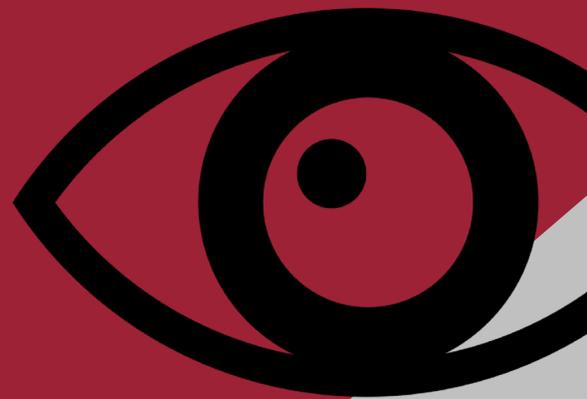


**WHAT YOU
DON'T
SEE:**



***Hidden Values in
Executive Recruiting***

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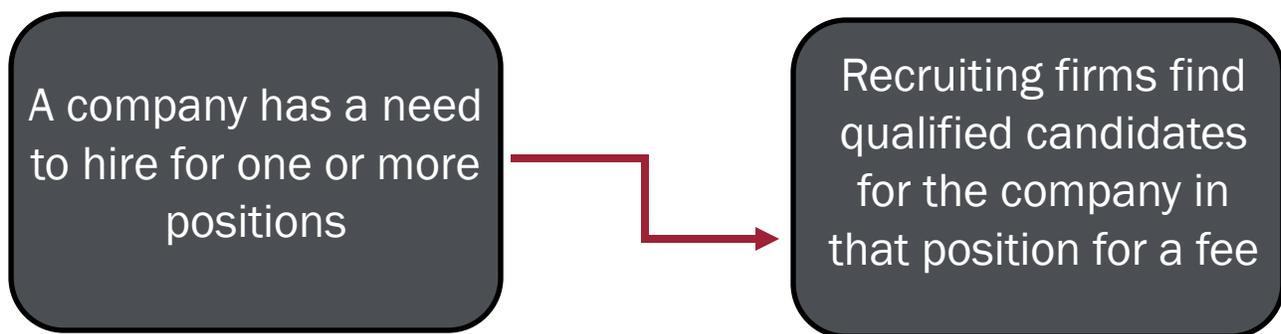
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INTRODUCTION

WHAT YOU DON'T SEE

Recruiting and Executive Search Firms generate multiple perceptions from both clients and candidates who have worked with or encountered them. The basic overview of what a Recruiting Firm does is:



But what else is involved in the entire process? **What value are you, as a client, getting from working with an Executive Search Firm for the fee you pay?** In this e-book we will cover common areas that you don't see in the recruiting process that provide value, insights, and ultimately aid in helping companies to bring in top-talent to make their organizations successful.

PASSIVE CANDIDATES

A misconception is that Recruiting firms spend the majority of their time finding professionals that are actively engaged in a job search to fill open positions. The reality is that most of the workforce, 70% ([LinkedIn Talent Solutions 2015](#)) of professionals, are **passive**, meaning they are not actively job searching while the other 30% of the workforce is.

On top of that, while almost three quarters of the workforce isn't actively looking, 87% of the *entire* workforce is **open** to a new job opportunity. With that, recruiters have to know the best traditional and modern methods to tap into those candidate pools who are either passive, or not available on public sources, and vet them in order to send clients the best fit for their company and its culture.

Great executive search firms have unobstructed access to the 'hidden' job market.

**70% of professionals
are passive**

LinkedIn Talent Solutions

**87% of the workforce is
open to new jobs**

LinkedIn Talent Solutions



PASSIVE CANDIDATES

A RECRUITER'S PERSPECTIVE

“Companies want to hire passive candidates a majority of the time. Typically, they’re gainfully employed, and they’re not in a desperate scenario actively scouring job boards or taking the time to fill out applications. Although there are outliers in that matter, companies and internal recruiters reaching out to these passive candidates cold will not always receive a response. Because these people aren’t in an active job search, for them to take time out of their day to respond, research the company, and actively apply isn’t realistic.

If a company is relying on LinkedIn messages or job postings to pull in candidates, they generally will not get the right people for the role to respond. However, the reason candidates answer our calls is because of the relationships we have built with them over time. We’ve taken the time to build our network so we are viewed as trusted advisors. We don’t call them about every opportunity; we call them for the positions we truly think would make sense for them. This is based on the knowledge we have already gained from previous conversations over the years. These passive candidates are more receptive to listening and having a conversation with hiring managers or organizations because we presented it to them in a way that makes sense for them.

