

AT THE Pinnacle

Spring 2004

The Pinnacle Society / Recognizing Excellence in Recruiting

From The President

"Impending Crisis"

If you haven't read *Impending Crisis* by Roger Herman, Tom Olivio and Joyce Gioia, and aren't using the wisdom found in the book on a regular basis, please STOP right now and read the book! While it is not my intention to create a panic in my clients, wait, I take that back. I have every intention of creating a panic in my clients — a panic that will ultimately put them steps ahead of their competition. Don't we have a responsibility to guide them in a direction that will soar them into this next phase of the economic playing field? And if we make a lot of money while educating them, isn't that the definition of business? Would Donald Trump fire me for that? (Yes, I am a drama queen, drama was one of my many majors in college, and I wave my hands when I talk and do



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other funky things to get my point across — I still use the book when talking to clients). Oh, yeah, and I just wondered if I could even tell you about the book and use quotes from the book without getting permission from the authors due to copyright laws. So I called my favorite patent/trademark/copyright attorney and asked him. He said I can talk about the book if I don't quote too much. It is called "fair use." Since I don't know what "too much" means (nor would any good recruiter since "too much" to one person is not enough to

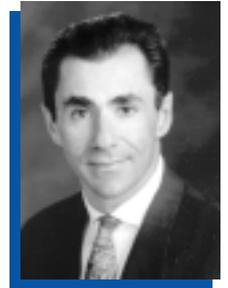
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The Gospel of Gossip

A recruiter of mine looked me in the eye and said, with big doleful eyes, "can you keep a secret?" And I said, "of course" and he proceeded to disappoint me with news I had already gleaned from a combined strategy of eavesdropping, minor bribery, and hanging around the company cafeteria, which you must do in my company to avoid being talked about. And even then, you must keep moving.

The truth is I can't keep a secret. Because I am a recruiter. The truth is if you tell me a secret I will tell everyone I know, and then I will begin cold calling.

This is the essence of what I do. I get juicy gossip from clients, masked in the official sounding word we call a job order, and then I spread the juicy gossip to every candidate who can do or knows someone who can do the job, and we call that making recruiting calls. My ability



Danny Cahill
Tony Byrne Chair

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to get the word out like an airborne virus is what has made me successful as a recruiter, and yet its considered a repellent personal virtue.

"Danny can't keep a secret. I told him I (1) once was in a hotel room getting high when the cops busted in and I snuck out the fire escape (2) had backstage passes at a Cold Play concert and slipped the drummer's sticks under my jacket (3) got mad at my mom and slept with her boyfriend when she went to the store to get pizza which I insisted on but didn't really want its just that I had this whole plan and God I can't believe I'm telling you this..."

Exactly. I get you to tell me. I'm a recruiter. Its like with hypnosis. They say you can't hypnotize anyone who doesn't really want to be hypnotized, and I can't get you to tell me anything you don't want me, and everyone I know, to know. This is our non verbal pact.

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Pinnacle
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Spring 2004

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Our Purpose

The Pinnacle Society was established to honor high volume producers in the Personnel Contingency and Retainer Placement employment services industries. It provides an educational forum through which members share information and ideas.

Attaining The Pinnacle

David Sterenfeld had been the western regional sales manager for Victor Technologies — PCs, calculators, cash registers — for eight years when the firm went into Chapter 11 and he found himself unemployed. A marketing major at Purdue, David had used recruiters to find employees when he was with Victor, and many headhunters had called him over the years to see if he wanted a new position, so he had some sense of what our business was all about. After a few months considering alternatives, he chose recruiting. That was 17 years ago.

He began as an associate with Curphey & Malkin, in Southern California, and was in due course promoted to manage two other recruiters, all three looking for hardware and software sales and sales managers for data processing companies. David's goal was

to become a partner, but after five years management denied him the plum, so he decided hang out his own shingle. Curphey & Malkin associate Carolyn Stokes joined him to found Corporate Dynamix.

The firm partners with Management Decision Systems, Inc. (MDSI) to recruit sales, pre-sales, consulting, and marketing professionals for computer software, hardware, and service companies. Corporate Dynamix focuses on the western U.S., while MDSI concentrates on the central and eastern sections of the country. Carolyn Stokes handles the recruiting of technical and marketing people while David deals with the sales and sales management candidates. Together with MSDI, Corporate Dynamix provides most vendors a one-stop contingency shop.

