

WELCOME



Jeff Kaye, Co-CEO



Karen Schmidt, President

State of our Recruiting Union:

~~2020~~

~~2021~~

2022!!

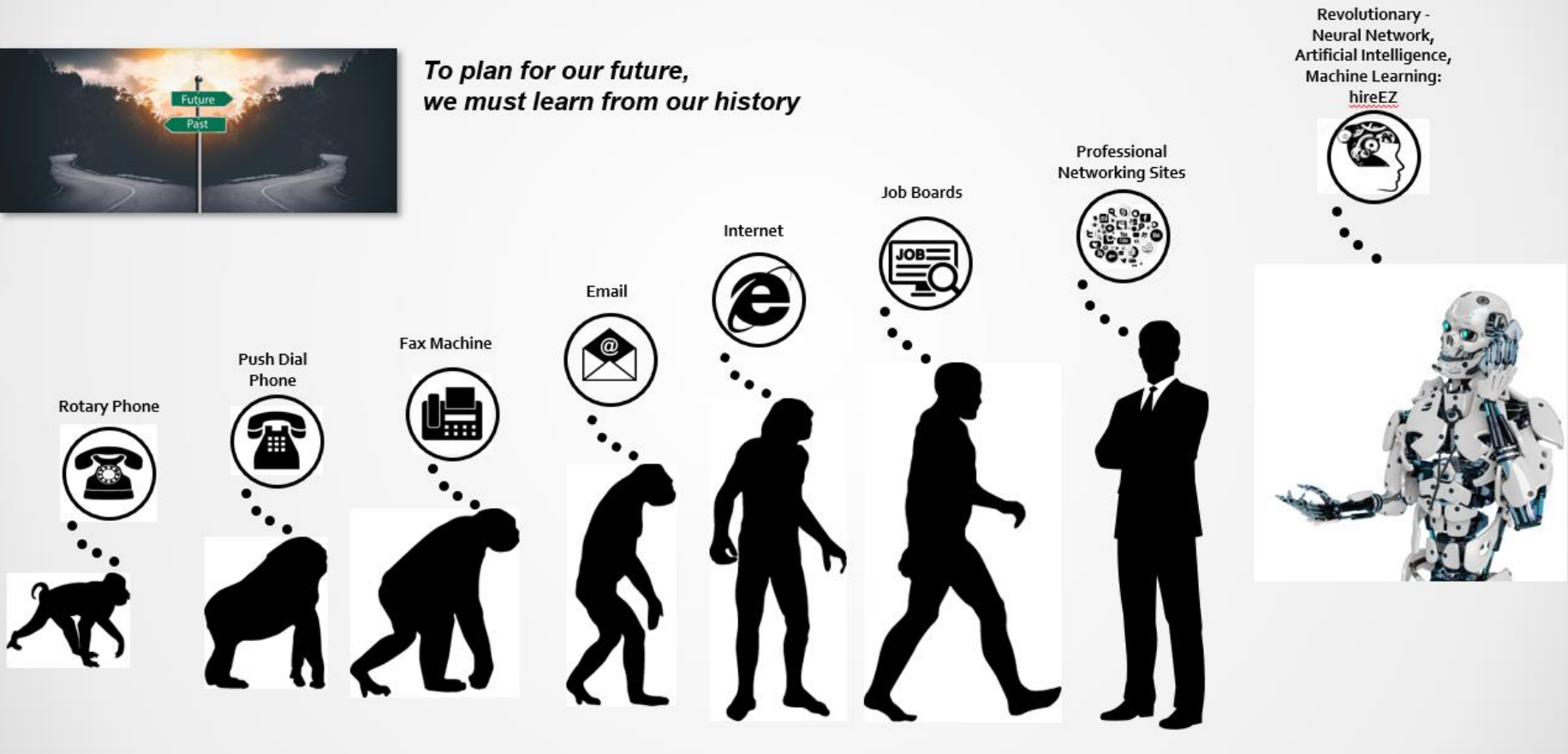
OVERVIEW

- 1. DEP – separating technology from search**
- 2. Hiring**
- 3. The Model for Scale**
- 4. Best of the Best**
- 5. SAS: Structural Accelerated Scaling**
- 6. The Future: Unemployment, Inflation, GDP, Interest Rates, Confidence, Fiscal and Monetary Policy, Adjusted by the WTF Formula**