It is less time consuming for a candidate to speak with us because it won’t take hours of updating a resume, searching the internet for postings, or taking time to apply blindly without knowing where their resume is going. We have already put the time into building the relationship with them and act as consultants for their careers throughout the process. For both candidates and clients, we make the process easier by being the go-between and figuring out details in granularity on both ends that may be overlooked if the two were working directly together.”



Kasey Fahey Kaiser
DRI Recruitment Manager—HIT

PASSIVE CANDIDATES

THE PROCESS OF LANDING A PASSIVE CANDIDATE

An in-depth process is key in Recruiting and Executive Search firms finding the best of the best passive professionals for their clients.

- ▶▶ **STRATEGY PROFILE** Understanding clients' needs
- ▶▶ **SELECTION CRITERIA AND TARGETING** Identifying target companies and candidates to recruit
- ▶▶ **VETTING PASSIVE CANDIDATES** Pursuing top candidates to present to clients
- ▶▶ **IMPLEMENTATION** Presenting candidates to clients for the interview process
- ▶▶ **CLOSURE AND DEBRIEFING** Supporting clients through job offers and negotiations
- ▶▶ **FOLLOW-UP** Contacting clients periodically after the hire for quality assurance

STRATEGY PROFILE

Getting through to a passive candidate as a recruiter takes a solid process, starting with an in-depth dialogue with the client to clearly understand the culture, goals, and what needs to be accomplished with this new hire. Qualifications and expectations are thoroughly assessed with the client so that a profile can be made to begin the search, and to strategize what types of professionals will fit the role best.

COMPANY PROFILE

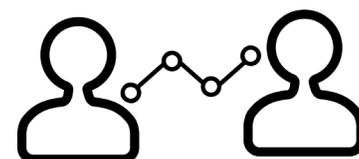
Executive Recruiters will thoroughly go over the following (and more):

- Company Culture
- Size of Company
- Company Position in Industry Marketplace
- Company Sizzle (Why work for you?)
- Job Description
- Key Skill Sets
- Location
- Who the Position Reports to
- Travel
- Compensation
- Advancement Opportunities
- Interviewing and Onboarding

SELECTION CRITERIA AND TARGETING

Recruiters are immersed in their specific industries and having conversations around market conditions on a daily basis. This is key in being able to identify which companies to target in looking for candidates. In addition to targeting **new** candidates, recruiters also have databases full of people who are currently in the type of position the client is looking for. After targeting the right areas to look for potential candidates, the real hidden value is in recruiters vetting these candidates through a variety of methods:

- **Hundreds of phone calls made each week**
 - 65% of candidates have LinkedIn profiles, which means the other 35% have to be found through other methods
- **Thousands of e-mails sent**
- **Thousands of social media connections made**
- **Searching extensive internal and external databases for the right fit**
- **Invaluable referrals gained from network connections**



SELECTION CRITERIA AND TARGETING

The multiple approaches taken to target and vet potential candidates are all extremely important. One of the most difficult approaches for companies to take when trying to recruit on their own is gaining valuable candidate referrals. Recruiters access this hidden market of candidates through their extensive networking, being totally immersed in the industry, and connecting with individuals that companies otherwise could not find.

Doug Kellermeyer, Executive Recruiter shares an example of the importance of referrals.

"I called a candidate about a search I was working on, and after a conversation with her, we determined the role was not the right fit for her. Instead of ending the call, I asked if she knew of anyone who might be interested in the role I had described. Ironically, her boyfriend (who was not on LinkedIn) worked in the same space, but she informed me that he would not be open to making a career move and would not be open to hearing about the role. I asked to have a quick conversation with him regardless, which proved to be the right move because we ended up placing him in the position, getting him a raise of over 20% in the process.

Referrals are a huge part of the recruiting process, and with our network connections, we are able to find the right candidates for the roles we work on for clients. The amount of conversations we have make it possible for us to pull in referrals that otherwise would be extremely hard to find."



Doug Kellermeyer
Executive Recruiter at
Direct Recruiters, Inc.

VETTING PASSIVE CANDIDATES

Once recruiters have narrowed down the leading pool of candidates, it is time pursue them through the valuable recruiting tactics and methods that prove just how valuable outside recruiters can be.

Passive candidates often are initially hesitant to communicate with recruiters. This is why recruiters are trained to overcome the objections candidates initially have in making a job switch, or even just considering it. Common prospect objections to recruiters include:

- ▶▶ “I’m not open to new opportunities.”
- ▶▶ “I’m happy here.”
- ▶▶ “What position is it and who is your client before I tell you anything?”
- ▶▶ “We have had recent internal changes and I want to see what happens before I speak to a recruiter.”

