

# Don't Become a Frog!

## '250 Tips for Busy Recruiters'

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An Eclectic Tangent Production

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## Introduction from the Author

Hi,

Thanks for purchasing this book or for borrowing someone else's!

I can't believe that it has been so long between writing this one and the launch of my last one, 'Recruiting in a Tough Market' almost five years ago. To be fair, I wasn't sure there was mileage in another one on similar subject matter until I started taking note of the number of emails or calls I was getting after courses or coaching sessions with people asking me to repeat a tip or idea I had chucked into the pot on the day. It was also driven home to me that it was often the simplest idea or tip that grabbed someone's attention, and that, in truth, we all like a shortcut, something that isn't too difficult to do that will help us, don't we? At that point, I thought I might have enough for a booklet. So I started writing those tips and ideas down while on a train or a plane or hanging around waiting to meet someone. 250 of them later, we have ourselves a book! I have included a couple of handfuls of tips from the last book, albeit written differently, for two main reasons. (1) They remain key elements that can make a good recruiter great and (2) You may well be reading this, never having heard of me or my last book!

There is no real order to this - it has been designed to allow you to dip in and out almost at random. I hope you find that a stimulating way of reading. Personally, if I put a book down, it takes me a few minutes to pick up the thread from where I left off. This way, it's a complete finish and new start every time. I do hope this format will fire up your brain to come up with your own ideas or variations, too. You will find perhaps 3 or 4 tips together relating to one topic, as they flow naturally together, and then you will be off at a tangent. It's a workbook - there is room for notes on every left-hand page, so scribble, doodle, write reminders, people's numbers to call about an idea, anything you want to - and do Hoover up the information contained throughout. Most importantly - take action.

Good luck!

*Warren*

Consistency **con·sis·ten·cy**

Reliability or uniformity of successive results or events.

Commitment **com•mit•ment**

The state of being bound emotionally or intellectually to a course of action.

**Belief *bi'-leef***

The mental act, condition, or habit of placing trust or confidence in something/someone.

## **'Don't Become a Frog!'** **250 Tips for Busy Recruiters.**

1. *"Like Ali in the jungle, like Nelson in jail, like Simpson on the mountain, with odds like that they were bound to fail. It's not how you start but how you finish, it's not where you're from, but where you are at."* The Hours. Despite those odds, Ali & co. succeeded. Commitment, consistency and belief are the three most important things you can bring to the recruitment table. With those three on your side you can't help but succeed more often than not.
2. Share your knowledge and ideas with everyone and anyone who can benefit. The more you give away the more that will come back to you. Your mind is a brilliant thing - if you give everything away you have nothing left in reserve, so your mind will force you to go looking for more to replenish its stock. I'm sure that you know someone who always counts their pennies and who is the last to the bar or leaves before it's their round. I'm also sure that you know someone else who is generous and giving and is always the first to the bar. Which of the two is the happier, the more successful in life, and in whose company would you prefer to be?
3. Have you ever said to yourself *"I'll get this job out of the way so I can go and do something I want to do instead?"* You have? Then let's be honest – what quality of time and effort did you give the task and how good a job did you do? The end result of that task has your name, your personal brand stamped on it in exactly the same way that your best work has. Do everything you do, no matter how small or seemingly meaningless, to the best of your ability. That's how really great reputations are made.

4. Never talk ill of your competitors or others generally in the recruitment arena. If you say to a client *“Unlike a lot of our competitors, we won’t send you CV’s of candidates we haven’t interviewed face to face”* – it just lets the client realise how unprofessional recruiters can be and makes them think negative thoughts. By talking of your peers in that manner then, by association, some of that negativity will be passed on to you and your company name. What’s more, maybe the client never ever thought that way until you put that negative thought into their head!

5. Give your client an unfinished pitch or tender – they will love it. People like to be in at the start of something good, they like to get stuck in and get their hands dirty and they love looking at the finished product to be able to say *“Great result, and I helped achieve it!”* If you are asked to tender for a place on a PSL or for an exclusive assignment, then send the client an early version of your tender, saying *“These are our early thoughts - I’d love your input so that we can be sure if we are on the right track. You want something that you know is right for you - not something that I hope may be. Can you have a look at it and let me understand if there is anything I need to add or amend before I work on producing the final draft to meet your deadline date?”* When you send through the final draft and they read it next to your competitor’s ones which recruiters tender do you think they will feel most comfortable with and anticipate receipt of most?

6. Words can be almost magical. Learn to work with them well and accentuate the positive to best effect. *“Successful Head-Hunting - the biggest selling recruitment course of all time by Warren Kemp”*. This statement is 100% true. It **is** my best-selling course and therefore it’s the industries biggest selling course **by**

Warren Kemp. What can you say about your track record or what you do for clients or candidates?

7. Arrange some activity that is meaningful after lunch – avoid the post lunch slump. It's easy to phone home, surf the net for the weather report or 101 other things when you get back to your desk and it's difficult to get back into the swing of work quickly. Instead, arrange to interview a candidate for that time slot or have a telephone meeting with a client. As a rough rule of thumb, if it takes you 10 minutes to get back up to speed when you start the day and come back after breaks, that's 40 minutes wasted every day - or half a day a week! I know I'm in danger of coming across like an anorak here, but that half day a week becomes 24 days a year or nearly 5 WORKING WEEKS A YEAR.

If you add in your holiday entitlement & bank holidays to that total then if you are a consultant then you are trying to achieve your budgeted fee income on only 41 weeks of the year. If you are managing a business you will only ever have 80% of your team's full capacity to hand. That's why this book is going to help you. The tips contained in it will get you working in a better way than you are currently and working with better candidates, more committed clients and sharper colleagues. Make the most of the opportunities I'm setting out before you. Not all ideas are for everyone, so let's say, as a minimum, 10% of the stuff I am sharing hits home with you and seems reasonable to implement. That's 25 changes for the better to the way you go about things now. If those tips could add just 10% to your fee income what would that figure be for you? Write it down on the adjacent page. That's your first target. Make this book work for you. Set yourself a target; implement an idea; change the way you do something; use some of the words shown in this book when calling clients or candidates; TAKE ACTION! Don't stop there because, when you



can directly attribute that figure to ideas contained in this book, then set yourself another target and keep going that way, in small, manageable, achievable chunks. If at any time you don't think this book is value for money then you can have your money back. That won't happen if you put into practice these proven tips and techniques. I'm so confident that you will be delighted with the results you get that I'm making available to you now my mobile number so that you can phone me anytime you want to chat through things about recruitment. It's 07976 828637. My email address is [warren@recruitmentmatters.com](mailto:warren@recruitmentmatters.com). Go on - get stuck into this book. Make notes, make changes, make your own sun so that you can always make hay, and do it all with a smile on your face.

**8.** Overselling and underdelivering. People new to recruitment and those that aren't sure of their market or the recruitment process do this with alarming regularity. It's a mixture of nerves, uncertainty and enthusiasm - that's a dangerous combination. Put a sticker on such people's desk that says *"Until further notice, please undersell and overdeliver – thank you."*

**9.** "NO" can lead to "YES" so welcome a "NO!" If a client or candidate says no to your proposal, then ask, *"What would it take to make it a yes?"* When they tell you, do it. Lots of the tips in this book are simple but how many times have you asked that question? The answer should be EVERY time you get a no! If you keep a note of all the reasons you are given, you will soon get the picture and adapt the way that you work and what you offer.

**10.** *"There is nothing that is a more certain sign of insanity than to do the same thing over and over and expect the results to be different."* Einstein. If something you are doing isn't working then do something else, anything else, to change the outcome.

**11.** Instead of giving a speech, put on a show. Only 7% of the impact of a verbal message is in the words you use. 38% is in the way you say it. 55% is in your body language. The next time you are asked to a beauty parade to pitch for business, work hard on the words to make sure that they are accurate and compelling, but work much harder and longer on how you will be presenting the information. People remember performances long after they have forgotten the words that were spoken.

**12.** People remember firsts and lasts. Do you remember your first kiss? Do you remember when you had your last one? But how many do you remember in the middle? From the first time you contact a client or candidate, every time after that could potentially be your last. Make it memorable.

**13.** Repeat - Repeat - Repeat.

Repeat a message enough times and people will eventually get it. Repeat it in a variety of different ways and the message will gain momentum quicker and stick around longer. Take a look at the ways I've been able to get the name of my company over in the following non-exhaustive list:

Recruitment Matters

Recruitment Matters - yes

Recruitment Matters - because it does

Recruitment Matters - to you

Recruitment Matters - to us

Recruitment Matters - to everyone

Recruitment Matters - and it should

Recruitment Matters - every time

Recruitment Matters - to your clients

Recruitment Matters - of course

Recruitment Matters - to your candidates

Recruitment Matters - when you care enough  
Recruitment Matters - contact us

Why not think about some straplines for your company name? Where could you use them to get the message (your brand) across? Maybe a scrolling message on your web-site or on your adverts. Perhaps you can try a different one with every CV, compliment slip, letterhead, invoice and email sent out. N.B. Now reread the subliminal message that each strapline when put together, makes up. I told you earlier that words can be magical.

**14.** You are only as good as your suppliers and you use the suppliers you deserve. If you want to have creative input into your adverts then hire someone with real creativity who can make a difference and not an ad-setter. If you want your staff to have the best chance of success, then don't use a cheap and unreliable IT support company. Cheap is exactly that. Ask yourself if something is a cost or an investment. If it's an investment then invest well.

**15.** Doing things consistently is the one sure-fire way of measuring the results of your efforts - to know what is and isn't working during any period of time. Bring consistency into all that you do and not only will your processes be more effective - you will then be making objective decisions and not 'gut feel' ones. As an example, you will be putting the best candidates forward for the job and not the best interviewees. One way of ensuring consistency of the standard of the candidates you present is by having a **candidate evaluation system**. You may already score or grade candidates out of 5 or 10, yet most people who do this do it on an intuitive basis. So instead, let's get together between us now, a system that every existing recruiter and every future recruiter in your business can use. If

we were to score each candidate out of 10 based on 10 questions about them, then a natural, objective prioritisation order will take place. Thus you and everyone round about you will make better decisions about any given candidate related situation. Let's make a first stab at it now. On the notes page of this book jot down 10 things that spring to mind, as to the quality and placeability of a candidate. You can work on fine-tuning it later and do involve colleagues too. It's important that you make a start - start taking some action - I want you to get the best from this book so let's make this your first project. The keys to the 10 items are 'yes' and 'no.' If you can say 'yes' score 1 point and a 'no' then score zero. Here's a couple to kick you off. (1) Is the candidate being realistic about their next move? (2) Is their salary in keeping with market rates? Once you are happy with the 10 point evaluation system, put it into practice and use it with every candidate and re-evaluate them regularly as applicable.

**16.** Now that you are working with the best candidates, let's ensure that you work the very best vacancies that you have in a similar way and, indeed, be able to objectively recognise if you have ones good enough to spend your time on. It's all too easy to work a vacancy because it's there and not because we have a great chance of filling it. So, by putting into place a **job order evaluation system** and using it in conjunction with your candidate one we should be working the jobs that we have a very high chance of filling with candidates that we have a great chance of placing. Sometimes it really is the simple things that can make a difference. So, same process as last time - use the notes pages and write down the factors that you can use to grade vacancies. While I've suggested finding 10 for candidates and jobs, don't get hung up on it. If it's 9 or 12, it doesn't matter - what matters is that you have enough to make it worthwhile and that each point is

identifiable, objective and therefore measurable.

To start you off, (1) Are we happy that the fee merits the effort needed? (2) Is the role in our comfort zone i.e. have we had success with this type of role before?

**17.** The final part of this jigsaw is to develop a **client evaluation system** (CES) and on the back of that, therefore, an action plan. CES is all about improving what you do, how you do it, what companies you work with and, crucially, consistently raising the bar both by way of who you work with and the depth of relationship you have - getting higher fees, more of the right vacancies and having clients call you with exclusive roles! So if we can grade the strength of each of our client relationships, we can then develop an action plan to increase the value of that relationship. CES is a bit bigger and broader than the previous two evaluation systems. Again you will be choosing 10 areas of measurement - this time with a potential for scoring a maximum of 3 points for each. If you work perm & temp/contract markets it will be 3 x 10 for each. A couple of examples to get you started are (1) The fee level you work at - score 'Low' 1 point, 'Mid' 2 points and 'High' 3 points. (2) Vacancies filled in last 6 months - 1 point for each of 'Junior', 'Middle' and 'Senior.' Be brutally honest when you evaluate your list of clients and do also take the chance to think where you want to go with your business overall. Don't be frightened to ditch clients if needs be or to change the mix of vacancies you work. For instance, when I mentioned junior level roles in my second example you may have been thinking, *"I don't want to work junior roles so should I score that one out of 2 instead of 3?"* Well, if you aren't working junior level roles, someone else is - with the potential to become a sole supplier if they handle all three levels of vacancy! At the very least, they could

muscle in on your mid level roles on the back of their success at the junior level. Once you have scored each client out of 30/60, some key action points will already be jumping out at you. Next, list your clients in order of fee income over the last twelve months showing the value of that fee income and their score from CES. Decide on two action points for each client for you to achieve in the next three months e.g. (1) Introduce the client to a colleague who recruits in a different specialism. (2) Obtain exclusives for specific roles that you have had great success with previously. You now have a CES that you can review every quarter and one that will give you a totally measurable way of monitoring your business & team overall. **How you are going to achieve the desired outcome against each point is the crucial next step.** Get a range of tactics, constantly monitoring what works and what doesn't (and for which clients). One result is guaranteed – working with a CES, candidate grading and job order evaluation systems in place, you will be working a lot smarter and constantly moving your relationships and results onto a new level, almost daily. If you like the idea of the three piece jigsaw I am describing and feel that you would benefit from a little help and guidance to implement them then give us a call on 0800 0749289. We will be delighted to help you.

