



AT THE Pinnacle

The Pinnacle Society / Recognizing Excellence in Recruiting

From The President

Why Pinnacle?

As Vice President/Membership Chair for the past four years, I was asked this question often. I was always happy to explain what Pinnacle was all about to this prospective newbie. Occasionally, "explaining" became "selling." In those cases, without exception,



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either the prospect just never bothered to attend a conference or declined our invitation to join after attending a conference.

At first, this disappointed me and I took the "turndown" as a personal recruiting failure. New members, after all, add a freshness and a special dynamic that is crucial to any organization's ongoing success. Pinnacle is no exception. And I took this responsibility very seriously.

How could any recruiter who meets our membership criteria not be jumping up and down at the opportunity to join?

I've learned why.

In my niche, placing retail stockbrokers, I try to work with as many big producers as I can. In large cities, where the same firm will have multiple offices often blocks away from each other, these high-powered candidates can opt for the office that fits their work habits, their personalities, and their egos. During my conversations with them, I ask them if they prefer being the only big fish in the pond or if they want the challenge of

Continued on page 6

Cry-Worthy

I can count on one hand the number of times I have cried as an adult. I don't mean *Terms of Endearment* crying, where your spouse is heaving tears, and you smile at her like she is the silliest thing and then turn away as your eyes well up, I mean really cry. The kind of cry where you feel your face contorting and you instinctively try to cover it. When all your blood rushes to your head, your breathing is as inconsistent and labored as it is in SPIN class when you're in position three and climbing, and for me at least, when you make involuntary guttural noises, the errand boys of anguish, that you try to stifle because you can see it scares the person patting your back or handing you tissue...but you can't. Because you're really crying.

I don't know why I don't allow myself to cry more, because once you're done it feels wonderful. There is a Shakespearean level catharsis. You feel cleansed, and generally within a few minutes of subsiding, you laugh at yourself for having cried. And it is a sincere, reassuring laugh. I've always felt laughing really hard is a good ab workout, and crying seems to be the equivalent of a good run; your heart is healthier for the effort.



Danny Cahill
Tony Byrne Chair

INSIDE

ATTAINING THE PINNACLE
2, 7

THE REWARDS OF EXCELLENT SERVICE . . .
THE LONG-TERM COSTS OF POOR SERVICE
3

PINNACLE FALL 2004 CONFERENCE IN MIAMI

INSERT

But even though I know the after-effects of crying will bring me peace and perspective, when I feel it coming on, I fight it. It feels unnatural and unseemly. So few things seem cry-worthy.

My dog Isaac was cry-worthy. I got him as a graduation present to myself when I was 22. He was an Irish Setter, and Setters live about 10 years. I had him for 17. No sentient being has ever been as happy to see me as Isaac was every day. Every time I came home from work he seemed shocked, overjoyed. "You came back! God, I was so worried. I don't know why, considering you come back every day, but I can't help it, I love you so, so much...now feed me, pet me, and take me out, I've had to piss since like noon."

Continued on page 5

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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

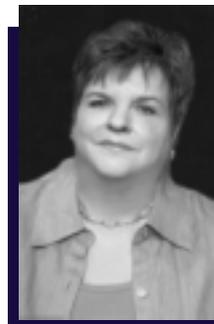
Sally Bales' route to the pinnacle of recruiting was not so straightforward as the careers of most of her Pinnacle Society colleagues. It illustrates how a woman in the pioneering generation of the profession succeeded despite many stops and starts along the way.

The saga began in high school, when Sally handled collections part-time in her father's HFC office. She had a great phone voice and the right personality, so none of the customers knew she was a teenager. At 20, even before graduating from college — where she majored in theater and art — Sally got married and went to work as a secretary in a Jacksonville paper company. There, she volunteered to collect the firm's past due accounts, and did so well they gave her a \$5 raise — for salvaging \$40,000!

Like many other Pinnacle members angered by insulting rewards for great production, Sally left and looked for something better, now as a credit/collections manager. But employers were reluctant to hire her — how could a 21-year-old do the job? Yet the head of one employment agency was so impressed he hired her on the spot, not as a credit manager, however, but as a recruiter of management trainees and salespeople. (In those days, Sally reminds us, the recruiter also had to collect the fees from the candidate.)