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Dave Staats got started in the business on 12/11/85. He remembers the exact date because "I had to put it in my weekly forms for three years for the first company I was with. (He made his first placement on 1/22/86, only six weeks later.)

Dave had no college degree when he started but knew he wanted to get into sales, and the barriers to entering recruiting seemed low. He had been working quite successfully as a road dispatcher and dock supervisor for trucking companies. But after eight years, he could no longer continue "while someone else decided how much my efforts were worth for the rest of my life, especially when the guys

who loaded the boxes made more money."

Driven to action, Dave answered a newspaper ad and got sold on the idea of recruiting by Clyde Donovan, of Kendall and Davis Company, "who changed my life forever." Donovan trained him up using techniques gained from Larry Nobles, Pete Leffkowitz, Danny Cahill, Tony Byrne, Steve Finkel, and others. K&D was "always good about sending us to seminars and NAPS," says Dave (and he does the same for his own recruiters today, including in their "curriculum" top trainers' videos and books). Dave set a company record for sales activity at K&D.

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Should You Teach An Old Dog New Tricks?

by James Ashworth

When I called Gail last month to clarify a couple of aspects about the Santa Fe Conference, she naturally asked about my recent production. While Gail wasn't asking for a "plug" on attending future conferences, my results since attending the New York conference have been outstanding. I had a 32% increase in 2003 over 2002. So far in 2004 I am ahead of last year by 36%. I had my career largest billing month (\$147,000), and my largest fee (\$46,500), and so far in March I am on target to have my best back to back months. Life's been good!

I'm sure my response resulted in the follow-up request for an article on "How /What I'm doing differently," since the last conference.

Let me start with what I didn't do.

- I didn't REINVENT MYSELF! That seemed to be the buzz phrase for our industry the last few years. Heck I have enough issues with who I am now without worrying about changing to something that could be worse. I watched a competitor "reinvent" himself, and he went from a routine annual volume of \$600,000 to under \$350,000.
- I didn't panic and change my DISCIPLINE (accounting and finance positions) or my MARKET (immediate DFW Metroplex). Sound familiar, Joe Pelayo?
- I didn't change agencies . . . I've always believed in sticking with WINNERS and I work for one of the best Manager/Trainers in the country.
- I didn't negotiate fees. Our company's fee structure has always been 30%. Two companies hired a total of 16 people totaling \$400,000. On a handful of 25% fees we were paid prior to the applicant starting, so we actually got something in return.

In retrospect, I only did two things differently.

- First, I increased my number of true market calls. Danny's

Pinnacle session on increasing our number of market calls and challenging us to put "life" back into the calls came on the heels of identical conversations I was having with my owner and mentor, Rick Marshall. When two of the best trainers in the industry tell me I need to do something, I'm going to listen. So, I ditched "touching base" calls and purposefully cut back on the number of minutes I was willing to spend on calls where it didn't appear that I would secure a JOB ORDER.



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While the increase in number of calls doesn't sound significant (6 per day), they added up and JOB ORDERS were increased by 17%, PLACEMENTS by 28%, and most significantly, BILLINGS by \$198,000.

- Second, while our firm has always had a preference for meeting with employers face-to-face to finalize our JOB ORDER information, last year we made it a requirement. There were immediate improvements in the employer's commitment to our hiring process in building the relationship, gaining employer control, etc. Most importantly, we were able to quantify these results with an improved closing ratio of 12%.

Needless to say, I'll be in Santa Fe. Thanks to Rick, Danny and my Pinnacle friends, this Old Dog will be doing more of his Old Tricks!!!!

Dave Staats *Continued from page 2*

But K&D was only set up to teach people and not to hold producers, Dave explains. The commission scale topped out at 25%. So in 1989 he moved on to Pulse Associates, "which was a good place to kill my non-compete with K&D but not a good place to build a business." Nonetheless, as a Pulse partner he developed new markets in emerging technologies, emphasizing on-site trips, hiring and training consultants, team-building, and day-to-day office management. He also developed and carried out print advertising and telemarketing plans.