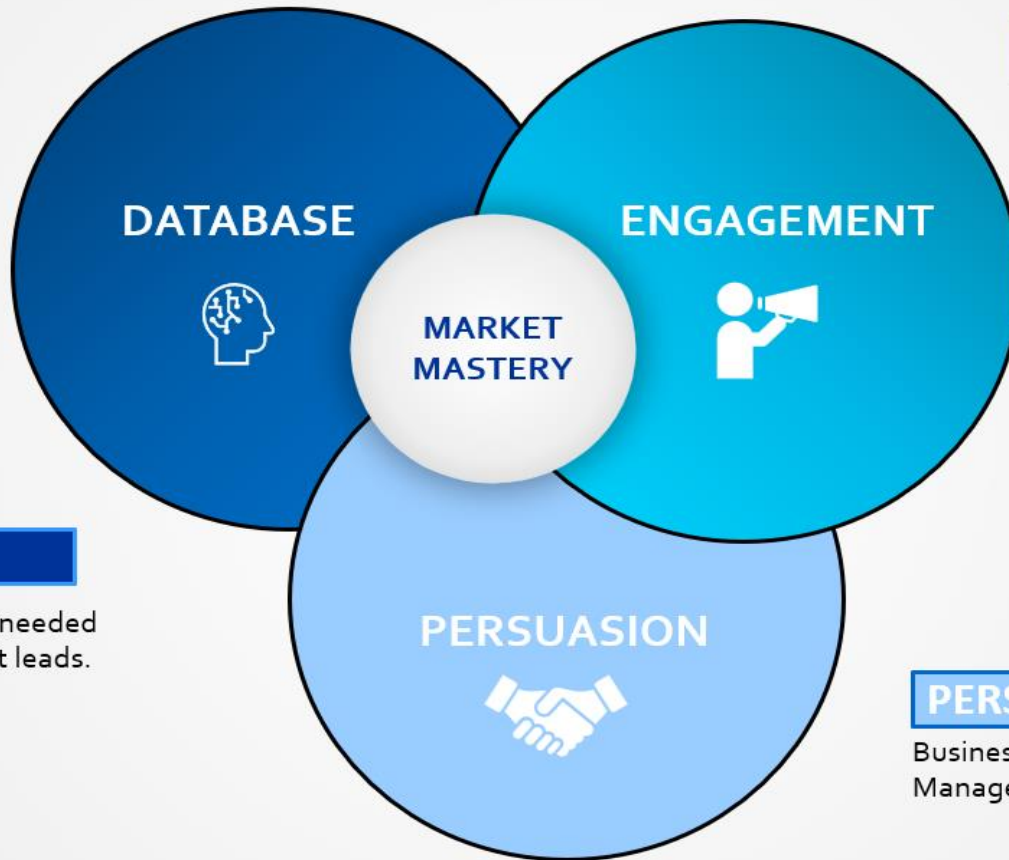
Evolution of Recruiting



*To plan for our future,
we must learn from our history*



DEP: DATABASE, ENGAGEMENT & PERSUASION



ENGAGEMENT

Medium, Tools, Content, People, Activity and Expectations

DATABASE

Tools, Techniques and Talent needed to create candidate and client leads.