**18.** Write a “to do” list everyday and always do it in advance the night before. If you are late in the office or something crops up first thing, you can pick up on the key issues of your day as soon as you hit your desk. It's also a great way to finish off your day - strive to do better during the next one and congratulate yourself on the successes you have had leaving you on a high. If you have had a bad one then it's nice to draw a line under it and then go home rather than come in the next morning to go over it all again starting your new day negatively.

Knowing what you will be doing tomorrow and whom you will be meeting and calling will also fire your brain up overnight. Don't be surprised if you wake yourself up with the name of a candidate to present to a client or the name of a company to market to on behalf of a new candidate.

**19.** Happy people attract happy people to them and, as a general rule, good things tend to happen around them. The opposite is also true. If you are a happy person (as I am) when something unfortunate does happen to you it seems far easier to shrug the situation off and bounce back too. Don't get me wrong I'm not always happy - but I'm NEVER down for long and here's how I bounce back quickly when I am...I know what I feel like, the type of things I say and what my body language looks like when I am happy. So knowing the 'model' of my own happy state, when I feel down, sad, frustrated or angry I change my state by pretending that I am happy. I go about things as if I am happy and within a few short minutes I actually am! You probably think I'm a bit of an oddball now don't you? But, hey, I'm a happy & successful oddball!

**20.** Ask a friend something about yourself and you seldom get the truth. Instead, ask an enemy. The answer you get might be a little brutal but it will be a lot nearer the mark than your friend's unwillingness to hurt you. You will learn more by asking feedback from someone who you gave disappointing service to, than from someone who you delivered well for.

**21.** "Can it wait?" Kick-start every day and really drive your desk by making 1.5 hrs of continuous outward bound calls each and every morning. An aeroplane spends 10 times more energy taking off than it does flying in the air. Once you're up and away - keep

going. If in that 1.5 hour period, you get a vacancy, a lead, or a candidate who says 'yes' to going forward for a role then ask yourself "*Can it wait?*" If it can wait until your 90 minutes of calls are over (and 90% of the time it really can), then keep on going picking up that phone again and again. Too often it's easy to stop once you have a new vacancy, and proceed with searching your system for candidates. Before you know it, lunchtime arrives and you have made only a handful of calls all morning. Keep phoning for more jobs or chase more candidates that you couldn't get yesterday. Fill your funnel!

**22.** Hiring people isn't easy - that's why employers use recruiters. So how can recruiters help themselves when it comes to hiring their own staff? Well you could do far worse than hire someone who has something to prove, perhaps someone who doesn't have all the credentials for the job but who has the will to succeed. Hire someone on the way to their peak and not somebody over it. Hunger pushes people on, so look for hungry people. Maybe the guy whose partner just gave birth or maybe recently bought a house. Most of all, though, hire someone with passion. Hunger, passion and something to prove - a winning combination.

**23.** Ask "*Who do you know?*" rather than "*Who can you recommend?*" Recommendations are emotionally very difficult to give out to someone. The reason is that subconsciously that person is thinking "*What happens if I recommend someone and it doesn't pan out - will they both then blame me?*" Instead, ask the question "*Who do you know?*" That way the person can use the caveat of "*Well, there is one chap - I don't know him that well but.....*" That one subtle difference will treble your referral rate.



*“...she felt that she had learned something, though exactly what it was she did not know. Later she remembered all the hours of the afternoon as happy - one of those uneventful times that seem at the moment only a link between past and future pleasure, but turn out to have been the pleasure itself.”*

*F. Scott Fitzgerald*

**24.** People are consistent and predictable. People are creatures of habit. The candidate who doesn't take your call at the agreed time and phones to apologise the next day may have had a one-off situation happen. If it happens again with the same candidate you can be sure they will be difficult to get hold of at the crucial time of getting feedback from an interview or when you want to make them a job offer or.., or.., or..! Monitor and note down things your candidates and clients do. If they do something twice it is highly probable that they have a habit of repeatedly doing so. If it's something positive then great, but if it's something that will potentially cause a problem further down the track then ditch them! That might sound harsh but do you really want to spend a load of time with someone who will let you down at the eleventh hour and cause an embarrassing situation for you with your client or candidate?

**25.** Make just one more call a day, thereby expanding on your all important hit rates. So let's work it out together. Let's say you convert one in ten calls into business. One more call a day = 240 calls a year = 24 yes's. Convert one in four opportunities into a fee and that's six more fees you've just bagged from ONE MORE CALL.

**26.** Understand your hit rates/ratios and focus on them. Maybe the last tip highlighted for you the need to know your hit rates. If you are challenged with hitting a financial target, you can only do that by getting enough CV's sent out which then become interviews. Interviews ultimately become offers. So when you know your number of successes, simply chunk it all the way back to CV's sent out – that's what you should use to drive your desk.

**27.** Do keep your hit rate analysis up to date and don't compare yourself to other people in your business - they may be more or less experienced or have a stronger or weaker pool of candidates or client base.

**28.** Market continuously to keep a flow of fresh vacancies - even when you've got a desk full of jobs. Working roles on an exclusive basis is great and ultimately where you want to be in your relationship with clients. However, every relationship has to start somewhere and that may mean having to work on some roles in competition with 5 or 6 other recruiters. That's a one in five or six chance of a fee. Play your numbers well. Far better to have too many jobs on the go than too few. You don't have to work them all. Consistency in any part of the recruitment process will ensure consistency of results so get the important part right first - get the jobs in!

**29.** Go straight to 'God' when marketing a candidate out. When phoning prospective employers to find a 'home' for your candidates - always go as high up the food chain as you can. When you ask that contact whether they would like further information on your candidate who has *"three years experience, currently is operating as a sales manager for a leading...."* the contact will often stop you there and suggest that he/she isn't the best person to deal with this and that you should speak to *"Tom."* Fantastic news for you because you can now phone Tom and tell him that God has just asked you to discuss a candidate with him.

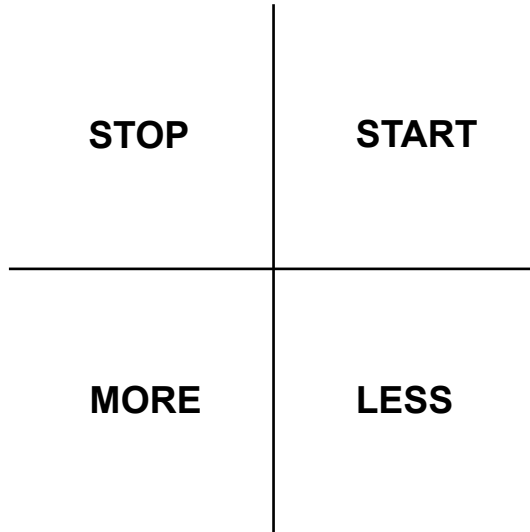
**30.** Do take candidates to market every day. Fly your company flag and push your products under the targets' noses... people don't buy intangibles. A quality candidate with good experience and good achievements highlights the quality of your firm.

Even if they don't have a need at that moment they will be impressed enough to take your call the next time. Say something like this: *"Hello Tom, my name is Warren Kemp. If you're OK for a couple of moments I'd like to bring to your attention an excellent individual who has expressed a genuine interest in finding out about your company as a prospective employer. He has three years experience in your market working as a Sales Manager for a competitor of yours. His recent achievements include hitting target three months ahead of year end and bringing on board four FTSE top 100 companies into his portfolio in the last nine months. Does he sound like the type of person you could do with in your team?"*

**31.** Learn to search your database well. I almost felt that this tip would be so simple that it shouldn't go in this book and that it would be of no use to you, the reader. Yet, this month alone, I have worked with three different senior recruiters from three different companies on a one-to-one basis whose use of their database was frankly appalling. Within 30 minutes in each different organisation, I had uncovered a handful of candidates (right for a role) for each that they were either unaware of or had ignored in the previous search they had done. Here is a question for you. Over the last 2 years how many average candidates have you ignored on searches because they were average 2 years ago? Maybe that ugly duckling is now a swan.

**32.** Collect testimonials from your candidates and clients and then use them as your sign-off on letters and emails. Rotate them so that every time a regular recipient gets an email from you they get 'proof' that you do what you do well. It's the cheapest, quickest, yet most tangible PR you can do.

## Performance Improvement Grid (PIG)



What should I stop doing as it doesn't work?

What could I start doing to see if it works?

What can I do more of that would help?

What should I do less of as it isn't that important?

**33.** Learn that strong relationships come with trust - KLT. Relationships of any long-term meaning are never cemented overnight. They take time. **KLT** stands for know, like and trust which represent the three key stages of your dealings with any client or candidate and they have to go in that order. There are no shortcuts to long-lasting, meaningful relationships.

**34.** If you want a referral from a candidate, then don't ask for names at your first meeting - they only just know you and, hopefully, beginning to like you. If you want volume, good quality referrals then ask for them once you have lined up an interview for them or you've come back with feedback and given them some sound advice i.e. when they TRUST you. If your boss tells you to ask for two names from every candidate during your first contact/meeting with them - tell him to read this book. It seldom works, and your candidates will have a seed of doubt sown about your integrity at a time that you should be proving to them that you have got their best interests at heart. KLT in that order and then you're in business.

**35.** Trust is actually measurable. If you have ever had a gut feeling about someone but couldn't put your finger on it, then put them to this test. Score them out of 10 for each of the following, 1 being the lowest and 10 being the highest. Do the arithmetic and find out how low the person you don't trust scores in the final tally out of a possible 10.

$$\text{TRUST} = \frac{\text{D} + \text{I} + \text{C} + \text{E}}{\text{SI} + \text{IC}}$$

Where:

D = Dependability.

I = Integrity.

C = Credibility.  
E = Empathy.  
SI = Self Interest.  
IC = Inconsistency

**36.** Honesty is the only policy. No further comment needed.

**37.** Change your seating arrangements regularly - move around - learning and sharing with others. Do you remember when you first sat next to your current desk neighbour? I'm sure that you learned a lot listening to and watching them in action in the first 3-4 weeks and they learned from you in the same way. After that point, though, you have been learning almost nothing from them (on a work front) and them nothing from you. Go get yourself some new pearls of wisdom.

**38.** Don't do the work for your candidate. Candidates need to do their fair share of the effort needed in obtaining a new role. That doesn't mean you don't help him/her by supplying a template for a CV or that you don't send them any information that you have on the client, far from it. However putting an almost finished CV in front of them following your 10 minute chat or doing all the chasing when they fail to show up for a meeting, or if they aren't in when you make a prearranged telephone call isn't good practice. Just for a moment or two, think back to a couple of times when your "star" candidate (or your only blinking candidate!) failed to show up for their client interview. Perhaps remember one who stalled when the offer was made and ultimately didn't take the job, or perhaps you had one who went missing completely at a crucial moment in the process. Now I'm no mind reader but I bet when you have thought of a couple of examples, they were ones where you did more of the running and wanted the job for them more

than they wanted the job for themselves. Work with candidates who are willing to work with you and do a lot of it for themselves.

**39.** Confirm dates from clients for interviews when taking the vacancy. This should however be only the 4th request you have (and hopefully you won't have to ask it!). Let me explain - when being given a vacancy ask the contact for a retainer (no matter what level you work at or at what stage you have been brought in, as it shows the type of relationship you want/expect with clients). If the answer is a no then ask for it on an exclusive basis. If the answer is a no again then ask for a period of exclusivity. If the answer is a no then ask for interview dates to be set aside for your candidates and explain that if you are going to put your energy into uncovering quality candidates for the client, then you want the guarantee that as **a minimum**, candidates matching the brief will be seen. Going through the above with every vacancy with every client will result in your fair share of retainers and exclusives which is what it is all about. Do you want to be one of six recruiters fighting for one placement or one recruiter who is guaranteed it? As I've said before, its all about consistency. Trying this tactic once or twice may or may not bring rewards (although you should at least obtain interviews for your candidates) but when you do it time and time again, you will start to have better relationships with clients and see the results coming in. Retainers aren't solely the domain of the head-hunter. If a client wants a quality short-list for a vacancy, then they should deal with their recruitment partners accordingly.