After a year with Pulse, and "since I knew everything on earth," Dave founded Placement Dynamics Incorporated, a contingency search firm placing scientists and engineers with technical companies. He operated Placement Dynamics successfully from 1990 to 1994, but not happily. So with a newly minted BA in Business from Western Illinois University, and a private investigator's license, he joined Business Information Services, which operated in the area of insurance claim background

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Educating Unsolicited Candidates

Every Pinnacle Panel and round table discussion I have ever participated in (almost always from the student side) seems to include the question of how to handle all the referrals we just can't help. Until a couple of years ago I either wasted far too much time "being nice" to people who, in many cases, should not have contacted me to begin with, or feeling guilty when I didn't respond at all. I found over time that not responding at all is just not who I am and decided to try to respond to everyone with some kind of value that did not cost me expensive time. I decided to provide that value in the form of an article that helps set expectations for people who think we're some kind of service they can order up like "Free Career Counseling, Click Here." The article also suggests how the people in our market should approach job boards. We send the article to almost everyone who calls, and we get quite a few remarks about how new and eye-opening it is.

If you want to copy it, riff on it, or adapt it for your own use, just e-mail me and I'll send you a copy. Many thanks to Danny Cahill for finding and sharing the numbers.



Dave Staats, CPC

SearchPartner requests that most of our candidates and potential candidates read this. For some of you, it may be the only help we can offer in your career advancement. This is essential information for anyone contemplating a job change and should help set expectations for interaction with all headhunters, job boards, and company recruiters. I want to cover a few facts (I am sure I will slip in an opinion or two as well) that job seekers (and clients too, for that matter) should know about headhunters and the market.

- Every year 70 to 80% of all headhunters are new.
- The best headhunters fill all their searches as dictated by their clients 100%.
- Those best headhunters place only one in ten people they think of as a "candidate" in the best of times. That's right, only 10%!
- We talk to ten people to get one "candidate."

What you should do with this information

1) A bit of due diligence when you talk to a headhunter for the first time. Not saying to shut down the new ones. Just pay attention to what the person is doing and what he or she says they'll do. Ask some questions about their performance with others. Wear your BS detector. You want to be sure they'll do what they say they'll do.

2) Once you know who you're dealing with, if you trust him or her, do everything they want you to do; but know there is still only a 10% chance of success.

3) Keep track of all good headhunters and let them all know when you are in the market. Be sure to keep a written record of where your resume goes, and find out if it goes onto the recruiters website, out into his or her network, or only into the headhunter's personal files. Require that they promise to let you know beforehand when they want to submit you to a client because you might already have certain companies covered. Also, you may be working with several recruiters, and you

don't want them tripping over one another, making both you and the recruiter look bad and or desperate.

3a) Do not refuse a recruit's offer to exclusively represent you, but be skeptical. Such an offer is rare, so be honest with yourself: Are you really in the top 10% at what you do? Are you looking only for the perfect job? Do you have to update your resume only for the recruiter to whom you are speaking? This is what headhunters really need if they are going to "market" you.

Managers Using Recruiters

If you are a manager and are hiring a headhunter, only use one (preferably SearchPartner). Multiple good headhunters on one job almost always hurts more than it helps, because if they do it right, they are all talking to the same people at your competitors to get your candidate.

I'd violate this rule only if your company cannot or will not invest an engagement fee in an experienced recruiter who won't quit until he fills your opening. If you can only operate on contingency you might want to speak to more than one recruiter. That's a simple judgment call. Whatever you do, don't just say "go talk to personnel!" That's like saying, "Take my best people."

Job Board Postings

Now, a few thoughts on posting resumes on job boards. The numbers are from the *Wall Street Journal* and reported by the top recruiting industry trainer Danny Cahill.

In 2001 82% of all jobs were filled through networking and from people the job-seeker already knows. Twelve percent of all jobs were through some kind of fee-based entity like SearchPartner.

And finally, 1.7% of all jobs in the economy were filled by all the job boards combined, with Monster accounting for 1.2% of this total.

When you post yourself by name you are trading a 1.7% chance of being placed for a 12% chance of being placed, because

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Educating Unsolicited Candidates *Continued from page 4*

recruiters cannot (well, some do but should not) place people off job boards. We find a lot of people who are coincidentally posted, but we do not troll places like Monster for candidates.

“Multiple good headhunters on one job almost always hurts more than it helps, because if they do it right, they are all talking to the same people at your competitors to get your candidate.”

What happens is this: When we find you through any board, or if we call George Costanza and ask, “Who is the best pre-sales person you know?” and he says call Jerry Seinfeld, and I call Jerry and he is interested in my job and I send him to the client and the client says, “I just put his name in Monster and since he is there we are not working with you,” and we are out. Since all recruiters know this has happened once, only dummies will still try to get around it. Let’s also not forget that our function is to bring clients people they can’t otherwise get.