PERSUASION

Business Development, Account Management and Recruiting

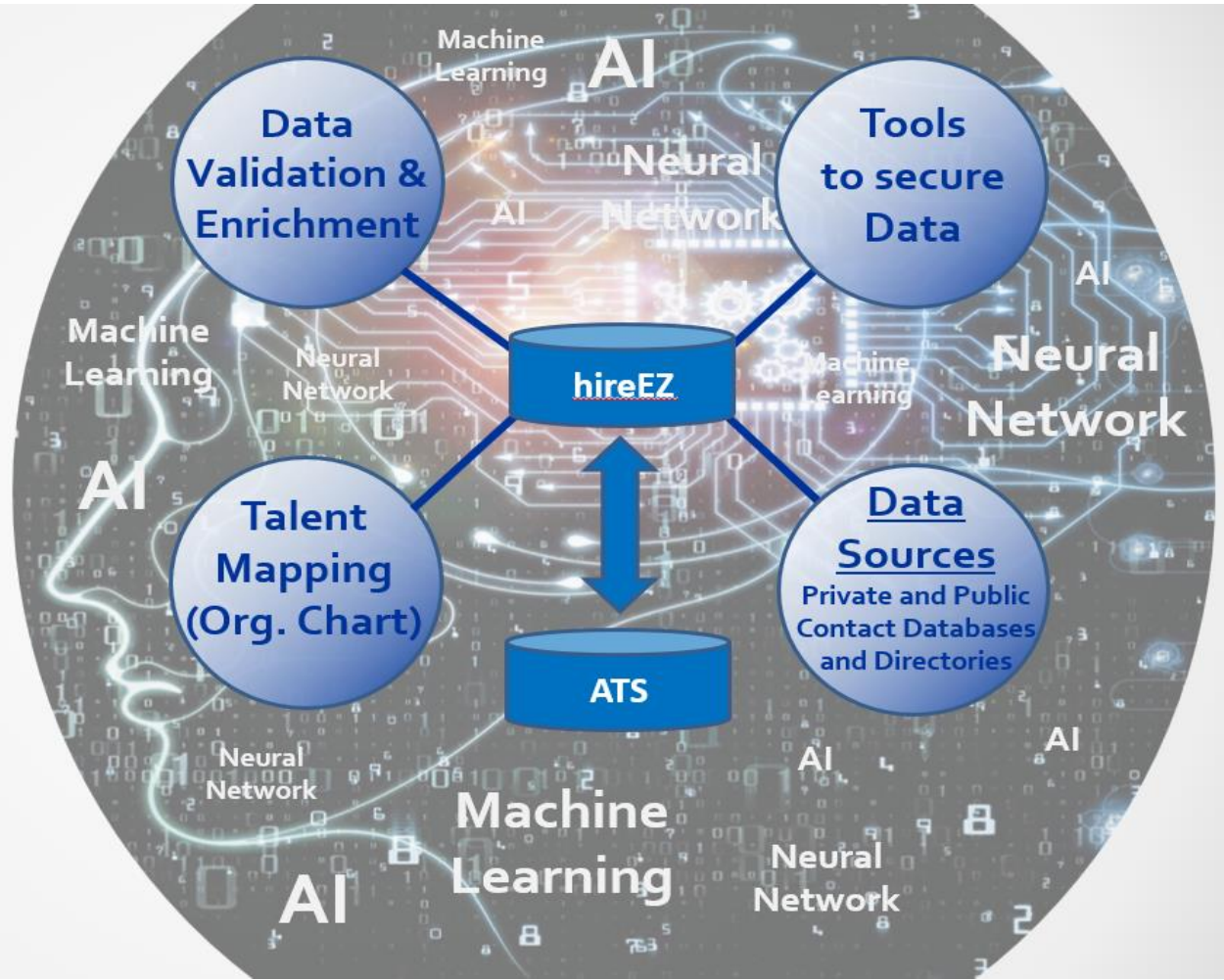
DATABASE

Initial:

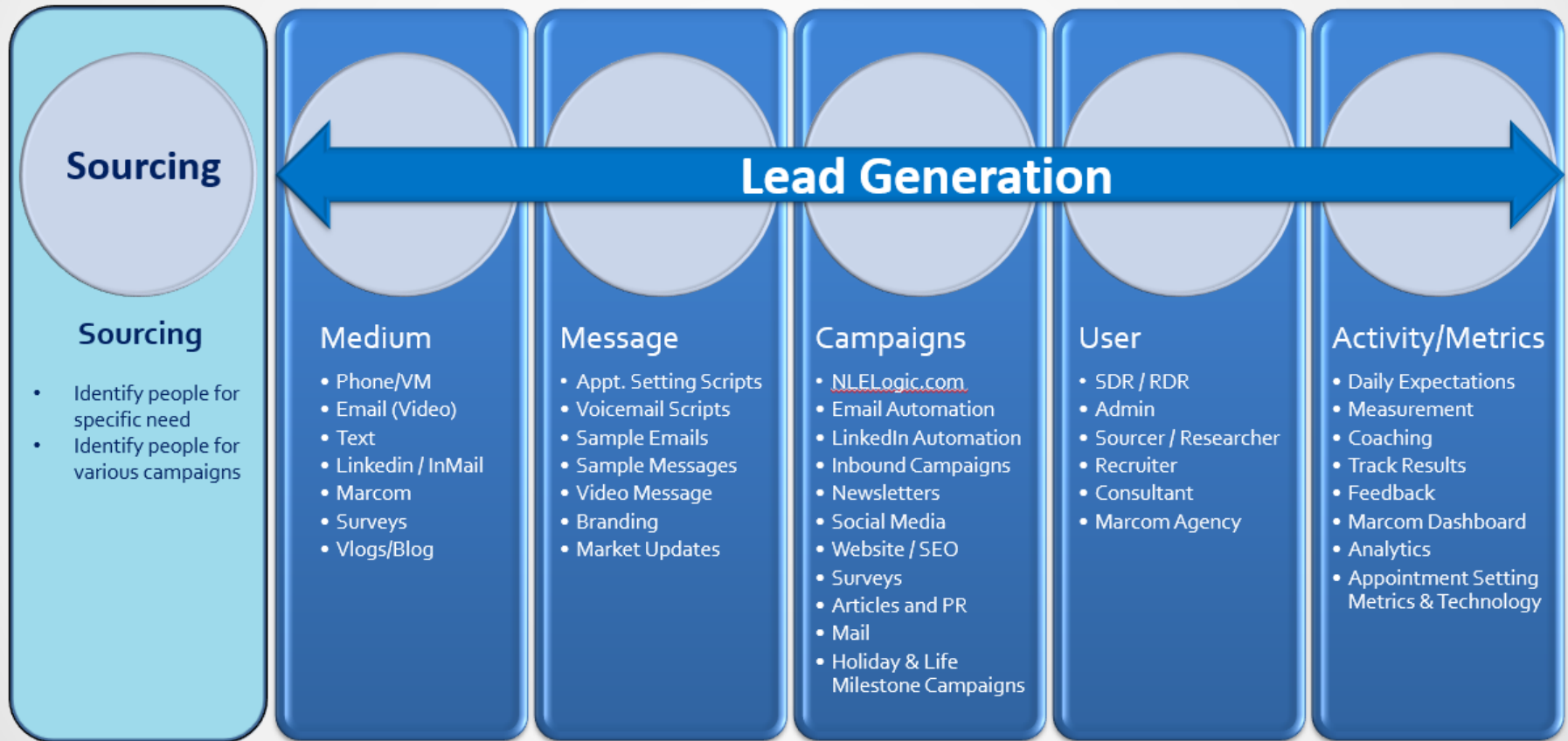
- Name
- Phone
- Email
- Mobile
- Company
- Title
- LinkedIn