**40.** When obtaining those vital interview dates, find out how long the whole process takes and check your candidate's availability throughout. That way you can get something agreed on the spot with the client, and not have to mess about chasing the candidate for his/her preferences and availability throughout the process. If



the client shows signs of wanting a second meeting, then you can nail him down there and then. *“Great, that’s good news. Tom is free on Thursday or Friday morning next week - how’s your diary looking?”*

**41.** ‘What ifs.’ Always ask *“what if”* and be ready to adapt accordingly. For example your client has said that if your candidate is successful she will be meeting two particular people from the team. *“So what if one or both of them is on holiday or unable to attend for any reason?”*

**42.** It’s a lot easier to dig a field that has been dug before. Here’s a quick project for you to do. Write down your top twenty clients or as many as you have, if less. Now write a number next to each one that relates to the number of contacts that you have in each one. Define a contact as someone who you send CV’s to who has given at least one candidate an interview in the last twelve months. That’s a great indication of the strength of your relationship with your client companies. Next put a figure next to each company name that relates to the revenue generated from it in the last twelve months. Relate the number of contacts to the revenue generated and find which client company relationships need strengthening by expanding the number of contacts. Don’t build your business on weak foundations. That should provide you with a prioritised hit list to phone for internal referrals. *“Hi John, I hope you have been pleased with the help I have been giving you – I wonder if you could help me?..”* Note. Remember a client is a company that has paid you a fee and anything else doesn’t qualify!

**43.** *“T’internet, T’internet? It will never catch on.”* Peter Kay. Quite literally, spread your net. Information on previous, current and potential candidate and clients is out there. Learn how to find it. Try some of these basic search tips for starters: Relying

on one search engine e.g. Google will only give you access to a percentage of the results available across the net for any given search. Instead, use a multiple search engine that takes results from all the top engines at the same time. Try [www.37.com](http://www.37.com) or [www.dogpile.com](http://www.dogpile.com). If you are looking for information on people then look where people might supply their own information e.g. [www.friendsreunited.com](http://www.friendsreunited.com), or [www.linkedin.com](http://www.linkedin.com). Try entering a company name or an individual's name into the 'images' section of a search engine - if the company or individual has won an award or is perhaps part of a "meet the team" page or similar they might just be there. Oh, and do check your own name out by searching against it in a standard search box - you only want to be traced against results that show you in the best light so it pays to check!

**44.** Win through your actions and never through argument. If you are the type of person who enjoys the moment of winning an argument then be aware that there is a very good chance that you have been engineering your discussions and circumstances into arguments so that you can win them. The chances are that you won't have realised you were doing it but we all tend to get and do what we like in life. Demonstrate reasoning instead of argument. An argument is easy to win. How it will affect the person defeated later is anyone's guess.

**45.** Arrange meetings with your unprofitable clients - and tell them at the meeting that you are going to have to stop working with them. If you are giving as good a service as you can, many will do what they can to make it profitable for you. If they don't, then you have just freed up time to work with and find clients that are profitable.

*“Each problem has hidden in it an opportunity so powerful that it literally dwarfs the problem. The greatest success stories were created by people who recognized a problem and turned it into an opportunity”*

*Joseph Sugarman*

**46.** Every meeting should have an agenda. Ask your client when you arrange a meeting “*Are you going to write the agenda up or shall I?*” More often than not they will let you do it - it’s easier for them. So then you can ensure that the running order and topics are how you want them to be.

**47.** So what makes up a good agenda?

Try this one for a client meeting:

- About you
- About us
- Your current situation
- Working together
- Action points/summary
- Close

**48.** If you have to ask for someone’s help then appeal to their own level of self interest. Find out why he might benefit from helping you. Don’t simply cash in a favour - let him help you and help himself by gaining something from doing it at the same time. That way you get what you want and you now have two favours to cash in when you need to! “*What’s in it for them?*” - get the answer to that question and if it’s compelling enough, your contact will do what you want.

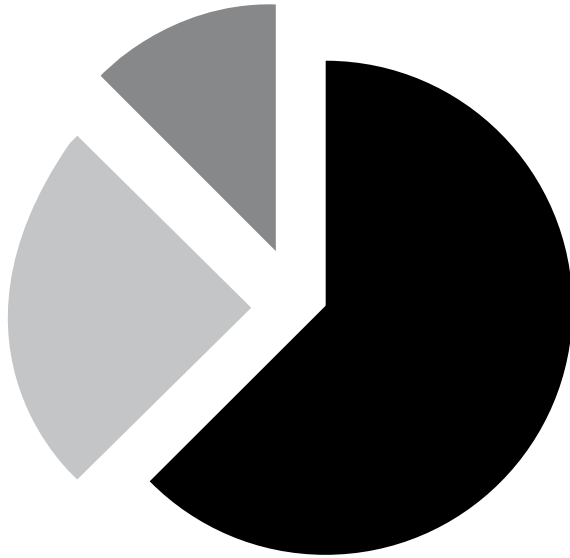
**49.** If you are unsure whether you should do something then don’t do it. If you are sure then do it and do it with boldness. Tentative steps have never made a mark that is noticed for long or remembered. People admire boldness and self-confidence if they are backed up with a healthy degree of humility. If done right, it wins friends and gives them confidence in you. Few of us are ever born bold - it’s a skill like any other that we can practise because it’s about taking action. Practise it enough and you will start to

believe and then confidence kicks in. Don't confuse it when trying to identify it in others with brashness, arrogance or showing off. Boldness is taking action with certainty and a very powerful tool to have in your tool kit.

**50.** Warm up before you start your day at your desk. Exercise makes you fitter, so exercise your mind. Forms of exercise for your mind maybe a crossword or sudoku - either will limber the grey matter up. Do you want to write a proposal cold or answer emails without giving due consideration and well balanced thought before responding?

**51.** In order to achieve a desired outcome you need to have a plan. Effective planning means from A-Z, all the steps in between and accounting for the '*what ifs*' that can happen along the way. You may have to re-evaluate what the end result will be at various points on the journey and it may look quite different to the one you had in your mind's eye at the start, but the outcome will be controlled and in keeping with your expectations. A great snooker player has thought the game through all the way through to the last black. A decent snooker player has thought three or four balls ahead. Who gets the biggest breaks (pun intended) along the way and who wins more often than the other? Plan your steps well ahead and you won't be tempted or need to improvise having come off the track that leads to success.

**52.** "*When you run to the sea, the sea will be boiling*" Pete Tosh. Think hard before leaping in with both feet. Don't fall in love with your candidate or take a job on because you can. Many fee earners say "yes" because they need vacancies and need candidates. Say "yes" only because you can fill it or help the candidate.



Using statistics is a powerful way of getting a message over. Using diagrams can really embellish the point too. Oh, by the way, 64% of statistics are made up on the spot.

**53.** Learn how to network properly. It has always been an important way to build business contacts. However, with more and more events being run every year it is vital that you tap into the opportunities available to you, as your competitors are. If you've had no training or aren't a natural networker then spending a half day getting some good networking training ([www.kintish.co.uk](http://www.kintish.co.uk) is a great place to start) is time well spent. If you want to come away from an industry dinner, seminar or exhibition with good contacts where you have cast iron appointments to call, then get slick. Basic rules? Be interested, not interesting - talk to them about them. Spend only as long as needed with each new contact. If you don't know who is attending, then get there early to read the name badges laid out on the table. If you do know who is attending, arrive an hour or so after the event starts so you will (again by the name badges) know if your targets have arrived yet - and ask the organisers to introduce you. Unless your contact asks you, don't pitch for business - leave that to your next conversation and if you are feeling nervous, approach someone on their own - they will be glad of the conversation!

**54.** Always talk in terms of features and benefits to candidates and clients alike. The latest Virgin pendolino train can travel up to 125 mph (feature). Because of that speed my journey from Coventry to London is now 20 minutes shorter than it used to be thus allowing me to travel later and be home earlier (benefit). Your organisation has been around since 1998 – what's the benefit to a client? You have worked in the industry you now recruit for - what's the benefit to the candidate? Take 20 minutes now to note down some features about your company and work hard on stating benefits next to them. That's just for starters. Ideally you should have 3 F&B's on your company for both clients and

candidates (different ones or at least the benefits will be) and 3 F&B's about recruitment for each too. Work hard on getting them spot on and type them out to have to hand when calling clients or candidates. You will feel more confident and come across more professionally when you can hit back at the "*Humph! You recruiters are all the same!*" or "*Why should we use you?*" statements you inevitably encounter. If it takes you half a day to fully develop, but you will use them day in day out for the rest of your career, it's time well spent. Let me put it another way - if you were asked by a client to present a written tender for a contract to recruit for them and it could be worth £50,000 a year to you, how long would you take over it, how many drafts would you write, how many other colleagues would you run it past before sending it to the client with your fingers crossed? Yet, how many times do we open our mouths to clients and candidates with what is effectively our first draft? Have F&B's to hand every time you pick up the phone.

**55.** Understand product versus brand. If someone has bought a product before then you need to sell him or her your brand (of that product). If not, sell them the product first, before convincing them of your brand. So if a potential client hasn't used a recruiter before, then you sell him or her your product i.e. recruitment and what that can do for them. However, if they regularly use recruiters, then you sell them your brand i.e. you and your company. Another good reason to have F&B's!

**56.** Go out of your way to remember what you've forgotten. If it's true that 24 hours after going on a training course or watching a video or reading a book, you have retained only 85% of the information – then what does that mean for you 3 weeks, 3 months or 3 years after the event? Why not look out those old notes, watch that video again or re-read the book. I'm sure that if



you do, you will pick up (again) 3 or 4 gems from doing so and probably others that you didn't take on board before.

**57.** I do practise what I preach and in relation to the last tip as an example, I listen twice a year to Michael Gerber's E-myth seminar. It's a stunning several hours of entertainment (yep, that's important - because if I wasn't entertained, I wouldn't listen half as much) that always reminds me of things that I've stopped doing or things I should start. He tells a tale in it of staying in a hotel regularly that costs \$40 more than others. He likes the hotel because they remember his name when he walks in, know which paper he reads for the morning, turn his bed down in readiness while he is eating and leave a mint by his bedside. He makes the point that for the sake of having a good database system and a mint they can charge \$40 more than a competitor and get repeat business time and time again! What little things can you do that make a difference?

**58.** What goes around comes around. At the start of the year I hired a trainer for Recruitment Matters. He has great experience in the industry both as a recruiter (incidentally, he worked for three years with me in my previous recruitment companies, so we trust each other 100%, which is invaluable in business) and a number of years as an internal recruitment manager. In that last role he came into contact daily with recruiters phoning him up with the common "*Any vacancies?*" opener. How easy was it for him to dismiss them quickly and maybe not that politely? Now, fast forward to him running training courses for us - at least 40 of his old contacts who he politely (thankfully) didn't work with but spoke well to are our clients. Makes you think, doesn't it?

**59.** Model on excellence. If you want to learn to play golf, there is no point in watching the man with his dog in the public park

on a Saturday morning hitting a few balls for his dog to chase after, is there? Sit yourself down with a DVD of Tiger Woods and note what he does. It might be months before you become competent but you will be light years ahead of the guy in the park. So, find a mentor. Someone who you really rate and who can make a difference. Model on excellence. Phone up the CEO of a recruitment company you value and ask for 20 minutes of his/her time. That's a good 20 minutes to spend. Good people associate with good people. Great people...???

**60.** Do hold clients to their side of the bargain. Be strong with them. If your client has agreed that they will respond to a presented CV within 48 hours then, firstly, say to them *"If I haven't heard back from you within 48 hours should I take it as a 'no' to my candidate?"* They will more than likely say *"Oh, no, please do double-check with me."* You now have the perfect opportunity to **put pressure on them** and if 48 hours or more elapses, start chasing. *"Tom, it's Warren - I'm awaiting feedback from you about Candidate X. I've told him I would be back to him tonight at the latest as you gave me a 48 hour deadline and I've allowed 72 hours for any hiccups. He's looking at other options with another recruiter so we need to move fast. Can you call me back please? Thanks"*

**61.** If you are going to wish for something then make it something good - because, good or bad, you might just get it. Richard Bandler is one of the two "inventors" of NLP (Neuro Linguistic Programming) who, incidentally, trained me in NLP and is just stunning. Anyway, the point of my tip is that he was once asked by a basketball team to improve their percentage scoring rate on penalty points. He split the team into three groups and measured them on the number of hoops scored from the penalty position. He then asked group A to practise for 2 hours

a day for a fortnight shooting hoops. Bandler asked group B to do nothing - not even to pick up a ball for two weeks. He then asked group C to imagine, to visualise scoring from the penalty spot for 2 hours a day. When they came back after the fortnight, the results were quite startling (not to Bandler, of course, who is a master of mental thoughts). Not surprisingly, Group A's average scoring rate went up. After all they had practised hard. Group B didn't come close to hitting the previous figures. Then again, they hadn't picked up a basketball for two weeks. Group C - their results were outrageous. They scored on average 70% better than before. Why? They had spent 2 weeks visualising SCORING..... they didn't visualise missing or hitting the ring and dropping the wrong side, therefore their confidence was sky high. It was as simple as that. Imagine a good call or imagine a bad call - the outcome is yours.

## **62.** Recipe for a disastrous call.

While under-preparing or over-preparing for your calls, imagine, fantasise, talk to yourself or generally hallucinate that the people you are about to call: Are smarter than you. Can see right through the sham of a human being that you are. Will be just like that company where you screwed up several years ago. Will compare you negatively to other companies and recruiters. Are potentially violent. And most importantly, are hoping you will fail.