Overcoming these objections is just one of the hidden values of working with Executive Search Firms.

OVERCOMING OBJECTIONS

RECRUITERS OVERCOME THE PASSIVE CANDIDATE OBJECTIONS BY:

- Finding out what types of opportunities would truly encourage the prospect to make a switch.
- Determining what type of compensation change in their **current position** would cause him or her to stay.
- What makes them happy at their current job, but what they would change about their current job.
- What type of compensation may change their mind on leaving their current position.
- Learning prospects' career aspirations and future goals for themselves.
- Non-financial perks and benefits that would influence career decisions.

These questions give recruiters inside information on candidates that provide opportunities to offer them a position that will help them grow personally or professionally. In addition, these conversations build the relationship between recruiter and passive candidate that will ultimately help down the road for future positions.

A RECRUITER'S PERSPECTIVE

Aaron Kutz, Executive Recruiter shares an example of overcoming objections to recruit a passive candidate.

“I worked on a search for a client who had a very broad idea of what they wanted in a candidate. We were given the compensation range, and the technologies the candidate needed experience in. After we identified a passive candidate who we thought fit these qualifications, we brokered a first phone call between him and the client, even though his interest level was low.

*After the phone call, I spoke with the candidate and learned that he was not interested in the position because his **impression** was that the compensation was lower than his expectations, and he believed the technologies he would be working with were not what he was interested in, when in reality, because of my knowledge of the position and the client, I knew that those technologies were just not highlighted properly during that conversation. In addition, the client wanted to fly the candidate out for a face to face interview in just 4 days' notice, which is a big commitment for a passive candidate.*

The candidate proceeded to tell me that he was going to reach out to the Hiring Manager and pull himself out of the process as he was not interested in the position based on his phone call. However, knowing that he was a good fit for the role and it would be worth it to have another conversation, I asked him to hold off and speak to the Hiring Manager one more time in the morning. I also let the Hiring Manager know about the candidate's concerns and why he was considering backing out of the process.

After the two were able to have a conversation, dive deeper, and the candidate was able to learn more about the position, the candidate was extremely interested. The second phone call gave him the chance to ask more questions and really find out that the role actually was right for him, and as a result, he ultimately made a positive career move. Being able to be the go-between in this process proved to be positive for both the candidate and the client, where otherwise, a great hire may have pulled himself from the process after small miscommunications.”



Aaron Kutz
Executive Recruiter at
Direct Recruiters, Inc.

IMPLEMENTATION

After recruiters have gone through thoroughly diving into the candidates' skillsets, expertise, experience, pain points and more prior, top candidates are presented to the client. This is where recruiters will give valuable information on the candidates necessary for clients to make decisions or adjust where necessary to set up interviews with candidates they find worthwhile.

The best recruiters will present to the client only relevant, qualified candidates who fit their needs, as opposed to sending over an influx of resumes.

Candidate interviews are scheduled with the help of the recruiter, and feedback from the client is issued to recruiters to move forward in the process and either continue to an offer stage or find new candidates for the position. Once clients decide to move forward with a candidate, the offer is made. On the other hand, candidates who will not move forward in the position are contacted by the recruiters for feedback from their interview. 94% of talent wants to receive interview feedback, but only 41% have received it before, according to [LinkedIn Talent Solutions](#) 2015. Recruiters provide the valuable service of relaying client feedback to candidates who were passed up for the position, which is key in brand management for the client!

CLOSURE AND DEBRIEFING

While it may seem like the recruiter's role is finished in the process at after interviews, recruiters provide an immense amount of support throughout the stages following an interview. During closing stages of the process, Recruiters are accountable for:

- Debriefing clients and candidates on how the interview went
- Market compensation parameters
- Offer negotiation assistance
- Counsel to candidates on acceptance process and transition process
- Monitor resignation process and develop transition strategy

This is all very important due to the fact that oftentimes, potential candidates could back out of the process before an offer, or even after already accepting the offer. Recruiters ensure that everything that can be done to avoid that is done through finding a balance in negotiation between the client and candidate.

Debriefing is also how recruiters learn the *most* about clients. A good debrief sets up the basis for a long-term partnership where recruiters know your needs, and what you value as a client.

A RECRUITER'S PERSPECTIVE

Justin Doyle, Executive Recruiter was part of an example showing the importance of recruiter involvement in the closing stages of the process.