Advanced:

Complete Profile to include codes for comp, relo, degree level, responsibilities, skills, most recent employment date, ideal opportunity, etc...



ENGAGEMENT



PERSUASION

- Best Practices for Recruiting, Account Management and Business Development
- Negotiation
- Communication & Interpersonal Skills
- EQ
- Vocabulary, Cadence, Tone
- Listening, Qualifying, Clarifying
- Prospecting, Closing, Prepping
- Logic & Reasoning
- Cognitive Biases, Business Propinquity, Game Theory

* In person, on video, on phone, in writing for ALL

- **Market Mastery is greatest differentiator in persuasion**



HOW HIRING HAS CHANGED

1. Competing with Compensation

- Who is your expert on building compensation plans to scale?
- Are you repeating the experiences of the past?
- Litmus Test: Would your comp plan retain you as a high-producing performer?

2. Competing with Flexible Environment

- All Virtual
- All In-Office
- Hybrid
- Different roles = different structures (come back to that)

OUR INDUSTRY: PAST AND FUTURE

Guide to Employees by State

The interactive buttons will take you to the individual dashboards.

Hiring an Employee in a New State Steps and FAQs



Register in a New State



Minimum Wage & FLSA Amounts



Paystub Requirements



Pay Item	Rate	Hours	Amount
Hourly Rate	\$15.00	40	\$600.00
Overtime	\$22.50	5	\$112.50
Total Pay			\$712.50
Federal Tax			\$50.00
State Tax			\$20.00
Social Security			\$42.75
Medicare			\$10.19
Health Insurance			\$10.00
Dental Insurance			\$10.00
Vision Insurance			\$10.00
401(k) Contribution			\$50.00
Net Pay			\$542.50

PTO Policy and Payout Guidelines



Payday Requirements



States with Reciprocal Agreements



SUI Rates by State



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3. Competing with Leadership



Who Thanks Whom?

May/June 2018

A recent article penned for Inc by Suzanne Lucas made the bold statement: "Dear Hiring Manager, Perhaps *You* Should Write the Thank You Note." She continues: "The traditional thank you note is from candidate to hiring manager. That's wrong... Just what are you exactly thanking the manager for? Taking the time to talk with you and consider your application for the job, right? But, what were you really doing? You were taking your time out of your day (and often using vacation time from your current job to do so) to try and solve a problem for the hiring manager."

At first glance, most would read statements and think "thank goodness this wasn't a candidate I interviewed; seems quite entitled." However inverted of a perspective this author seems to hold from standard interviewing protocol, there is an underlying message communicated by her article.

It may be time to evaluate your hiring process through a new lens.

If we assume it is the candidate's responsibility to pen the thank-you note, doesn't that inherently mean that we also assume it's the candidate's responsibility to be thankful for being granted an interview to begin with?

You may have this mindset and not even realize you have it. A few questions to consider:

- How much time do you expect a candidate to prepare for the interview with you? How much time do you spend preparing for that same interview?
- You likely have asked the question "so why should we hire you" without batting an eye – how receptive are you when a candidate questions "why should I come to work here?"
- Checking candidate references from past employers is a probable interviewing step; candidates volunteer these regularly. What would your reaction be if a candidate asked to check references from those who had worked under your supervision in the past but were no longer with the firm?