**63.** It's the best candidate for the job you wish to present, not the best interviewee. Many candidates learn to become impressively smooth in response to the standard interview questions. As an addition to this, learn how to conduct a behavioural based interview/assessment (sometimes called 'competency based'). Get the candidate to prove through talking through examples both past and theoretical that they can do a job to the level that you

want - not just that they fulfilled that function previously. E.g. *“So, how did you go about achieving the turnaround in profits?”*

**64.** Add every name you come across in your market to your database. Ensure that as close as possible to 100% of intellectual property goes on it. It's amazing how quickly you can build up a good picture of the movers and shakers within your market if everyone records all relevant data. Sod's Law says that your client wants someone from a certain competitor and you didn't record the three names you came across last month. *“What were those guy's names?”*

**65.** Take the call if you are free to do so. Better 20 seconds to say no, then the time to listen to the three messages that caller left before you have to call them back and still say no - and take a further 30 seconds on top to apologise for your lack of initial response! Do remember, too, that not calling back is just plain bad manners.

**66.** How often does your phone ring? That's a great indicator of the activity you put into your business. If you don't make the calls out, then you aint gonna get them in! Once a month, the same day every month, monitor the number of calls coming in. Measure those numbers against the number of CV's out and the number of interviews booked in that period. It will tell a story.

**67.** Get a regular candidate contact system/methodology. It might be as simple as sending out vacancy bulletins or newsletters or calling everyone on the anniversary of their initial registration. You are only as good as your candidate base so keep it clean, up to date and warm and have great automated contact ability.

*“Most people give up just when they’re about to achieve success. They quit on the one yard line. They give up at the last minute of the game, one foot from a winning touch”*

*H. Ross Perot*

**68.** Spot your weaknesses and try to get better, but do, please, maximise on your strengths (skills not behaviour). I've tried for quite a few years at various stages of my life to play the guitar - acoustic, lead, rhythm, bass - you name them and I've tried them and I've even got an impressive looking black acoustic bass sitting in the corner of my bedroom but I'm rubbish at it! What I am good at musically, though, is spotting a band who will be big, hearing a song that will chart, and recognising talent. So if music were to be my pay cheque, I would be a manager or promoter. Play to your strengths and optimise your chances of success because of them.

**69.** *"Then the time came when the risk it took to remain tight in a bud was more painful than the risk it took to blossom"* Anais Nin. The less flexible we are, the less willing to take calculated risks we get, and then the more likely we are to remain stuck in old habits that no longer serve us well. Sometimes it's painful to change - but change is always an option, an option you need to take at the appropriate time. Just don't change too late.

**70.** Ask candidates for their achievements and, by selling those achievements to potential employers, you will set your guy apart from a competitor's candidate. Identify achievements that are tangible - those that, when you tell a client about them, they will say *"Wow! I could do with someone who could do that for me!"* Everyone has them, you just need to dig. For example, if you tried to get 6 weeks work for a temp warehouse worker what would set him/her apart from the rest? Well, perhaps if they had a 96% attendance rate over the last 12 months, the client might just snatch your proverbial hand off for that worker.

71. *“Diving for dear life when we could be diving for pearls”* Elvis Costello. Recognise the possible outcome of every action. Don't get cornered into doing something that isn't productive and profitable...for the long term. For example, a PSL may not be the way to go if it ties you into a cut-price deal where you have to consistently jump through too many hoops.

72. *“Diving for dear life”* Part Two. Those words come from a song called 'Shipbuilding.' It's about how, in the war years in Govan in Glasgow, men were building ships to send their sons to war... to die. I can't think of a worse scenario. If you don't work, the family suffers and if you do work the family prospers, but only in the short term. The longer term potential outcome is beyond words. Therefore, plan well, looking at all potential outcomes in the short, medium & longer term before taking action.

73. Get a good mix between business and pleasure. Go home and come back refreshed. Don't work too hard, party too hard or indeed relax too well. None of the three on a regular basis, in isolation, will bring you long term success. If you work more than 55 hours a week, then evaluate what you are doing that actually brings the money home.

74. Set small manageable tasks. You **can** eat an elephant - it just has to be in small chunks.

75. Do ask for advice from members of your team who are more junior than you. Firstly, they may well have a good answer for you and, secondly, showing respect promotes respect in return, as well as good unity.

**76.** Learn the art of reciprocation in the workplace. Go out of your way to do people a favour, to help them where you can, to share your information when asked. You can then have a bank of favours you can cash in when you need them.

**77.** Practise the same art with candidates and clients.

**78.** *“Success is sweet, but it usually has the smell of sweat about it.”*

Anon. Outwork your market when times are tough. Those who make the most money when things aren't great are the people who work the hardest. Outwork your market when times are good. Now that's a smart thing to do! Outworking isn't about hours. It's about tactics, technique and timing.

**79.** The person asking questions is in control so, when answering a candidate or client's question, give them the answer then turn it round by asking a question back. The key is not to answer a question with a question (they do need an answer) but to use the tried and trusted **ASQ** way of dealing with questions.

**Acknowledge** the question, *“OK Tom, that is clearly important to you.”* **Statement**, *“Let me tell you how we do that ...”* **Question**, *“Tell me how do you go about ...?”*

**80.** Be interested not interesting. Everybody wants to be listened to, wanted and respected so by being interested in what someone has to say will, in turn, make them like you all the more. Ask questions and listen well, linking each answer to your next relevant question. Doing that can show your knowledge and professionalism far more than blowing your own trumpet ever can.



**81.** *“I’ll get you for this, Elvis Presley! I’ll get you for all of those lies! Where are the women you promised me? Where are those singalong guys?”* Frank Skinner. Blame yourself for your failings. Recognise your part in success. Objectively analyse how you can do better. That’s how we grow.

**82.** Take a colleague to meetings. Just three benefits of doing so are (1) It gives you a chance for thinking time when sharing the floor. (2) You double your chances of your client liking a representative of your company. (3) It allows for better after meeting analysis.

**83.** *“The secret of business is knowing something that nobody else knows.”* Aristotle Onassis. Become an industry expert. Get yourself known in your own pond... and swim in the right size of pond too. Find out what’s hot and what’s not and become an expert on hot by talking to clients, candidates, contacts, reading well, listening well and attending events. Become quoted in trade magazines, write papers/letters on the hot subject, have a page on your website dedicated to it. Don’t be frightened of sharing your knowledge. They will remember that it came from you.

**84.** 5 years experience or 5 x 1 years experience? The choice lies with you. There have been short periods in my working life where I have felt that I had not moved forward with my own personal growth...it happens to us all. Constantly evaluate how much further forward you are as a person, perhaps even as often as every three or four months. You will be a better recruiter/manager/director and person for absorbing new learnings and rising to new challenges, and that’s what makes up experience.

**85.** Spend some time working **on** your business every week. It can be 20 minutes or 2 hours but do step back and evaluate your desk, your results and adapt accordingly on an ongoing basis. Working **in** your business is being embroiled in what you do in processing the workload. Working **on** your business is taking an objective view of what, how and when you do what you do.

**86.** *“Every day my dream’s the same. Same old day with a different name.”* Arcade Fire. Make sure that doesn’t apply to you. Sometimes it’s about amending/adapting or bettering something. There’s an old cliché about not reinventing the wheel. Well, the facts are that wheels don’t look anything like those that the caveman invented and they are put to a heck of a lot more uses these days too. The wheel hasn’t been reinvented, but it has been enhanced dramatically!

**87.** Fit one last task in before lunch and before going home. Get all your niggling, non-vital things done this way. The issues that need to be addressed but aren’t high on your list of priorities pile up, and can have just the same negative effect overall as not doing something crucial. You can clear down 10 a week by doing just this!

**88.** Do the jobs you don’t want to do first. Make the “nasty” calls first and get them out of the way, but do them well! Give the candidate the disappointing feedback from your CV submission; call the client to tell them your candidate has taken an other job or whatever “*Oh, no!*” job you have on your day’s agenda. You and I both know from experience that the call never ends up being as bad as you thought, and that a good few hours thinking about it also makes it ten times worse in your head anyway.

*Two big game hunters are in the jungle when a huge tiger spots them, let's out an almighty roar and starts running towards them crashing through the undergrowth to attack them. One of the hunters immediately starts taking off his big boots and putting on some training shoes. "Are you crazy?" says the second hunter "You will never outrun that tiger!"*

*"I don't have to," replies his colleague. "I just have to outrun you!"*

**89.** People get into habits, so get into good ones.

**90.** *“Remember, it’s very seldom personal.”* This was said to me when I first entered into a sales environment many years ago and it was something that kept me going through the periods of rejection I suffered. Over the years I changed my thoughts about that statement though. Immediate rejection is seldom personal but acceptance or a later rejection very often is. If someone is going to say no anyway then they won’t take the time to get to know you personally, but if there is a chance that they might say yes, then they will. Analyse results by that simple measurement.

**91.** It’s not what you say but how you say it. Two people can give the same speech. One of them believes in what he says and puts it over with passion. The other one doesn’t. The results are obvious. The one with belief will convey a certain body language. So will the other. The results are obvious. The one with belief’s words will not be particularly remembered but the overall feel and message will. The other ones words may actually be remembered more - but with negative connotations *“I can’t believe he had the cheek to say.....”*

**92.** **<Insert your own tip here>** It has been my previous thirteen years in recruitment that have influenced these 250 tips we are sharing here. In that time, I’ve been meeting and talking with people just like you. So, insert your own tip here and take action upon it – and I’m sure that you will come up with something that you previously used to do that worked well, but for some reason have since stopped doing it!

My tip is .....

.....

.....

.....

.....

**93.** Don't substitute live verbal communication with email, text or voicemail. It's all too easy to drop someone an email if you didn't get hold of them when you called. Keep phoning! Further into your relationship with someone then it's not so important, but if you haven't spoken at all or only once or twice with your target, then do keep phoning till you get them. Don't keep doing it aimlessly though. For example, if you have tried 2 or 3 times and keep getting voicemail then phone the telephone number one up or down from your target's direct dial, as it's likely they will share a desk or office. Ask them where he/she is and how best to get hold of them.

**94.** People are loyal to their boss first and their company second. It's vital that you learn just how much respect someone has for their boss, how good that relationship is and how valued they are by that employer. It will make a huge difference as to how easy it is to pry them away from their current job and place them in another, how serious they are about moving and how likely they are to accept a counter offer to stay.

**95.** Learn to use and love scripts. Short and simple ones. Like this tip.

**96.** Size does matter. Mark Twain once said "*Sorry this letter is so long but I didn't have time to shorten it*". It's another example of first impressions to be aware of. When writing an email don't get too verbose, use big words to show off or bring in irrelevancies.

**97.** Lead by example. We all know the old adage that good leaders are born not made, but there are certain leadership skills, which can be learned and developed. So how much of the 'right stuff' in the checklist below do you have already? (Part One)

**Clarity:** People respond much better when they are absolutely certain of what is expected of them. Leave no margin for misunderstanding or confusion and give a regular reminder of what your expectations are in terms of targets and objectives.

A regular appraisal system can ensure that this happens.

**Decisiveness:** A quality leader needs to make decisions and then stick to them. People don't feel comfortable with someone who changes their mind continuously. You only have to look at public opinion on U-turns in politics to see how easily confidence in a leader can be eroded or lost altogether.

**Approachability:** You have to be approachable and be seen to be part of the team. An open door policy encourages your team to communicate openly and honestly with you at all times, which will make management and direction a lot easier.

**98.** Sell what people need, not what they want. Learn the difference between **needs** and **wants**. John might **want** a Mercedes. He **needs** a comfortable form of transport at his disposal. Focus (pun intended) the client and candidate on what they need, not what they want and if they are hurting because they don't have what they need, so much the better.

**99. Nude Sunbathing.** Gain attention for your job adverts. Compelling headlines will get your advertisement read at least until the second or third line... that's when content needs to kick in. Like now! So when writing content, address the reader "*You will need to have....*" not "*The successful candidate will....*" Give them a call to action too. It has been proven time and time again that by stating the job title, location and giving a salary indicator will get you a better quality response than if you don't. If your ads are not pulling, then get some training on writing good ad copy. Spending some money on learning how to, will save you

thousands of pounds in future months and years from placing ads that don't get the results you want. <http://www.bluesky-pr.net> is a great place to start learning how to enhance your adverts to pull better. I've used these guys and they know their stuff. If they don't hit the spot - I will pay your fee - that's a testimonial!

**100.** Being extremely knowledgeable about your area of expertise is smart but being parochial isn't. Learn at least a little about your associated market's/practice areas/geographics.

**101.** *"We went out one night, everything went all right. We got something started - it was outta sight. We had such a good time. Then why didn't you call me? I thought I would see you again."* Macy Gray. Be consistent with your contact, both in the way that you conduct yourself but also in the time between communications. It's easy to lose the momentum but that momentum helps convert a stranger into a good contact.

**102.** It takes a beggar a lot of loose change from the passing public to get enough money for a hostel for the night. They do it every day of the week and they almost always get their bed. If circumstances were different, the best ones might just make good recruiters - because they sure as hell have persistence within their nature. Go on, ask for loose change. How many 10 p's in the pound? How many calls until you get a "yes?" If you get some loose change from every call, and by that I mean *some snippet of information* - when you add them all up, you will probably have enough that is meaningful. 10 calls to candidates with loose change from each one must help create a fuller, clearer picture of your market. Phone a potential client enough times and get loose change each time and you will be a lot nearer getting the opportunity to help them.