SearchPartner always recommends that people only post in the confidential manner because the above circumstance is the only time that your name is plugged in there anyway. The sad thing is that most of the time the recruiter is still doing the valuable part of the work because clients who have Monster don’t use it properly anyhow. When clients use it properly they are using search terms that might appear on your resume and not your name.

There are many more reasons not to post your resume that benefit you and not SearchPartner. It is also true that these job

“Require that recruiters promise to let you know beforehand when they want to submit you to a client because you might already have certain companies covered.”

boards have a proper function but they never need to involve your resume with your name on it for you to get full value.

Best wishes to you all. We are always happy to answer questions.

Thanks, Dave.

David Sterenfeld *Continued from page 2*

Predictably, David mines multiple sources for his candidates, but after more than a decade in the business his own very extensive data base of both prospective candidates and referral resources in the industries he serves accounts for the majority of his placements. He targets competitive and complimentary vendors in his searches, and he will sometimes partner with other recruiters to take advantage of their databases.

David does not use the ‘big board’ option provided by the Internet — he says it’s simply no good for his niche — although he occasionally finds someone worth calling among the hoard promoted by companies that ‘blast’ résumés across cyber space. He has not used research assistants much in the past — he once hired a former boss to do some work — although he. He relies on part-time help for filing and data entry.

At this mature point in his career, David wants above all to have both candidates and clients think that he is the best, and that he will best fill their needs. After all, ninety percent of his business comes from their referrals. He wants his name to come to mind before anyone else’s when need arises. He tries to send clients as few résumés as possible — perhaps three or four good names — and maximize the placements he can make. He doesn’t want to waste anybody’s time. After all, he is being paid to screen candidates expertly and identify the best ones. There is

no need, he says, to send eight, ten, or twelve dossiers. David emphasizes that he returns candidate’s calls immediately, and he takes pride in his ability to set reasonable expectations about their job possibilities.

David reviews trade publications, the Venture Wire, and similar sources to keep up with industry trends, discover new organizations, and monitor managerial changes in established companies. He uses the accumulated intelligence to spot the ‘next great software company’ and the ‘next great fit.’ He makes cold calls, too, hoping to identify new opportunities based on what he calls the “incestuousness” of his industry; the people he has helped in the past may well turn up in a new software company. Indeed, while the industries he serves are growing, the number of executives is finite, so he he makes repeat placements, thanks to the wide range and number of his contacts. He finds that once he can get in the door he does well. Yet successful as his methods have been, David acknowledges, unasked, that he was at the right place at the right time in the early years of his career. His experience of the ups and downs in earlier years helps explain his ability to survive well during the recent rough times for our business. But equally important, he adds, have been his strong contacts, hard work, solid reputation, and a passion to succeed. ▲

“Impending Crisis” *Continued from page 1*

another), I’m gonna be fair and quote things from the book. Later.

The biggest thing to remember and the thing that seems to have the most impact on the clients I have talked to is this fact: There are 78 million Baby Boomers that are beginning to be and will continue to be replaced by only 28 million Generation Xers. While I am not a mathematical genius, even I can subtract those numbers. And my clients are hearing it. Finally, the tides are beginning to turn. After crying at the last Pinnacle meeting,

“But, even I, with my infinite experience in candidates thinking they are in charge, am wondering where we are going to find the 10,033,000 people the Bureau of Labor Statistics says we are going to be short by 2010.”

since I am a spoiled brat who is used to this business being fun and easy (only after 18 years of being in the business — I suffered at the beginning, I promise — well, maybe I didn’t), I was knocked on my keister when the economy hit my arena last year. There are good things that came to me as a result of the economy. I now do outside volunteer work and don’t run my office like a soup kitchen anymore. As things begin to turn around, I have cheered since a candidate driven market is how I came into recruiting. So, riches await me once again. But, even I, with my infinite experience in candidates thinking they are in charge, am wondering where we are going to find the 10,033,000 people the Bureau of Labor Statistics says we are going to be short by 2010.

If you weren’t at Danny Cahill’s “Candidate Control Revisited” seminar (and most of you weren’t since I was there and I didn’t see you), go onto his website and see the rerun. After the desperate hunt for job orders fades into the horizon, we have to ready ourselves for counter offers like we have never seen, candidates shopping offers, candidates not returning our calls, and candidates doing all the fun stuff they do when they think a better offers awaits them with each corner they turn. You recognize the routine. Our clients have been this way for the past several years, thinking there were countless “A” candidates, so who cares if they lose one or two. Like this morning when I had breakfast with an out-of-town candidate. I had already prepped her at length for the interview and was just going over a few points that I felt she needed to hear again. The conversation went like this:

Me: “When they ask you how soon you could start, what are you going to say to them?”