These are just a few scenarios to help challenge your paradigm. Lucas ultimately summarizes this mental shift: "When we think of all the things we demand of job candidates, we should realize that they are the ones doing the hiring managers big favors. You need that position filled, and these people are graciously helping you to do so."

1. What commitments will you make to them? (make a list, keep adding to it, and publicly declare what they can count on from you)

- Educational
- Emotional
- Transparent
- Fun
- Financially
- Authenticity
- YOUR Perpetual Growth

COMPETING WITH LEADERSHIP

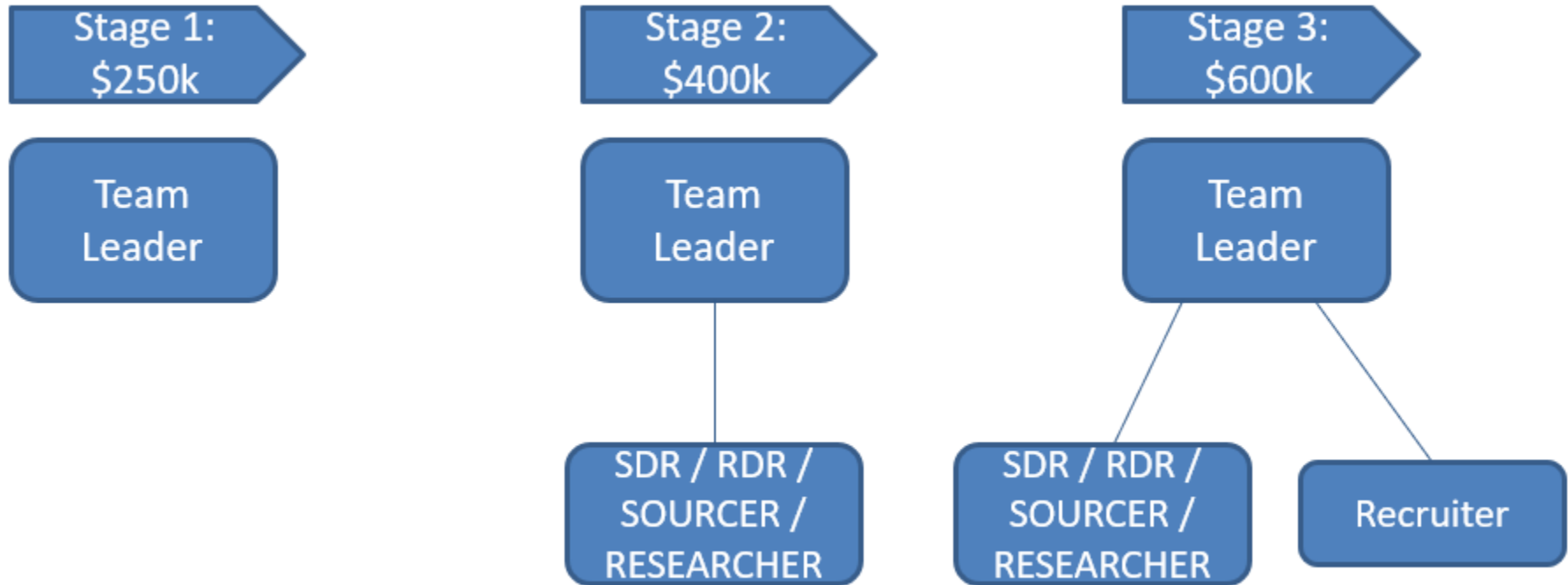
11 Promises from a Manager

1. We'll have a weekly 1:1. I'll never cancel this meeting, but you can cancel it whenever you like. It's your time.
2. Our 1:1 agenda will be in the meeting invite so we remember important topics. But you're always free to use the time for whatever's on your mind.
3. When I schedule a meeting with you, I'll always say *when I schedule it* what it's meant to be about. I will not schedule meetings without an agenda.
4. When I drop into your DM's, I'll always say "hi and why." No suspense, no small talk while you are wondering what I want.
5. News or announcements that significantly impact you, your work, or your team will come from me directly in a 1:1, not revealed in a big meeting.
6. You'll get feedback from me when it's fresh. There will be no feedback in your performance review that you're hearing for the first time.
7. I trust you to manage your own time. You don't need to clear with me in advance your time AFK or OOO.
8. Your work gets done your way. My focus is on outcomes, not output. Once we're clear on where we need to go, how to get there is up to you. If I ever find it necessary to suggest a specific approach, I will supply an example.
9. A team is strongest when it's working together, looking after one another, and taking care of each other. Please look to your left and to your right for opportunities to help your colleagues. Please ask for help when you need it. Nobody works alone.
10. I trust you to skip level and talk to my manager or other senior management about anything you feel is relevant. You don't need to clear it with me, and I'm not going to get weird about it when you do.
11. I will attribute credit appropriately to you and your team. I will never exaggerate my own role or minimize your contribution. I'll be especially certain to nail down attribution when senior management are hearing of our accomplishments.

