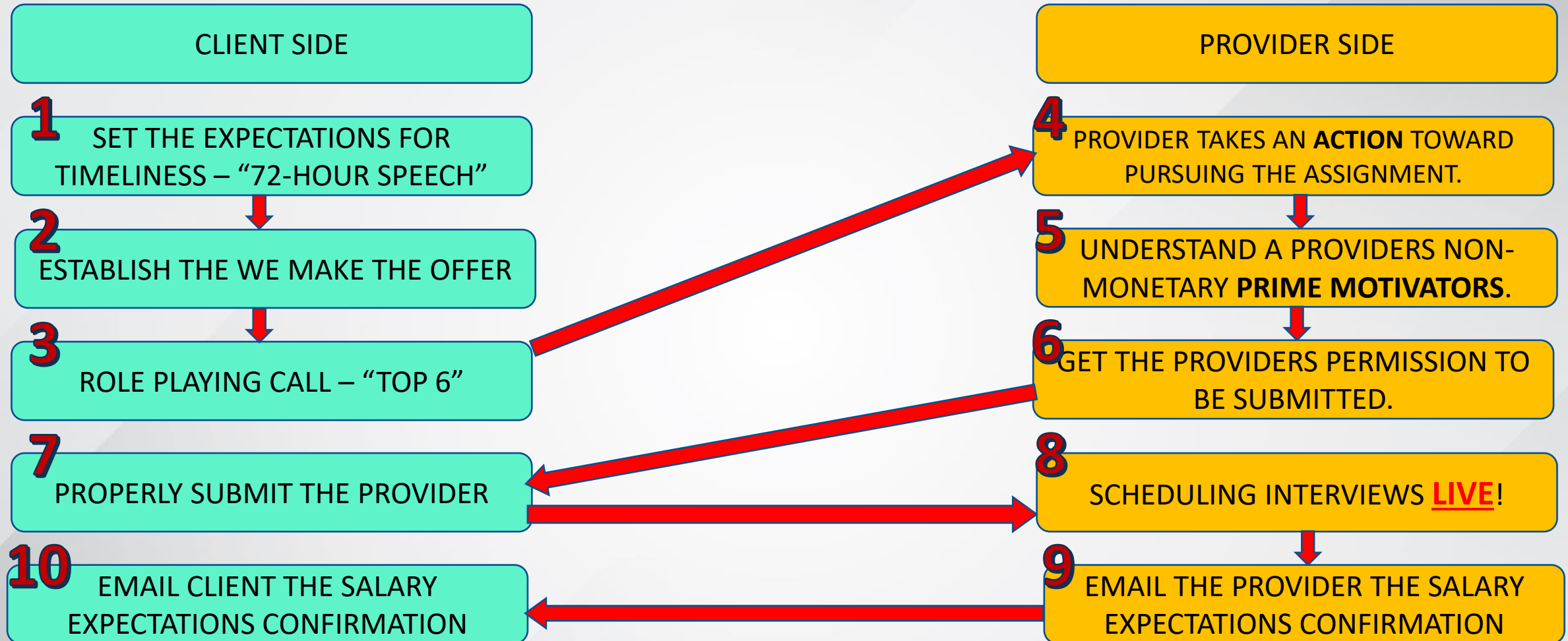
Bonus: Potential Sign-on

Vacation: 2 weeks remainder of this year & 3 weeks as of Jan 1, 2020.

Benefits: As per plan

Relocation: Rents currently on a month-to-month basis

THE PATH TO CLOSING



YOU CLOSE BEFORE THE FINAL INTERVIEW

YOU PUT THE MONEY AGAIN IN WRITING - TO CLIENTS TOO!!

EMAIL TO THE CLIENT

Polly,

I wanted to let you know that Gary Thomas is all set for his interview on the 27th, but I wanted to take a minute here to go over something with you one last time before we spend the money and time necessary to bring him in. Gary and I have had numerous conversations regarding his salary expectations and his long term availability, and I wanted to make sure that you had clear information regarding this, so here are his expectations:

Expected Compensation

- Base: 123,000+
- Bonus: \$5K Sign On Bonus
- Vacation: 2 weeks remainder of this year & 3 weeks as of Jan 1, 2020
- Benefits: As per plan
- Relocation: Rents currently on a month-to-month basis

As long as you are confident that we can work within these parameters, I see no reason to not proceed with the interview. If you have any serious issues, please call me to discuss them.

THE LAST STRAW

1. 98% OF THE NEGOTIATIONS SHOULD HAPPEN BEFORE
2. YOU SHOULD HAVE DONE THE “MATH” ON THE MONEY A LONG TIME AGO – BEFORE YOU SUBMITTED THE PROVIDER
3. WHEN YOU EXTEND OFFERS (OR ASSIGNMENTS) ALWAYS TALK ABOUT THE NON-MONETARY PIECES FIRST
4. YOUR CLIENTS FIRST OFFER HAS TO BE THEIR BEST OFFER