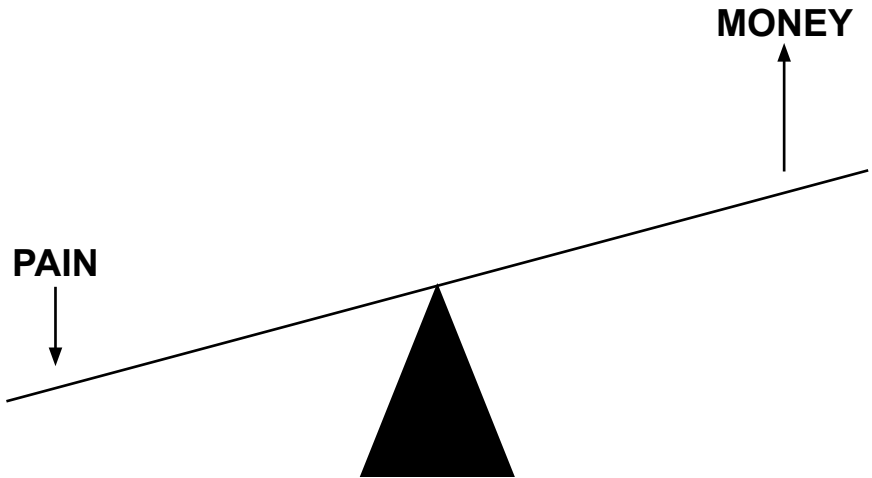
**103.** *“Bar fight, week night. You don’t look right poor mite. No bite, wake up.”* Lost Prophets. Keep your home life in good order, as running on auto pilot only works in the short term. Do make the most of every situation but don’t let your personal life affect your professional life or vice versa. If you are about to enter a busy phase at work then plan and organise your home life around about it. Don’t burn the candle at both ends and cause relationship issues with loved ones. Similarly, if you are in a quieter period at work then make the most of family and social occasions. Just don’t try to merge the two for any length of time at 100 miles an hour. You will have a crash.

**104.** Make time for friends and family, hobbies and passions - a half day can work wonders. Read ‘The Seven Day Weekend’ by Ricardo Semler. His company allows employees to go off for 2 or 3 hours at a time when they fancy it, knowing that over the course of the week - the full seven day week - they will make that up and more! One of my clients has ‘Wellness Wednesday’ for consultants who are hitting their targets, where they allow them to take two hours off to go and do something that will make them well. The gym, swimming, a nap in the boardroom, a trip to the cinema. The point being that, when they come back (with no penalty to their salary) they are more alive and ready to really hit their desk hard. Try it.

**105.** Eat and drink correctly, both inside and outside work. If you are working the next day - leave the second or third glass of wine in the evening until Friday! Pasta during the day might be good if you are going to go for a walk, but it might just give you a 3.00p.m. slump if sitting at your desk, though.



## **'The Client See-Saw Effect'**



The greater the pain the client is feeling,  
The more money he will pay to feel better.

**106.** *“Do you have any vacancies we can help you with?” - “It’s just a catch up call” - “I’m just touching base,”* are all guaranteed ways of getting diddly squat from 95% of your calls. STOP SAYING IT. Find something else to say. I mean it - stop it now! I can give you any number of opening statements or reasons to make contact instead. Phone me if you want - BUT STOP SAYING IT!

**107.** *“If you want others to like you, if you want to develop real relationships, if you want to help others at the same time as you help yourself, keep this principle in mind. Become genuinely interested in other people.”* Dale Carnegie. No comment from me needed other than add this to tip 106 and you might just have a winning combination.

**108.** If you decide to buy a car from a garage, before you do, ask for the previous owner’s details. Phone the ex-owner up and ask them about the car’s real history, prangs and all. They have no axe to grind, nothing to hide and as they have already sold it or part exchanged it they have no reason not to tell you. If you want to check out a company, or a candidate then try to talk to someone who has no reason to do anything other than to tell you the truth.

**109.** As I’ve said previously, people like people who are like themselves. Asking a good guy for a referral, someone who will hang around with other good guys is a good move. Ask Joe Average for a referral ... hmmm...

**110.** Desktop ergonomics. Be organised and comfortable and have the right things to hand at the right height in the right light. A third of your life can be spent at your desk. When I first started in recruitment, a colleague took two hours to talk to me about desktop ergonomics. At the time I thought it was a load of tosh

and couldn't believe that they could fill two hours of time with enough material. It was the first full-time desk job I had ever had. It wasn't until I began suffering from a bad back a year later that I realised that they were talking sense and important sense at that. Don't fall prey to the claustrophobia of clutter.

**111.** When getting one name from a source, seize the opportunity to ask for a second and a third. It's obtaining the first name that's the tricky part. The others are just a case of giving your source good cause to tell you some more.

**112.** Keep up to date with what your competitors are doing. By that, I mean regularly looking at their website, reading articles they have had featured, adverts they place, asking candidates about their experiences and clients about what they know about them. Five good reasons for doing so:

- (1) You will be aware of what they are doing to compete with you.
- (2) You will get fresh ideas on how you might improve your service and image.
- (3) It gives you a benchmark to refer to when negotiating and agreeing fees.
- (4) You might get information for your own marketing & PR.
- (5) It keeps you on your toes.

Note. Don't get hung up on the above - being aware and being obsessive are two different things!

**113.** Ask clients which candidates they have turned down recently, as they are job seekers awaiting a call. The client will tell you if he understands the benefit of doing so i.e. It will help you benchmark who might be right for them and it will save time and any embarrassment in approaching someone who has already been turned down.

**114.** Have a variety of opening statements - keep yourself sounding fresh with every call. Do ask if they have a few minutes or if now is a good time but wrap it up in your opening so they wouldn't automatically say no. *"Hi Tom, my name's Warren. We haven't spoken before. If you are OK for a moment I'd like to ask you a quick question. Tell me .....?"*

**115.** Learn Kung Fu, emotional Kung Fu. Use the opponent's force and redirect it. *"That's a great way of looking at things, John. I will ensure that your points will be incorporated where appropriate. I'm sure you would also like to consider our options. Have you thought about it like this? ..."* That will work far better for you than *"Hold on a minute, John. You're not seeing it from my point of view."*

**116.** Get out of your comfort zone regularly - why can we walk on a two inch piece of wood just off the ground, yet, what happens when we put it eighteen feet above the ground? It's not that we can't do something. It's only that we are uncomfortable or afraid of doing it. It's about practice. If needed, practise in a safe environment first. For example, go to an organised networking event before attending a more informal one.

**117.** Make use of downtime - brainstorm on paper when your computer system is down for 30 mins. When your system crashes or you are asked by your IT guy to log out for a few minutes, grab the chance to work on something with your colleagues or to plan the meeting you are running next week.

**118.** Do have a hard copy back-up of names, numbers and your day's 'to do' list? What if your system goes down for more than the 30 minutes I spoke about in the last tip? What if there is a power cut in your building? What if you can't get in one morning? What if's - be ready for them.

To **DELEGATE** is to:

- D** Deliberate - consider tasks to be given out carefully
- E** Entrust - let go
- L** Listen - listen to their concerns
- E** Enthuse - be positive & enthusiastic
- G** Set Goals - be specific
- A** Anticipate - look forward to the positive outcome
- T** Test understanding - make sure they know what to do
- E** Encore - complete the process again and again

**119.** The difference between a great reputation and one that is not is that people will recommend you. Go out of your way to get people to do so, ask interested parties in you to contact a previous client/candidate - every time. Most won't bother. The fact that you have offered is testimony enough. So why am I so keen on you doing this? Well, when you have a great reputation and people recommend you and will happily give testimonials then price is NEVER an issue. Let's look at the example of electricians - if your whole house had fused and you couldn't fix it, if you didn't know any electricians, you would pick up Yellow Pages phoning around with two questions "*How much and how quick?*" Let's consider the same example, but this time your friend has just had his house rewired and he said the electrician was excellent. This time you phone your friend up and ask for the number and then, when you phone the electrician, you only ask one question "*How quick?*"

**120.** Ask "*What's the most difficult role to fill in your dept/ company?*" of everyone you meet or any other question that gets the same information e.g. "*If I put a candidate in front of you that you couldn't turn down, what would they look like?*" Note the answers down to this important regular question and build up your data until you know what is hot and what is not. Then go and find some hot candidates because you now have a number of potential clients queuing up for one.

**121.** Cross-sell your colleagues' areas of expertise to clients and candidates at every opportunity - regiment it within your business. This tip surely doesn't require much explanation? After all, the results generated by doing it are a no brainer - *so why don't you and your colleagues not do it all the time?* Answers on a postcard to....

**122.** Do monitor staff's activity - people respect and welcome a

structured environment. Very few people actually enjoy and revel in a 'grown up' recruitment environment where they are left to their own devices. Do it in a supportive well-meaning manner and it will have a positive effect on the business.

**123.** Do things right, for the right reasons because it's the right thing to do. You will build a great reputation that way. Reputation is something we all have - make sure yours is a good one.

**124.** Your personal reputation is what people are saying about you behind your back. What are people saying about you? Your reputation is your most valuable asset but it can be almost irretrievably damaged in a just a few short words or actions. Work hard to build it and protect it.

**125.** You are also an ambassador for your company's reputation too, wherever you go, whether in work or leisure time. Remember the jeweller Gerald Ratner? His company had a great reputation built up over 50 years, the last 15 as one for selling items that were great value for money. He destroyed that when addressing an audience by describing his sherry decanter, six glasses and silverplated tray set as "*total crap*". For good measure, he stated that some of his company's earrings were cheaper than an M&S prawn sandwich but wouldn't last as long! This was a private function and said with tongue firmly in cheek. It still wiped £500m off the value of the company almost overnight.

**126.** "*Real integrity is doing the right thing, (despite) knowing that nobody is going to know whether you did it or not.*" Oprah Winfrey. That quote really hit home for me when I remembered times I have done things because I have wanted the pat on the back, the acknowledgement and the boost to my ego. At that point

I decided that *"Integrity is doing the right thing with your ego removed."*

**127.** Do search competitors' own sites for jobs - you can make a calculated guess from the description. It will help you keep abreast of market conditions too.

**128.** Search job boards for company named vacancies and chase them hard. You should expect a 10% hit rate of picking up a job from doing this. *"If I was to send in a CV would I be too late?"* will let you know how things are going before declaring your full hand with that company.

**129.** Evaluate markets by the proportion of jobs on the busy or specific job boards to other industries, geographical areas and the like. How many recruiters are advertising? How many jobs? How many of which type and so on.

**130.** Ask a candidate to occasionally consider a job they don't want. We are talking here of a candidate not wanting to travel more than a certain distance or not wanting a job unless it pays a certain amount but a job they can do. There are three benefits from doing that for you. (1) They might just show an interest because it's for a specific company or they have been looking for a number of months so are loosening their criteria a bit. (2) They can point you in the direction of one or two people who might show an interest. (3) It shows you are thinking about them.

**131.** *"Words are words, promises are promises but only performance is reality."* Harold Geneen. The bottom line is that most new clients aren't interested in the early days of how you do what you do or how you say you do it - they just want results. It's only after



you deliver the result that they will be interested enough to know whether you can do it again and how you did it.

**132.** Drink water throughout the day and have some available at your desk at all times. 60% of your body is water so keep it topped up. Almost all headaches are due to a lack of hydration.

**133.** Keep the pleasure and take away the pain - for every candidate. Without finding out what someone likes about their current role and company, and what it is they would ideally like to change about that situation, you have very little evidence on which to sell a job to them. You need evidence to prove to them that they should consider it and you can then start to make it personal to them.

**134.** Keep the pleasure and take away the pain - for every client too. Without finding out what a hiring authority likes about their current supplier, and the service they provide and what it is they would ideally like to change for the better about what they offer and how they offer it, you have very little evidence to persuade them to consider using you.

**135.** Put your prices up - people will buy if its value for money and solves an issue. I know of a major FTSE 100 company who turned down a recruiter recently who wanted to charge 25% for a head-hunt assignment. They said *“You’re too cheap. We expect to pay good recruiters 40%.”*

**136.** ‘Corporate Social Responsibility’. If you are not familiar with the term then do be. It’s an important area that more and more potential customers are judging a company on and an area that potential employees are judging their potential new employer on.

**137.** Think long and hard before you hire friends and family. Just imagine if they don't perform and you need to address that with them. I'm not saying don't (hey, I work with my brother!) but just be sure that you are doing it because they have the Knowledge, Skills & Behaviour (KSB's) like any other applicant - and not because it's easy or you feel you should. If they have the KSB's and the time's right then you might be on to a winner.

**138.** Don't borrow money for the business from friends and family - ever. Just imagine if you can't pay them back in the time frame you agreed.

**139.** Don't lend money for a friend or a family member's business - ever. How would both parties feel if they are unable to pay you back quick enough or, worse still, the business folds?