Candidate: “Well, I’ll tell them, ‘It depends on how good the

moving package is.”

Please don’t think I am a bad recruiter. I had already covered the moving package with her and she agreed that it was acceptable. This was her clever way of negotiating. Now you have a mini-preview of what is to come. I’ll let you know what happens with our little negotiating princess. No, I did not kill her. Yet, anyway . . .

“The impending crisis is a dangerously critical shortage of qualified people to perform the work of employer organizations. What we will experience in 2003-2010 will make the work force crisis of the late 1990’s seem like a practice session.”

I have used the book with HR people. It works especially well with the truly horrific ones. I say, “Have you warned your managers about the impending employment crisis? You know if you haven’t, it will benefit them and certainly will help you since you will be so far ahead of most HR people who aren’t even aware. Don’t you owe it to yourself and your company to begin to prepare for what I am already beginning to see?” Aren’t I noble?

Guess what happened? I started to write this article in my office, went home, and while preparing dinner turned on C-Span. Newt Gingrich and Robert Reich were on a non-political panel discussing various issues. My ears perked up when the moderator asked, “What do both of you think we are going to do about the impending employment crisis?” He then began quoting the statistics I mentioned from *Impending Crisis*. Not to let my ego

“After the desperate hunt for job orders fades into the horizon, we have to ready ourselves for counter offers like we have never seen, candidates shopping offers, candidates not returning our calls, and candidates doing all the fun stuff they do when they think a better offers awaits them with each corner they turn.”

run rampant by thinking they had this discussion so I could finish this article with a bang, I can only imagine that the issue has crossed other than recruiters’ minds.

Newt said that he wasn’t concerned since we would never really have an employment crisis in this country. Instead, we would open up immigration to allow more foreigners into the country to fill the jobs. (I somehow recall several recruiters, myself included, who recruited people from foreign countries, got them H-1B visas, and contracted them out in the 1990’s. We still were short countless workers). Newt pointed out that

Dave Staats *Continued from page 3*

verification and validation. Dave's responsibilities included identifying markets, and sales to insurance companies. But after seven months, realizing that he was a headhunter at heart, Dave reactivated Placement Dynamics. Before the end of 1995, Dave had another accounting with himself: yes, he was a headhunter, but he did not want to remain on his own.

So Dave became Technical Recruiting Manager at Southwestern Professional Services, a multi-specialty contingency/engaged firm with a national reach and an office in London.

“Before the end of 1995, Dave had another accounting with himself: yes, he was a headhunter, but he did not want to remain on his own.”

Southwestern then had 100 recruiters, 20 administrative staff and research associates, and nearly as many specialties as desks, says Dave. His own five-member management group searched for software consultants, executives, and managers for software clients. At Southwestern, Dave learned a good deal about hiring and training recruiters. But when the Internet balloon burst, Southwestern was reduced to 30 recruiters, and six out of seven of the business unit managers, including Dave, left arguing over “where to put the profits we generated, and the company's general commitment to the direct placement industry.”

Today, Dave is happily building SearchPartner, “where we are trying to devise a model that gives producers the best deal available, including earned ownership, and makes the environment for entrepreneurs who want to have their own firms feel like it is easier and better to do it here than to go it alone.” His current personal challenge is to try to maintain an above average level of personal production while training new hires who share his philosophy that quality of life is determined by the relationships he has with the people with whom he chooses to spend his time.

Dave is still experimenting with the Internet, but uses it “quite a bit,” having found useful niche job boards, some for placing ads and others for finding a few candidates, particularly the “blind” ones where he can find a higher level of expertise and quality. “These places are mainly good for researching and referral.” In addition, he finds the Internet very good for learning about clients and their competitors. “I am a traditional headhunter, but I won't turn my nose up at perfectly good candidates my clients can't otherwise find.”

In accounting for his success, Dave points first to his managers/mentors: Clyde Donovan taught him the business; another “taught me how to be me.” Dave also recalls his response to a challenge from a fellow recruiter who asked him six years ago why, after 12 years in the business, Dave wasn't doing better. “That question shamed me a bit and had a good effect.” In addition, he says, “there is nothing like family to make one want to produce. In 1997 I got the first of two daughters from China and wrote down my goal to become a member of the Pinnacle Society.” ▲

Today, Dave is happily building SearchPartner, “where we are trying to devise a model that gives producers the best deal available, including earned ownership, and makes the environment for entrepreneurs who want to have their own firms feel like it is easier and better to do it here than to go it alone.”