HOW HIRING HAS CHANGED

- 1. Competing with Compensation**
- 2. Competing with Flexible Environment**
- 3. Competing with Leadership**
- 4. Competing with Value Proposition and Structure that Supports Success**

MODEL FOR SCALE – TEAM FOCUSED SEARCH



MODEL FOR SCALE – TEAM FOCUSED SEARCH

Stage 4:
\$800k

Team
Leader

Advanced
Recruiter

Recruiter

SDR / RDR /
SOURCER /
RESEARCHER

Stage 5: \$1m

Team
Leader

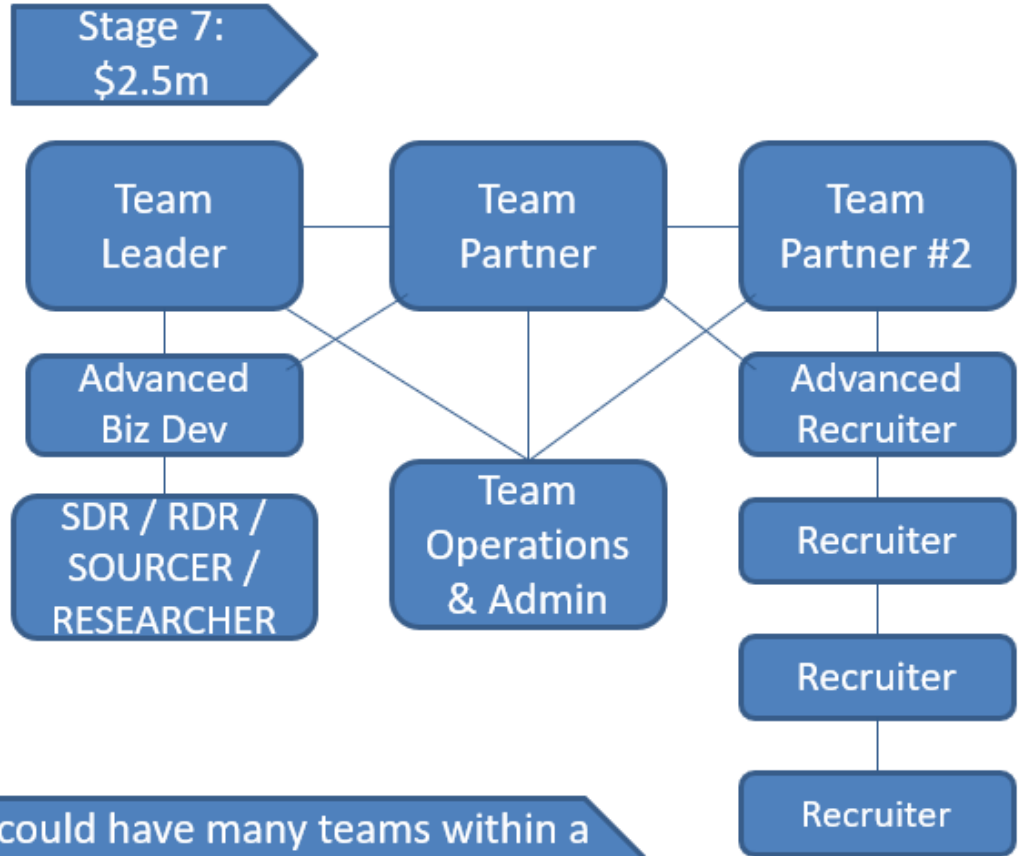
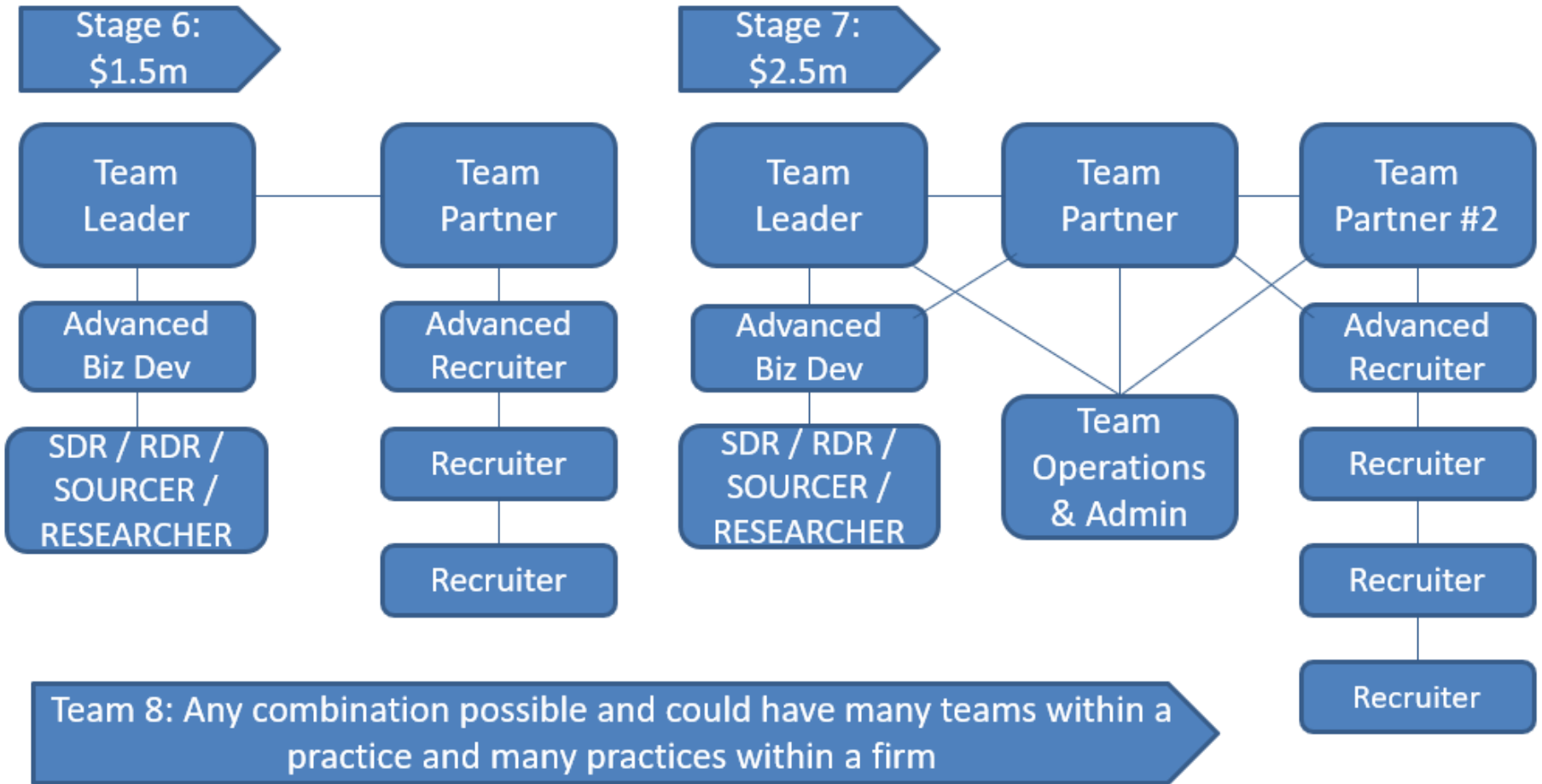
Team
Partner