**140.** Know your desk/division/company profitability at all times. So what if you get a £20k fee or a £2k fee? It's the profitability of it that counts - don't get cocky because you bill £250k a year and a colleague bills £150k for your organisation. Don't get casual because your company has a £10 million turnover and a competitor does £6 million. He/she/they might just make more profit than you. Old sayings sometimes ring true - this one does. *"Sales equals vanity. Profit equals sanity."*

**141.** Pay yourself first - if it aint in the bank, don't bank on it! You are fooling yourself if you keep it all going paying your staff when you can't pay yourself. I'll bet you challenge your staff to do a lot better the minute you start paying yourself first. Going back to working from your spare room on your own will at least pay the bills and not keep increasing your overdraft. Pay yourself first or it really is a false economy.

**142.** *“Darlin’ do not fear what you don’t really know”* Brett Dennen. You are good so remember that. Every positive thing you remember from your past had to happen for the first time. Enjoy new situations.

**143.** **WAIT- Why Am I Talking?** Adhere to the 30:70 rule. When talking with clients or candidates you should be doing only 30% of the talking, otherwise you aren’t going to learn as much as you need in order to help them.

**144.** *“If you don’t know where you are going, you will probably end up somewhere else”* Sir Laurence J Peter. Develop a long term, a medium term and a short term business plan. Alongside it, work out your own personal business plan too. And treat it like a business. Because working them in tandem will ensure that both the goals are hit and both your business and personal life prosper too. Work backwards when doing this. Say you want to be earning £100,000 a year in 3 years time and that’s your long term one - what does that translate to in terms of fees, placements, numbers, margins, etc.? What is achievable in the medium term and what do you have to do NOW to be in a position to achieve that figure in 3 years time?

**145.** Catch people when something good has happened to them - their response to you will be better. If you know your client contact supports Arsenal and they just got knocked out of the Champions League the night before, then perhaps it may be prudent to wait a couple of days before asking for their business! Get to know your market and your people.

**146.** Optimise your website - be the first port of call. Perception can be reality. If your are in construction recruitment

in Edinburgh and that accounts for 80% of your client and candidate base, then “*construction jobs Edinburgh*” would be a great search term to be associated with. Just imagine how many more calls, emails or visits to your site you might get if you were in the top 3 results on Google for that search term. Talking to [www.edoes.com](http://www.edoes.com) is a good place to get some information. If I had to choose between spending money on short term ads or long term optimisation there would be no competition.

**147.** Knowledge without practise never becomes a skill and, without consistent implementation, that knowledge won't shape your behaviour. You need knowledge, skill and behaviour to get a result. Don't just be a mine of good information.

**148.** Ask clients in detail about the vacancy every time. Your job content has probably changed in the last 6 months or certainly the need for emphasis on certain parts will have. It's the same for the vacant role.

**149.** 4 x 10 mins = 40 mins. 4 people x 10 months of experience when pooled equals 40 months. Pool knowledge, save time, build a fuller picture quicker.

**150.** “*Quality is remembered long after the price is forgotten*” Gucci family slogan. There are competitors of yours out there charging less than you and competitors charging more than you - and, in many instances, recruiting for the same clients you recruit for. Your clients will come back to you if you offer quality of service and deliver good candidates, no matter what you charge.

**151.** Develop some stock phrases (not clichés). As long as it sounds fresh to the recipient it is. Ad libs in comedy are well

rehearsed. Bob Monkhouse, probably the best ad lib comic ever, had workbooks of one liners and stories written and he dipped into all of them in his mind's eye when doing his act, each time sounding fresh.

**152.** Alliterations are able to hammer messages home, thereby optimising our opportunities. Use words to your advantage. When presenting on your website your vision or your values then alliterations can really make a difference. When describing a candidate over the phone to a client or an opportunity to a candidate the same applies. If you have been on some old sage's training course they probably taught you the 'Feel, Felt, Found' technique. Well one of the reasons it works is F, F & F.

**153.** Get a voice coach, tape your voice, work on it, as it's your most important tool. Honestly. Tape yourself for a day on the phone. How many mmmm's, err's or aaaah's do you use? Frightening.

**154.** Treat emails as you would a written letter - don't use telephone text! It nvr luks cool @ any time lol

**155.** Ask every client whether they would consider a temp while you fill the perm role. Ask every temp candidate whether they would consider perm vacancies. Ask every perm candidate whether they would consider temp vacancies. It makes you money but also keeps a lot of people happy and happy to come back.

**156.** If it takes two men two days to dig a hole - how many does it take to dig half a hole? Learn to listen.

**157.** If you only had time for three questions, what would they

be? Come on, stop reading - I bet you've skimmed over the last few tips... Put your thinking cap on and pen to hand. Work them out and use them every time. Write a few on the adjacent page and then refine them. Once you're happy use them again and again. Consistency...

**158.** *"The kitchen was ransacked - the chicken was dansacked"*  
John Cooper Clarke. Every action has a knock on effect.... So make your first action a sensible one or at least realise what might happen if you dare to do it!

**159.** Systematically change the way you do things for the better. Use an **I.V.O.** system. **Innovate** (think of a better way to do something). **Validate** (test it and try to break it. If it doesn't and it's better than what you had) then **Orchestrate** it - put it into action. I.V.O.© WB Kemp 1998-2007. Still going strong!

**160.** Change your or somebody else's (negative) psychology by changing your/their physiology. If you feel down - get up. Have you ever come home or met someone socially who was feeling down and brought you down by their words, vibes and body language? *"Oh hello. God, what a day I've had, thought it would never end! Let me tell you what happened....."* Well, the next time it happens like that encourage them to come to you. Get them to come out of the house, out of/or to the pub and then talk about upbeat things to and with them. Lift them out of the rut, situation or mental state they are in. If that person is you then reread tip number 19! NOTE. Do you have you a song that always 'does' it for you - makes you smile and dance and sing and shout and gets you upbeat? If you haven't then come out with me to a live gig - please, I'll pay! If you have, then why not play that when you need a boost or to get your companion in an upbeat situation.

Most people aren't depressed. Some obviously are clinically so and I am not making light of it. Instead most simply 'do' depression because they feel comfortable in a certain state or it elicits a certain reaction from those around them....as I'm sure this statement just did!

**161.** Talking of upbeat songs - *"I've got to follow the money. Gotta go to work. Gotta make a living - till my body hurts."* The Proclaimers. You can never have enough clients. Fill your funnel at every opportunity, with the right clients. Remember you can say 'no' but always say 'yes' to the right ones. As time moves on, last year's yes's may be this year's no's. It takes 10 clients to get a good relationship, 10 vacancies to get a cracker, 10 candidates to get a placeable one. How many do you have at this moment?

**162.** What will happen if I don't do it? Keep asking that question and you will do the most important things first and take action when you need to. No more dillydallying. It's important to think of the consequences of doing something but it's far more telling to answer the question "*What if I don't?*" For example Q. What if I don't make that call, what will happen? A. I won't get the vacancy. Q. What happens if I don't get the vacancy? A. I won't make a placement? Q. What if .....etc.

**163.** Evaluate the life expectancy of a client - what's it worth long term? Make sure it then affects the short term action you take. That might mean you do a short term deal to reap the longer term benefits but do be sure that there is a long term benefit. Don't do it if you are only hoping and haven't been given some assurances, or unless you have a track record of knowing the situation that you are in.

**164. Don't become a frog!** The story goes that a frog can be boiled alive if it settles in a pot of cold water and you then heat it slowly until it reaches boiling point. If you placed the same frog directly into an already boiling pot it would jump out to save itself. Be constantly aware of changes within your market, your clients' businesses and your candidates' circumstances and take the appropriate remedial action as things develop. Don't wait until it's too late to do something about it. Be well read, get a feel for the market, ask good questions and be constantly on the look out for change.

**165.** Consider getting involved in different sectors/markets or different practice areas within your own arena. Look for the large cake or small cake, large slice or small slice. Monitor the number of recruiters in different sectors and the number of ads running in those sectors. If many others are doing it, they are doing it for a reason - watch markets.

**166.** Don't just pick the busy sectors though. Niche areas, as part of your overall bigger picture, can be highly profitable. Consider how many small slices of a large cake you have versus being able to be the sole hoover of 100% of a mighty tasty crumb.

**167.** Learning how to map your market and doing so continuously, thereby adding that intellectual property that's so important onto your system will make all the difference. If you do it all the time, then each assignment gets easier. It's not difficult if you have a process. So what is that process? Let's say a client gives you a vacancy, then it's a 10 point plan to be able to approach people to present to the client:



1. Identify the job title/role you wish to source names for.
2. Define the market/segment you wish to map e.g. "Switzerland only."
3. Set parameters for analysis: what's to be included or excluded.
4. Estimate the realistically available market (RAM) i.e. the parts that are to hand or are realistically achievable. "What/who do we already know?"
5. Draw a total market map (e.g. number of players/'who's who' by way of organisation names).
6. Draw a map of the market you are segmenting (e.g. the organisations you wish to map in some detail).
7. Sketch out the area within a typical target organisation you wish to map.
8. Quantify the sketch as much as you can for each organisation.
9. Expand the detail within each by way of job title/function and numbers.
10. Identify names of individuals.

**168.** Head-hunting knows no boundaries. Salary range, practice areas, geography. Head-hunting can overcome all of these. I've personally successfully head-hunted for a £13,000 salaried vacancy. So what, if it only made me £3000? The client was happy and used me again - and again over the **full spectrum** of salary ranges within their business. Working the lower level roles with that methodology will get you invited up the food chain. It's harder to start at the top.

**169.** The more you knock on a door, the better the chance of someone opening it. Just because one person in a business said no to you it doesn't mean someone else will. So what, if the Head of HR said they had a PSL in place. The line manager may appreciate a call with a spot-on candidate.

**170.** ‘Lead by example’ Part two - four more to finish off your checklist:

**Monitor the mood:** Make sure that you know if your people are not happy. Try to be sensitive to their needs and expectations.

Anticipate their moves and act accordingly.

**Vision:** A certain amount of vision and entrepreneurial flair, coupled with the ability to see the bigger picture, is vital for any successful leader. You have to be able to identify the problems of tomorrow today.

**Adaptability:** A good leader will lead change and encourage others to embrace it, turning it to the advantage of the business.

**Lead by Example:** Last, but certainly not least, you have to lead by example. Never ask a colleague to do something that you would not be prepared to do yourself.

**171.** *“Well we can’t stand here doin’ nothing, people will think we are workmen.”* Spike Milligan. Keep both clients and candidates informed. If they don’t hear from you, they will assume you are doing nothing. That doesn’t mean pestering them every minute of the day, but simply updating them at the agreed times and when something out of the ordinary happens as well.

**172.** Get your client mix right. Make sure you have 3 categories. (A) huge (B) medium & (C) small. A’s are ones you will have to phone every day due to the size and the number of potential customers within that organisation - it’s an ongoing referral/networking project just building your name and brand throughout it. Get one of these right and it’s almost a full time job for someone to support you in finding candidates. B’s you will phone weekly, fortnightly or monthly with perhaps only 5 or 6 contacts needed and will result in 2-3 regular ongoing vacancies coming from these ones. C’s will be the monthly, quarterly calls to

the one decision maker you need. You will ideally get the 2 or 3 roles that become vacant a year on an exclusive basis. You need the mix of A, B & C's. Your pipeline needs to have a variety of roles at varying salaries and levels of urgency.

**173.** Get your candidate mix right. Make sure you have 3 categories. (A) High flyers who want to work for the top names and are moving up the ladder well. (B) Good guys who do a very good steady job but will never be too challenging for a company to employ. (C) Joe Averages who will take a job as long as it pays them enough and ticks most of their boxes. You will always get a call from a little known company who will settle for a C and it's good bread and butter for you. B's will get the job before an A, if the client isn't a risk taker or can't in the medium term give the A the continuous challenge they desire. A's will make an immediate impact and score the client (probably an A client) some immediate 'Brownie Points' internally. That's all a generalisation of course. For odd reasons at odd times A will match C, B will match C and C will match C and all the other permutations there are too. Just keep a good mix available.

**174.** Stop saying "*You're welcome*" or "*No problem.*" Instead let people know you pulled out the stops for them. "*You're welcome*" makes it sound that it was easy and no bother for you to do. Instead, when someone tells you that you have done a great job say "*Thanks for saying so, it wasn't easy to do but I'm glad all the hard work paid off for you in the end.*" You have immediately just raised your reputation with that person and their respect for you up a notch or two.

**175.** Evaluate client relations on an ongoing basis. Don't let them become lapsed unless it's your decision. That means keeping

a rolling 6 or 12 months history of vacancies and successes with a client to catch the cold before you get the flu.

**176.** Conduct client audits. Ask a third party (even if it's only a colleague) to contact them to find out how happy they are with the service they received/are receiving - and act on the results. Contact us and we will give you a template to work from. [info@recruitmentmatters.com](mailto:info@recruitmentmatters.com)

**177.** Conduct candidate audits. Ask a third party to contact them to find out how happy they are - and act on the results. Contact us and we will give you a template to work from. [info@recruitmentmatters.com](mailto:info@recruitmentmatters.com)

**178.** Candidates are your best source of information about clients and your market. Don't be frightened to ask them. If they realise that by helping you then you can help them, it's another no brainer. *"I've got a job spec. Can you help me decide if you are right for this role please?"* will do it every time.