GET THEM THINKING ABOUT SAYING YES

GUIDE TO ACCEPTANCE AND RESIGNATION



YOU GIVE THEM THE TALKING POINTS

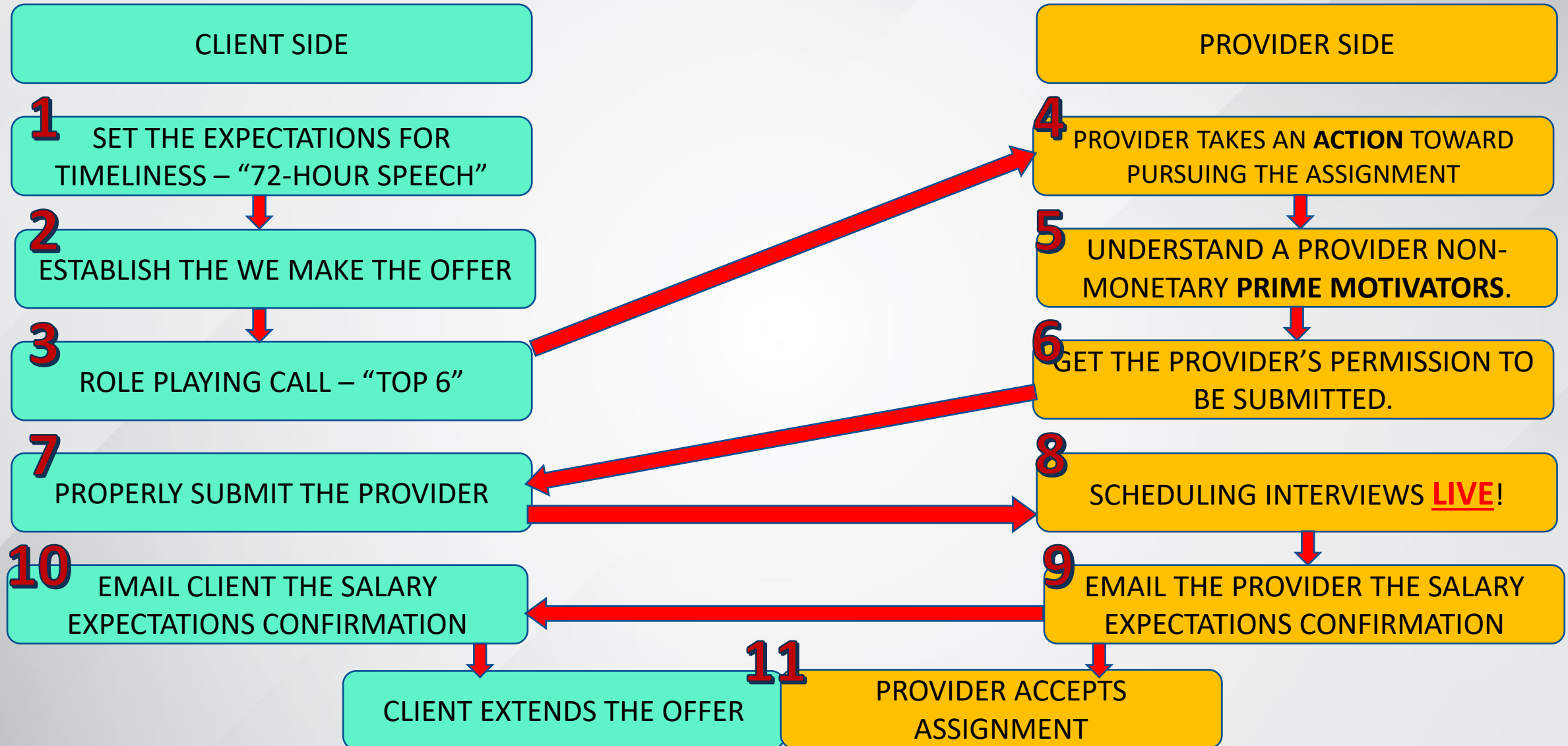
5 TELL ALL QUESTIONS?

Here's the bottom line. Ask yourself these five questions.

- Would this assignment improve me financially?
- Would this assignment improve my quality of life both at work and outside of work?
- Would I be good at this assignment – and that could lead to a continuous assignment?
- Would this be a step forward in my career? (It's not always a step up in title – but would I be more valuable later having taken this position?)
- Would the location make sense?

If you are answering 'Yes' to 4-5 of these questions – you should be accepting this assignment and enjoying that decision.

THE PATH TO CLOSING



DISSECTING COMPETING OFFERS

PRIME Motivators	Job A	Job B	Job C
Quality of Life			
Ego (Good at Job)			
Advancement			
Location			
Money			
Total			

When you score Quality of Life and Location use the weighted scoring outlined below.

Rank	=	Weighted Score
1	=	1
2	=	3
3	=	5

DISSECTING COMPETING ASSIGNMENTS

PRIME Motivators	Job A	Job B	Job C
Quality of Life	1	2	3
Ego (Good at Job)	2	1	3
Advancement	2	3	1
Location	1	2	3
Money	2	3	1
Total	8	11	11

WHAT'S NEXT?

THE 5 MUST DO TAKE AWAYS FOR MORE CLOSED DEALS

1. Make providers take an **ACTION** to start the process.
2. Know, question, check and then re-check **PRIME MOTIVATORS**.
3. Do your **SUBMITTAL PACKETS – EXACTLY** – as outlined. (Summary page at least!)
4. **ALWAYS** schedule interviews **OVER THE PHONE** and give providers a chance to bow out gracefully if they are not on the way to becoming placements.
5. Use the **CLOSING THE MONEY** e-mails when scheduling final interviews.