“Impending Crisis” *Continued from page 8*

China is training six times more engineers than we are. Additionally, he said that outsourcing will be done on an even larger scale. I still think we don't have to worry about outsourcing and immigration taking away jobs from us. We are going to be very busy.

Of course, Robert Reich made humorous comments about Baby Boomers and retiring in style. He called it the MedMed

plan — you know, combining our medical needs with a Club Med mentality. So, we would all be snorkeling in the morning and taking oxygen in the afternoon.

Ok, y'all, being a Baby Boomer myself, I will buy into the MedMed program when I begin to have medical issues. But, first, I want to make tons more money in this wonderful, crazy, every changing business we are fortunate enough to be in.

Sex, Lies, and Training Tapes *Continued from page 1*

You will tell me, and then I will do two things.

- 1) I'll decide who would most enjoy hearing this
- 2) I'll polish and edit your story to increase its entertainment value. I do this with integrity. I will not lie, I will not add basic elements. But I will rewrite. It is not my fault if your feeble life pales before my imagination. If you didn't get it right, let me help you.

Most of the time candidates tell you things "in confidence", so that the information can be presented to the hiring authority without them looking greedy, needy or seedy. You are the middleman. You take the heat for them. You can always tell the skilled recruiter because they present these concerns as if they are concerns the recruiter would have if the recruiter were the candidate. We depersonalize. We give people ways to gracefully change their minds. Clients do this as well. They say, now don't say anything to her about this but my boss, who she is meeting Tuesday, is concerned she hasn't got enough energy. Translation: Tell her to up the volume or she's not going to get the job. And I then relay this "secret" to the candidate, and the candidate performs better. But have I violated some oath to keep a secret? Is this making me a bad person or a phenomenal reader of people's true intentions? And where is that point where you cross over?

After all, in both the Jewish and Christian religions, spreading the Gospel of Gossip is big time Bad. In fact, repeated violations can actually land you in hell. But this seems absurd to me, since without someone willing to spread rumor and embellish choice gossip, you'd have a hard time getting these religions off the ground.

(fade in: INT. Dimly lit bar. CAMERA PULLS BACK to Reveal two shepards hanging out.)

SHEPARD ONE: I'm telling you. Like 3 guys I know saw it.

SHEPARD TWO: The whole sea? Parted! You are so full of it!

(OR, Many years later, at the same bar)

SHEPARD ONE: I'm telling you, one minute I'm sipping water,

this guy waves his hand, next thing I know I'm bombed. Wine! No stomping. No barrels. Instant wine.

SHEPARD TWO: So if this guy can do that, why are we sitting here? Let's go find the dude and save some cash.

I don't worry much about the moral or afterlife implications of being a gossip. On my good days, I console myself with the fact that I haven't broken any of the Big Commandments like killing or stealing, and on my bad days I just accept that I will be in Hell, and my Type A nature makes me want to take over the place and restructure it before the rest of my recruiters die. I figure we can basically reform the same company for eternity, though how that differs from a recession I don't know.

Do I have a vault? Are there secrets I can keep? Of course. You convince me that no one can know or else, and I will take a bullet before I will tell anyone. But you have to convince me, and I'm not an easy sell. Because I want to tell everyone.

Here's the good part. Studies have shown that one of the keys to a long life is the inability to conceal. When they took two groups of HIV positive men, the group who stayed in the closet and pretended to have a different illness, died 50% faster than the group who were up front about their illness and about their sexuality. The studies suggest that when you try to keep a secret, you often expend so much energy trying to keep the secret that you drain your mind and spirit.

If you live longer and have a fuller spirit by telling secrets, I will no doubt give Moses a run for his money longevity wise, and I will have more spirit in me than the drunk on the Titanic who it is said turned to the bartender and remarked, "I asked for ice but this is ridiculous."

Non Disclosures? Don't think so. Trade Secret agreement? Save your breath. You hire me to do more than find excellent candidates. In the process of recruiting I am your advertising, your PR, and your corp communications dept rolled into one. I am your evangelical preacher, and you better fill me with the right Kool Aid, because if you don't, and I get excited, I'll probably start making it up, and as Paul Simon wrote about his KotoChrome...."the pictures never match my sweet imagination, and everything looks worse in black and white."

Oh, speaking of Paul Simon, know what I heard? You can't tell anyone I told you this... ▲

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