Justin presented a candidate to his client who was moving a few states away from the position. After final interviews, DRI's client really liked the candidate but was concerned the feeling was not mutual because the candidate left quickly at the end of the interview. DRI communicated with both parties to make sense of the situation and found out that after a long day of interviews, the candidate had misunderstood something the hiring manager had said and thought the interview was over, therefore not getting the chance to share his interest in the position. Additionally, the bonus plan was not clearly explained, and the candidate believed he was not eligible.

*The client then extended an offer to the candidate and DRI was not notified. The candidate proceeded to accept an offer from **another** company where he had a short interview process because they believed the candidate was someone else, but was so desperate to hire someone in his position, extended an offer. At this point, the candidate knew he was not wanted by this company as much as he was by DRI's client.*

Justin brokered a conversation between the candidate and hiring manager to clear up the bonus plan. In addition, Justin coached the hiring manager on approaching this candidate, informing the hiring manager of key motivators for the candidate. Justin also prompted the VP to do an unscheduled follow-up with the candidate to show that the whole company wanted him onboard. These conversations ultimately led to the candidate deciding that he wanted to be apart of DRI's client organization who really valued him and was excited for him to join the team. The candidate found a great home with DRI's client. Through in-depth conversations and communication, Justin was able to provide advice and coaching to both the client and candidate that in the end, proved to be valuable and beneficial for both parties.

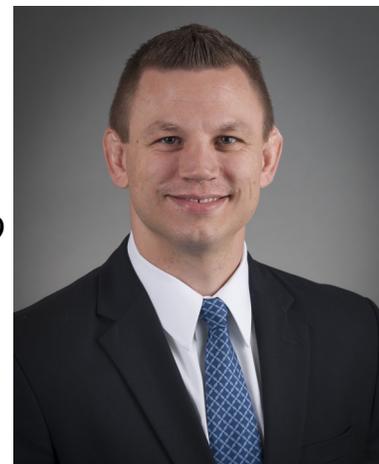


Justin Doyle Executive Recruiter at Direct Recruiters, Inc.

A RECRUITER'S PERSPECTIVE

Ryan Lange, Partner at Direct Recruiters provides an example the value of using executive search services through the entire process of recruiting, acquiring and retaining top talent.

“I worked on a search for an SVP of Sales for an \$8 billion conglomerate. My client was looking for an individual who could scale a specific part of the business, and in my network of contacts, I was able to find a great candidate who I had built a relationship with for over 5 years and fit the qualifications. After presenting him to the client, he interviewed, and an offer was made to the candidate where the compensation was lower than his expectations, and the candidate believed this was the best offer our client would give.



Ryan Lange, Partner at
Direct Recruiters, Inc.

The candidate decided to pull out of the process. With it being around the holidays, I knew this was a stressful situation for him. Being that I had built trust and credibility with the candidate for years at that point, I talked to him about keeping the door open with the client in case the initial offer was not the best offer.

After speaking with the client and knowing that they were extremely interested in the candidate we presented, we were able to eventually negotiate an offer that fit the candidates needs financially.

Situations like that prove the value in partnering with an Executive Search firm. Leveraging the relationships that we have built in communicating, negotiating, and coordinating with candidates helps tremendously to keep both parties in the loop, and make sure to avoid any miscommunications.

FOLLOW-UP

Once an offer is made, start-date is established, and most of the logistics of onboarding the candidate are set in place, the recruiting process should include one last step; the follow-up.

Based on a stat from [Society for Human Resource Management](#), employees who are part of a well-structured onboarding orientation program are 69% more likely to remain at the company for up to three years. The responsibility to properly onboard candidates falls primarily on client companies, however, recruiters will follow-up in 90 day increments to ensure that things are running smoothly for both the client and candidate.

Not only does incremental follow-up make certain that both parties are satisfied, but it also acts as a tool to measure candidate progress based on client goals outlined at the beginning of the search, and the recruiter will continue to be immersed in the partnership, making future searches even more smooth.

69% of employees who are part of a well structured onboarding program are more likely to remain at the company for up to 3 years

Society for Human Resource Management

CONCLUSION

Clients who choose to work with an Executive Search firm are ultimately gaining benefits they may not even be aware of most of the time. From the very first intake call until the follow-up conversations after a role is filled, a great Executive Search firm provides access to a hidden job market, and opens communication lines between client and candidate that otherwise would not be available.

For over 34 years, Direct Recruiters, Inc. has been recognized as the relationship-focused search firm that assists top-tier organizations with recruiting, acquiring, and retaining high-impact talent for mission-critical positions.