Advanced
Recruiter

Recruiter

SDR / RDR /
SOURCER /
RESEARCHER

MODEL FOR SCALE – TEAM FOCUSED SEARCH



Team 8: Any combination possible and could have many teams within a practice and many practices within a firm

OUR INDUSTRY: PAST AND FUTURE

Facts / Stats:

- Hiring team hired 240+ recruiters in 2021. 75 in Q1, on pace for 300 in 2021.
- Firms who had achieved at least \$2M in production in 2020 averaged more than 100% increase in production in 2021 alone.
- Top 10 Recruiters billed an average of \$1.18m, Top 20 Average \$1.01m, Top 30 Averaged \$901k
- Top 10 Producing Owners billed an average of \$1.17m, Top 20 Average \$978k, Top 30 Averaged \$842k
- The 59 offices who joined in 2014 through 2019 experienced an average 216% billings increase from 2020 to 2021
- Network Revenues did \$75m in 2020, \$156m in 2021, and \$53m in Q1 2022

BEST OF THE BEST

1. **Embraced the reality that our business changed forever two years ago and it will never go back to what it was before. They were the early adapters open to not doing what “we’ve always done.”**
2. **They recognized that a larger % of business is going to a smaller % of recruiters. Your market wants market masters, tenure, etc.**
3. **They have a coach (aka professional therapist) for THEM and their businesses.**
 - Raise your fee 2%
 - “How many of these do you anticipate hiring in the next 4 months?”
 - MPC market at least 50% of candidates recruited each week/month and do more with existing inventory
 - Use tech tools to automate the tracking of ‘back door hires’
 - Migrate to more exclusive or financially committed client relationships (Six-week class starts April 27th)
4. **They never take the line out of the water for hiring efforts.**
5. **They proactively stay one step ahead of the needs of their team before they need it.**
 - Perpetual professional development
 - Create healthy competition and collaboration
 - Give them a network outside their peer group to learn from, engage with, and be challenged by
6. **They strive to create a value proposition that would have retained THEM as a recruiter.**

BEST OF THE BEST

7. They understand that every moment has an Opportunity Cost:

Benefit In What I Did

Landed a new search.....
Screened resumes for a search for a client.....
Spent an hour on LinkedIn sourcing.....
Trained a new recruiter on how to use our ATS.....
Got hijacked most of the afternoon with a payroll issue.....
Hired a new recruiter.....