**179.** Clients are your best source of information about candidates. The same applies as the last tip. *"I've got a candidate. Can you help me decide if he/she is right for your role please?"* will do it every time. Don't feel a chump. I would rather ask that question than put a non-starter forward on a shortlist.

**180.** An extension of an earlier tip.. When you buy a car from a garage - before you do, ask for the previous owner's details. Phone them up and ask them about the car's real history, prangs and all. In the same way, the same principle applies to the following - don't sign up for a training course, exhibition or being a sponsor until you check "their previous." That's ex-attendees, delegates,

sponsors - anyone and everyone who could have been involved before.

**181.** Sell client paid ads no matter your market or the conditions. Two thirds of adverts in a journal or paper are ones placed by a named organisation. They are crying out for help with their recruitment. Most potential candidates prefer going through a third party so they can ask questions and decide whether they want to toss their hat in the ring before applying formally.

**182.** Get an organigram at every opportunity. That's an organisation chart where you can see at a glance how many people are in a team, who reports to whom, numbers, etc. They help map your market, you are more informed, your knowledge increases, you're more help to clients and candidates alike. If you don't ask you don't get. Ask departing employees, existing clients, everyone.

**183.** *"What you plant now - you will harvest later"* O.G. Mandidno. Help someone else first and yourself second. Reciprocation will come back with a proverbial kiss on the cheek.

**184.** Give clients realistic time frames and get the same back in return. *"I will get back to you within 24 hours anytime you leave a message for me. Is that OK? Yes? Great, and can you do the same for me?"*

**185.** Evaluate how things have gone after every client face to face meeting you go on. Objectively analyse what you did well, what you could have done better. How did you come across? How was your body language? Did you listen well? Don't beat yourself up - but be honest with yourself. Practice makes perfect. And do it after the meeting quickly, maybe even in the car before you drive off from their car park. Write things down and then

again 24 hours later, once emotions have calmed down. That way objectivity will play a truer part in that analysis.

**186.** Get a true job description by talking to the horse's mouth. Ask your client if you can talk with someone already in the team doing that job that you are sourcing for, even the outgoing employee. If they won't let you, they're not much of a client.

**187.** Test something new with one change at a time. For results to be measurable, the number of times you do something, or the period of time you do it over has to be reasonable to make an informed decision. Trying advertising in a new publication or website once isn't going to tell you anything. However visiting the CV database of a job board once will be. The difference in the level of significance is the volume of factors to measure against. Don't change just for change's sake if what you are currently doing is getting you cost effective results. Instead, test the new way in a controlled environment. Then decide whether or not to implement the change or for tangible and measurable reasons.

**188.** *"The only limits are always those of vision"* James Broughton. Always test and validate your ideas in a controlled environment before launching them as "the way we do it around here" (remember **IVO** earlier in the book), but do, please, keep the ideas coming. Involve all those around you too. Become an ideas magnet. Hey, only 1 in 10 might work which means that to implement formally one idea a month into your way of working may require 120 ideas in the year. Don't be put off by that figure. Take on the challenge and go get 240 instead!

**189.** PSLs, so what? They want out and so do we! Think long and hard before you sign up to one. I've met with 2 of the top 10

players in the recruitment industry in the last year. Both wanted a discussion about PSL's. How to get out of them or make them work better for them. I spoke to a few of their clients afterwards, and they weren't that happy either. PSL's are great in theory. Do enough due diligence to be comfortable that it can work in practice. Cash flow isn't the same as profit - not by a country mile.

**190.** If an adult told you when you were young not to talk to strangers, some of that mentality will still be with you now. That's human nature for you. Tailor your pitch to a potential client - come across as 'one of us.' Find out their buzz words, get to know the people who count and can help you in the target organisation, such as the receptionists, the secretaries, the admin support staff and the PAs. Find out what's what and who's who. Walk, talk and look like the target organisation's people and not like a stranger.

**191.** *"Follow through, make your dreams come true. Don't give up the fight, you will be all right. Because there's no-one like you in the universe."* Muse. People can't sell what they don't believe in, but you won't sell anything unless you believe in you. Put together that inner belief and belief in your product/service. It's a winning combination. Go and get some inner belief if it's low at the moment. Speak to people who like you, who you have worked with successfully and who love you. Immerse yourself in them for a couple of days and then go out and take on the world. On quite a few of the tips in this book we talk about positivity, confidence, work ethics, honesty, etc and I've been happy to talk to discuss these again in this tip. I hope its starting to rub off on you!

**192.** Go back to your roots - what used to work, may well work now. Moving on doesn't mean ditching everything you know. I used to send flyers in the post to sell my products and did very

well from it. We hadn't done it for at least 4 years due to the ease and cheapness of email until we did a test flyer a few months ago. Well, whaddaya know? It worked again, and well, too!

**193.** *“With a Razzle in my pocket as the second prize”* - Ian Dury. It's not a tip, it's just the best line in any song - ever. No apology for printing it - it's my book! ...Oh, OK - think about it and work it out for yourself.. It can apply to recruitment.  
(Answer at the back of the book)

**194.** Did you make mistakes when you were young? Of course you did, so did I. Review every situation/CV from an objective viewpoint... Do be far more critical of a candidate's behaviour in the last five years than, say, fifteen years ago though. A career gap due to a bad decision two years ago is a lot more worrying than one that happened in 1978. Please do remember that clients don't like skeletons, so if they are likely to come out and rattle a bit in the interview, it may be wise to add in another candidate who is less stunning but a safer bet to enable the client to have a choice.

**195.** Do consider hiring an outside objective consultant to evaluate your business (and, by the way, I'm bloody good value for money!). It's that fresh eye and objective opinion that can make the difference. I've helped take one particular company from a turnover of £20k a month to £450k a month over a number of years doing just that. Yes, this is a blatant pitch for business, but if you've reached this far in the book you know that I know my stuff. I'm not embarrassed to ask for your business in the same way you should be bold with your clients if you know you can deliver.

**196.** Do away with a sliding scale of charges. It's not harder to find someone at 60k than 20k, sometimes maybe the opposite. So



why charge the client more? The message that scaled charges gives out is that you will work for a lesser fee and you are asking for the client to negotiate down. 15% up to 20k salaries and 30% over 60k - you can't justify it, can you?

**197.** 40% of people lie in their CV's. That's 40% of YOUR candidates! If in doubt, ask if you can check it out, as the answer to that question might just save you having to.

**198.** Get full fees by offering stunning rebate terms e.g. 12 weeks 100%. If you haggle over rebates with the client then you are showing doubt that your candidates will last the pace. So don't.

**199.** Learn how to sell your stunning rebates to get full fees - offering a free 12 week trial is one example.

**200.** Try challenging a clients "No" one more time - 44 % of recruiters stop after 1 rejection, 22% after 2 , 14% after 3 and 12% after 4 .....that means after 4 rejections 92% of your competition is gone! That might be 4 no's in one call or simply 4 no's over 4 calls. If you think you can help them and you feel you are worth your fee, do persevere. Keep going.

**201.** Monitor your business development results. Track the nature of calls and which call triggered a yes. You need to be able to replicate success and understand why success happens and, by the same token, eradicate failure.

**202.** Aeroplanes need 10 times the energy and fuel to take off as they do to fly when in the air. Once you have built up a head of steam keep going, don't stop and try to take off again. When you start phoning clients, keep going until you run out of fuel.

Most recruiters stop when they secure a single vacancy. The smart recruiter will keep going and generate four of them, then prioritise which to work first. And the really smart recruiter will use a job evaluation system to do it for them!

**203.** Understand PR. What it is and what it can do for you... Target mags/industry journals. Get exposure for the right reasons. Write letters to editors. Get your name out there. Conduct a survey and offer the results to a magazine - editors will snatch your hand off for those every time.

**204.** Send a copy of any such articles and related exposure to clients and candidates and feature them on your website. Once you do get in print the easiest way of maximising that exposure is to send it to everyone you know.

**205.** Consider sending newsletters to your contacts. Regular contact is needed so that when you ask for advice and names, you will be warmly welcomed.

**206.** Do enter awards competitions - being nominated but not winning will still give you great exposure and you will be able to give the perception that you are better than 95% of your competitors. And for a little bit of inside knowledge for you... a lot of awards/competitions have a lack of entrants, especially in niche areas within an industry. Everyone wants 'Recruiter of the Year' but fewer enter the sub categories. Stick to answering the questions they ask and don't try to plug other aspects within your answer. Give them proof that you meet the standard and you will more than likely be short-listed i.e. one of five or six. If I want PR then "Shortlisted for xxxxxx 2007" will do me nicely!

*If you can increase the size of your  
department, when all about you lose theirs,  
If you can avoid taking decisions and  
yet impress your superiors,  
while all others doubt you –  
Then you will be a manager my son'*

*Rick Brookes*

**207.** Run seminars on topics that your targets want to know about e.g. 'Interview Skills' for candidates or 'Making better hiring decisions' for clients. Those candidates and clients will be really loyal to you and your company for months and years to come. Two hours of information and 30 minutes networking over a cup of tea at the end are irresistible when packaged right.

**208.** Run private events such as networking dinners. Get 30 - 50 of your top contacts together for an evening. Then secure sponsorship from a supplier who would like to be in front of 50 decision makers and you have the recipe for an extremely beneficial evening for all concerned. Don't oversell recruitment to your guests. Just be there when they want to talk about it. If you include the sponsors and your own team then for c70 people at a private venue, then a 4/5 course meal with drinks at a cost of £5000 should do it justice. You will get half of that contribution from your sponsor. Say that, from 50 clients/contacts, 10% give you a vacancy, 10% speak to you about moving them, and 10% come back in the next 6 weeks because of the successful event. Work out the arithmetic against your average fee. *"Hmmm, who needs advertising this month anyway?"*

**209.** *"I am that I am I am I am I am"* Pete Tosh. Don't try to change the qualities that make you, you, you.... Embrace your personal strengths and learn to like 'you.' Change and grow along the way but do be you. Adapt scripts to your own personality. If you are a morning person, then get up early and let the world know you are around. Work in a way and in an environment that makes you happiest, that pushes you and plays to your strengths. You can add to your knowledge and learn new skills, but it's almost impossible to change your behavioural traits, so work with those traits to the optimum effect.

**210.** Link up with other service providers to your likely clients and set up a reciprocal referral programme, such as printers, factoring companies, payroll providers, insurance firms, and so on. Share who's moving, who's closing, who's hiring, who's firing with each other. Let's say you find out somebody has just invested in 10 colour printers - I would say they are about to be doing a lot of mailshots - so they are looking to win new business. This suggests they may need sales training, new sales people etc., etc. Don't simply try and swap names as most companies do in this type of arrangement. Swap information, too, and regularly.

**211.** Work really hard at being an expert where your skill level is high and work at being passable where your skill level is low, but don't confuse them. Play to your natural strengths and be adequate in other areas. Being a 'jack of all trades' will only make you an average fee earner.

**212.** There's a time and a place for mass mailshots (by email or post) but not when business developing. True business developing is a one on one experience. Use personal targeted letters and emails as either follow-ups or preambles to your call. Make sure your marketing letters "look right" aesthetically. A well balanced letter will be a mirror image of itself if you fold it in half. The top headline should be mirrored by the P.S., the 'Dear John' mirrored by 'Yours sincerely.'

**213.** Use conversational language in your letters – people usually say "don't" as opposed to "do not," so reflect that in your writing. It will 'sound' better to the reader.

**214.** Ensure that your draft letters, brochures, advertisements and flyers are checked over and proofread by someone appropriate.

A fresh pair of eyes will really help. Caution: If you get touchy about criticism, then don't give it to your spouse to check!

**215.** NOW is the best time to make that call. Guessing, supposing, assuming that your contact won't want called on a Monday morning or Friday afternoon will lose you a day a week in maximising your opportunities.

**216.** List all the objections you are presented with in a month, then find out the most often used and work out good responses to them. Practise until you're slick and then go give it some!

**217.** When calling someone for the first time, ask the receptionist if your target has a secretary and, if so, ask for his/her name and use it when being put through. *"Is that Jenny? Hi Jenny, Warren here - is Tom available?"* will help smooth your passage to speaking with your target.

**218.** If the secretary blocks you and she doesn't want to put you through to your target, take her out of the equation. No, not by taking out a contract on her! However, do get a colleague to phone her up on some ruse to keep her busy. Then you make your call - you will be diverted past her more often than not!

**219.** A good alternative to get through to your target if there is an obstacle in the way is simply to phone another department, tell them you've been put through to the wrong one and, rather than be messed about again, have they got Tom's direct number?

**220.** A watched kettle never boils - so don't keep checking. There is a fine line between checking with a client if they have any feedback on your proposal and harassing them twice a day. Calling

and leaving one message is professional. Two is pushy. Leaving three is desperate.

**221.** *“This time next year, Rodney....”* David Jason. Keep a notebook and pen handy wherever you are. If you overhear a snippet of information on a train, write it down. If you read something relevant in a trade magazine, make notes. If you wake up with a potentially brilliant idea at two o'clock in the morning, switch your light on and write it down while you remember it.

**222.** Panda Pops is a variety of a brown fizzy caffeinated drink. Coca-Cola is as well. How attractive something appears can often be down to how you wrap it up to hit someone's hotspots i.e. why it might appeal to a specific individual. Don't be swayed by your own prejudices.

**223.** If it's a really important call, do wait until you can phone from a landline. Getting cut off half way through, or losing the signal just at the crux of the call, is never ideal.

**224.** There is actually a good reason to cut yourself off during a call - if you have tried and tried to get hold of a potential client or candidate to no avail then leave this message *“Hi John. My name's Warren Kemp telephone number 0800 074 9289. It's important that we speak as I've been informed that you are the best person to talk about.. Bzzzzzzz.”* Cut yourself off after the word *“about”* and they will soon want to call you back!  
Just be ready with a good response when they do.

**225.** *“If you want a place in the sun you have to put up with a few blisters”* Abigail van Buren. Work harder than anyone else. I sat on the train going to London writing this very tip that you

are reading now. It was 07.48 when I counted seventeen fellow passengers in my half of the carriage. Eight were asleep; one was reading a fiction novel; one was watching a movie on a laptop; two were reading newspapers; two were working on something - one with pad and pen, one with a laptop; one was listening to music; two were staring into space. So out of eighteen passengers, three of us were actually working. That's less than 17% of professionals in the UK at any given time making use of commuting time to do work. Don't get me wrong, I'm no work anorak and I have occasionally had a kip for an hour to arrive refreshed at my destination. However, as a tangible example this entire book has been written while commuting. Every word has been written on trains, in motorway service stations or in airport lounges. Given I'll 'shift' a few thousand copies, if my last book is anything to go by, that's really making the best of non-core work time. That's decent revenue for working when 83% of my competitors aren't! What's more, it's a constructive thought that you can offset transport costs by earning money as a result of work done while commuting. Note. I'm updating this tip the following day and there are sixteen of us in my half of the carriage today at 7.42am and, guess what? It's only me that's working. Today I'm getting ahead of 94% of my competitors. *P.S. I had better add my hospital bed to the list of places I wrote this book, as, having broken my ankle pretty badly, I'm making use of downtime with my laptop at my bedside. Plus, it takes my mind off the pain!*

**226.** Charge accordingly for your time. This is a variation on the theme of what I've said before, but a good example of that is worth highlighting. There may well be circumstances when it can work for you. I worked a Saturday last year training a company's employees on telephone skills. It was the first Saturday I'd worked in 10 years as I value time spent with my family as much as



the next person. So when asked by the client if I would do a Saturday... I explained I would but it would be at a premium rate i.e. double my normal fee. They agreed to that level of fee because training their team was important enough for them to do so. How often have you ever considered charging a premium to work exclusively for a client, instead of discounting the fee because the assignment is exclusive? Food for thought.

**227.** When chasing client paid ads (those that are named ads placed via their “retained consultant” or anonymous ads by recruiters where they all but give away the client’s name) then chase those ads by calling the recruiter to check progress. *“Hello, I see you are representing XYZ plc - I saw the ad in the Daily Telegraph a couple of weeks ago. I wondered if it is too late to send you my CV?”* Gauge that response as to whether it may be worth your while phoning the client direct offering them one of your candidates. You know your own market, so you know when it’s best to call your competitor i.e. how long it normally takes to put together a shortlist for a client.

**228.** Look after your most important asset - your brain. Read, watch and listen well. Keep it in good health and it will last you a lifetime, it’s a muscle the same as any other part of your body so build up its stamina, its ability to perform under pressure and for longer. Practice does make perfect. Poor memory is only your inability to access the filing cabinet within you - but it’s all in there somewhere - every moment, every word, in fact, everything you ever learned and experienced.

**229.** Track employees that leave you - the good ones, that is. Keep in touch with them and don’t shut the door on them. Some of the best employees you will ever have are those who have left,

gained new experiences and skills and then come back. At one time, Robert Half International quoted the fact that 25% of their staff were in their second stint with them. Imagine having one of your best employees' working for you with 18 months other industry experience to enhance their skills.

**230.** If giving CV writing advice or assistance to a candidate, send them a version of your own CV to use as a template. Trust and respect has to be earned but you can speed the process up significantly by letting them know just how experienced you are, or by helping them feel that they really know you. Even if you haven't been in recruitment that long, you can make them aware of your past industry experience. It's also something they may pass around to friends and colleagues when they are looking for work. It's the best advert you can send out.

**231.** Bears eat lots of food when winter is approaching, even when they aren't hungry. They know there are lean pickings in the colder weather, so their fat reserve gets them through it. Do the same with your own money. There will be a time when a big placement falls through or a client has a hiring freeze on.... Result? No commission. Do the same with candidates. Have more than you can use at any one time. Keep in contact with potential and existing clients even when they aren't hiring or likely to hire. When they do, you will be first port of call.

**232.** *"Don't go in a thirteen inch river with 12 inch wellies on."* Warren Kemp. If you don't have all the facts, don't make the call. How often have we had a standard question asked by a client about a candidate or vice versa that we can't answer, due to not covering the basics before we speak to them? Over-preparation is one thing to avoid, but not to have standard facts, figures and information is unforgivable.

**233.** Network at every ad hoc opportunity. You never know when you will get the chance to have a discussion with someone who can have an effect on your life or business. A while back (on the train again!), I sat opposite a guy. We both got our laptops out and after exchanging a smile and a nod, cracked on with our work. He had a number of papers in front of him and was typing the information into his computer. He asked me to look after his stuff while he went to the loo and, while he was away, I sneaked a look at the top document in his pile. It transpired that it was a paper on permanent and contract recruitment processes. Upon arriving back, he thanked me and I said to him *“I couldn’t help but noticing the headline on your document. Are you a recruiter?”* He said he was and turned out to be the national sales manager for a top 10 recruitment firm. Now, as we mentioned earlier, it’s not about being interesting but about being interested. I asked question after question for fifteen minutes and he eventually asked me what I did. When I told him he asked for a business card, gave me his AND wrote down and gave me (with no prompting) the contact details of three of his directors. He then suggested that I call these named people using his name as an ‘in,’ as he felt sure that they would want to utilise my training skills. I gave him only two minutes maximum about me, found out about *him* for fifteen minutes, yet I walked away with four new contact names and an introduction.

**234.** It’s not about how many business cards you give out - it’s about how many you collect. You can choose when to speak to or contact your new contact when you have their card. If you’ve only given yours out, then they have control of the situation. Another aspect to consider is when to ask for one. Many people hand over their card at the start of a meeting, for example. Unless your contact does this, wait until the end of the meeting and then

ask for their card, thank them, ask if it OK for you to contact them in the future and, only then, give them yours. It's so much more powerful and memorable to exchange cards at the end of a meeting.

**235.** There is always a way to get past the gatekeeper. Don't just jump in with your size 10's and ask to be put through. Think things through first. Why would the gatekeeper help me? What will I do if she says no? Is there another route to take? I know one person who if he meets a stropo one says "*I talked to God this morning. Why can't I talk to Tom?*"

**236.** If you have an individual or a team who reports to you, take a day off without announcing it in advance. Simply phone in that morning. You will then have a truer reflection of how able people are able to cope without you. Whether the result when you are back in the office is a pleasant surprise or a nasty shock, you can build on that for the future. Wiping people's noses for them doesn't do anyone or any business any long term favours. Leaving them to it, and the subsequent results might make you question your own management and leadership style and ability, which is a fantastic thing to do.

**237.** Don't throw stooges into the ring. I've met quite a few recruiters who when putting forward candidates for interview put an 'Average Joe' in before their star candidate, hoping that the star will look even better than he/she is. I've spoken to several hiring authorities on this and while it clearly doesn't do the star candidate any harm, the hiring authorities have been peeved that there has been such a large difference in quality of candidate supplied by the recruiter. They also would rather have two good fits than two good fits and a dud. Stooges do nothing to enhance your reputation.

**238.** When was the last time you reviewed your marketing material - your website, brochures, letters and verbal communication? Have you been saying and writing the same thing for years? That means your clients and candidates have been seeing, reading and hearing the same stuff from you for years, too. One of biggest reasons for people revisiting a website is when the content changes regularly. One of the biggest reasons that clients will take your call is if it's fresh (at least to them).

**239.** *"Hello, John. I'm just phoning to touch base"* starts to sound as bland and unfocussed as it really is, after hearing it just twice. If you send out CV's to a regular client, while they will probably welcome a standardised CV format, are your introductory letters now clichés? *"Go getting"* *"career orientated"* *"commercially minded"* *"looking to make a difference?"* Go on! Shake yourself up a bit! There's a creative genius in there, just waiting to emerge!

**240.** *"It horrifies me that ethics is only an optional extra at Harvard Business School"* Sir John Harvey Jones. The dictionary definition of 'ethics' is *'A set of principles of right conduct.'* Do something ethically or don't do it at all. If you ever get to the stage where you say to yourself *"I hope he takes the job, my client is giving me a hard time"* or *"He'd better say yes. I need the money,"* then you need to recharge your batteries and remember why you should be in recruitment.

**241.** *"Freedom to fail is vital if you are going to succeed"* Michael Korda. Work in an environment or develop an environment where failing is a daily occurrence and it's welcomed. This isn't as daft as it sounds. I've been into some recruiters' offices where the consultant is too scared to pick up the phone while their boss is in the room in case they make a poor call. If that's happening to you,

I'd advise you to speak to your boss about it first and if that doesn't solve the situation go and work somewhere where you are allowed to try things, experiment and make errors and feel sufficiently free to do so regularly.

**242.** The word **'pester'** shares all its letters with the word **'persistent'**. That's the only similarity.

**243.** If starting a new company or you get a chance to review the name of your business, create a name that doesn't include 'recruitment,' 'search & selection,' etc. You want to make it as easy as possible to speak to potential clients without flagging up that you are a recruiter.

**244.** *"Speak when you are angry and you will make the best speech you will ever regret"* Ambrose Pierce. Walk away, think things through and, even if you still think the client or candidate is an idiot or in the wrong, you will get more out of the situation when you talk to them later than you would have done with your blood boiling. Note. Anger isn't healthy, anyway.

**245.** *"The menu is not the meal."* You can't judge the food by reading the menu. Jump in with two or three of the tips contained in this book. They will make a difference if you let them. Make sure the time that it has taken you to read this book has been time well spent. I hope you have circled or highlighted a few points along the way and made best use of the notes section on every left-hand page. If this was a first skim or read, then go back to the beginning and work your way through highlighting the points you really relate to. Then take that action! Good luck.

**246.** Scales of 1-10 are a totally measurable way of gauging a candidate's initial and ongoing interest in a role. What's more, if another colleague has to take feedback after interview from your candidate because you are unavailable, there will be no area for ambiguity. Simply ask your candidate to rate their level of interest in the role you have described to them on a scale of 1-10. The number they give you may prompt questions anyway. However, the real value in it is asking the same question for comparison after every meeting that they have with your client.

**247.** Do the same with your client. Ask them for their level of interest in your candidate after sending them the CV and he has expressed interest in meeting with him/her, and, of course, after every meeting. If you present three candidates, by getting the 1-10 score on each, you can then ask great questions as to why one scores much higher/lower than the others.

**248.** Timing can be everything. Learn how to use it to best effect. You can **force the time** to gauge the seriousness of a client. *"Hi Tom, Thanks for taking the time to speak with me. Something's come up - Bill has had an offer come through from a job he was going for via another recruiter. He thought that one was dead. So, if you want him we will have to move fast on this."* You can **play for time** to when things aren't moving as fast from one party as you had thought. *"Hi Julie. I thought I'd grab you to give you an update. I still haven't received any feedback from my client - he did say it could be a week or so, though, depending on his workload, so don't worry."* You can also let things **take their own time** if you feel the client & candidate need to think things through a bit before moving on to the next stage, and you think that you may have been pushing a bit hard. *"Hi Stuart. If this is going to happen, it's worth waiting for. Have a think if you want to take it to the next stage over the next few days, and call me when you are ready."*

**249.** If I can give you one tip on building your career then it is this one. **Avoid stepping into a great man's shoes.** You simply can't win. You will always be compared to and under pressure to perform to the same level as, or better than the 'great man'. You will need to be twice as good as he was to get any acknowledgement. Instead tread your own path. £120,000 worth of fee income in a new market from working a new desk will always be acknowledged more positively than £250,000 of fee income that the last person who sat in the chair delivered.

**250.** Damn! One short - I've dried up! I've got no more tips in me!



**251.** Don't be daft! As I said previously, **never** over promise and under deliver. OK, one more... When working with clients or candidates remember: **WOW - HOW - OW!**

**WOW** happens when you do something out of the ordinary for the first time, **HOW** is what they then expect from you every time and **OW** is how they feel when you don't do it! You might not promise to do it but they will expect it from there on in, as if you did promise, so only deliver what you can do, again and again .

Well that's it.

I hope you enjoyed reading this as much as I did writing it.

‘Realise your vast potential  
Write a heartfelt book  
Dump your baggage  
Change your job  
Transform your total look.

Make life-changing decisions  
Get the emotional confidence to “do”  
Study for a qualification  
Open up a business  
- Find you.’

*Warren Kemp*

Answer to Tip No 193. Have a back-up candidate warming up in case your number one blows out.