Closed 2 deals , creating immediate revenue.....
Had to leave early to handle a critical family scenario.....

Consequences of What I Didn't

Wasn't on this webinar today where it reminded you to raise fee by 2%
Prioritized my own hiring needs lower than those of my client
Spent an hour marketing 20 different MPC candidates
Failed to automate that training process for future hires
Will have to push back some scheduled meetings with the team
Didn't watch Erin Bent's "***So You've Hired...Now What?***" Webinar for Leaders
- <https://nlhiring.com/owner-resources/>
Didn't have time to focus on hiring this month, losing long-term residual revenue
Have someone employed at the firm who keeps working with me when I can't

Thus, the most important takeaway:

YOUR TIME is a CHOICE.

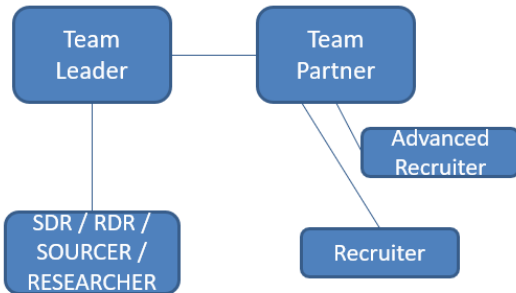
The options:

- **Be selfish and deliberate with your time**
- **Build a team around you of outsourced experts who will give you the GIFT of more time: then be selfish and deliberate about it too!**

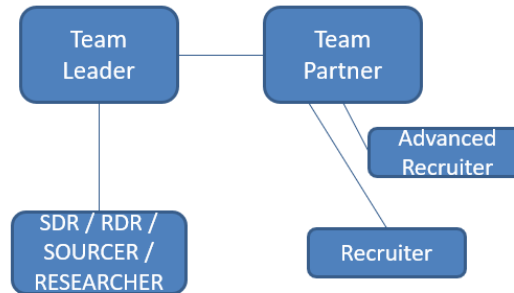
SAS: STRUCTURAL ACCELERATED SCALING

*Investable, Scalable, & Exitable

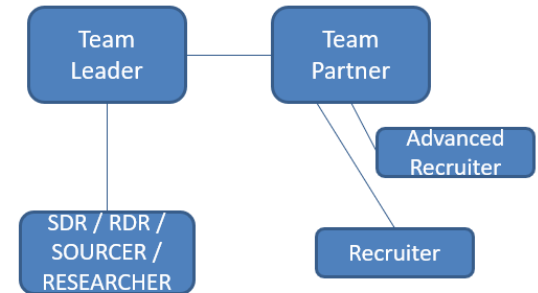
TEAM 1



TEAM 2




TEAM 3... and beyond



Offering (Shared Resources / Business in a Business Model)

<u>Culture</u>	<u>Services</u>	<u>\$ Rewards</u>
<ul style="list-style-type: none"> - Professional coaching - Part of something bigger - "Like who I am more when around you" - Vision, Values, and Team 	<ul style="list-style-type: none"> - Hiring - Training - MarCom - Legal - IT - F & A - Admin -Funding 	<ul style="list-style-type: none"> - Personal production - Team production - Practice production - Company overall, to include possible equity


THE FUTURE: PREDICTIONS & PROGNOSTICATIONS



Even a broke clock is right twice a day

— Kanye West —


AZ QUOTES



Nothing in the world is ever completely wrong. Even a stopped clock is right twice a day.

— Paulo Coella —

AZ QUOTES



Nobody is right all the time and even a broken clock is right twice a day.

— William J. Clinton —

AZ QUOTES



Even a stopped clock is right twice a day.

— Marie von Ebner-Eschenbach —

AZ QUOTES



Even a broken clock is right twice a day.

— Stephen Hunt —

AZ QUOTES



HOMWORK

<https://joinsranetwork.com/download-search-firm-blueprint/>

- *Market Mastery For Recruiters*
- *Team Focused Search: Model For Search Firm Growth*
- *Sales Development Representative (SDR- Lead Generator)*
- *Why Hiring is Your 401K*
- *State of the Recruiting Union 2022*

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