But soon it was off to the Chesapeake Bay area of Maryland, following her husband's primary school teaching job. There, they founded a community theater, and Sally became a substitute art teacher, her

Continued on page 4



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Michael Devereaux, a 1983 West Point graduate with six years of varied Army service — he helped plan a potential military action against both Iran and Iraq — works to fill a special niche in the recruiting industry: he finds employment for people with military backgrounds.

Just out of the service himself at the end of the 1980s, Michael asked several recruiting firms to help him explore employment options in sales and finally took a position with The Lukas Group. There, Michael met a fellow former army officer who also knew, better than most recruiters, what ex-service-men and women were capable

of doing. So the two combined to develop a new specialty for the firm.

Following early success, in 1989 Michael set up in Dallas the first Lucas office dedicated solely to recruiting former military personnel — Lucas Group Military. By 2002, he was general manager of some 75 branch offices around the nation marketing candidates from all of the military services to a wide range of client companies, most of which are not, as a matter of Lukas policy, involved in military contracting. Indeed, Michael says that the strictly military applications of a candidate's expertise

Continued on page 4

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The Rewards of Excellent Service . . . The Long-term Costs of Poor Service

Chip Goode

Every recruiting firm's greatest assets — apart from its employees — are its customers. If you have no customers you have no company, and if you have few customers you have a mediocre enterprise. If you don't provide clients consistently with the very best service — that's where you and your employees come in — you will lose them. Yet, if you continuously bring to bear all of the virtues of the truly professional recruiter to every interaction with clients, you will retain and expand your relationships with them. They will return to you again and again with profitable searches, engagements, and referrals that will enable you to broaden your practice expertise.

Unfortunately, too many of us, along with some of our colleagues and employees, fail to keep clients fully satisfied. We also fail to deal pro-actively, creatively, and constructively with dissatisfied clients. The result is that our businesses suffer.

The Price of Dissatisfaction

Industry studies indicate that a typical business hears from only 4% of its dissatisfied customers. The other 96% just quietly go away, and 91% of them will never come back. This represents a serious financial loss for companies whose people don't know how to treat customers, and a tremendous gain to those that do.

A survey on "Why Customers Quit" found that 3% move away; 5% develop other relationships; 9% leave for competitive reasons; 14% are dissatisfied with the product; and 68% break off the relationship because of an attitude of indifference toward the customer by the business owner, the recruiter, or their support staff.

A typical dissatisfied customer will tell eight to ten people about his or her problem. One in five will tell twenty. It takes twelve positive service incidents to make up for one negative incident. In fact, seven out of ten complaining customers will do business with you again if you resolve the complaint in their favor. If you resolve it on the spot 95% will do business with you again. On average, a satisfied complainer will tell five people about the problem and how it was satisfactorily resolved.

The average business spends six times more to attract new customers than it does to keep old ones. Yet customer loyalty is in most cases worth ten times the price of a single purchase. Businesses having low service quality average only a 1% return on sales and lose market share at the rate of 2% per year. Businesses with high service quality typically average a 12% return or higher on sales, gain market share at the rate of 6% per year, and charge significantly higher fees.

One of the most important keys to unlocking long-term business success can be summed up in three simple words:

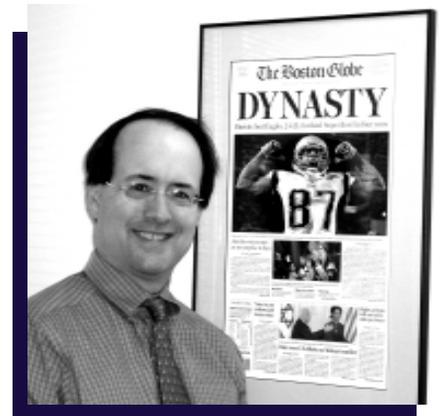
quality customer service. Yet as customers, you and I are painfully aware that outstanding service is far too rare, in both recruiting and other industries. Why is excellent service in recruiting so rare?

Identifying the Problem

First, as I have learned over the years from legends like Tony Byrne and Danny Cahill, many recruiters don't know the basics. All too often, they are sent out to work with clients without a

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clear understanding of what it takes to create and maintain relationships. A great deal of potential business is lost simply because employees don't know any better. At Kiradjieff & Goode, everyone must understand and employ the fundamentals on every "play," every day, in every way possible. You may know this approach as the "Vince Lombardi School of Blocking and Tackling!" (As a longtime New England Patriots fan, I now call it the "Bill Belichick School of Blocking and Tackling.")

Moments of Truth

Second, the 'moments of truth' — those crucial points of customer contact that can make or break a recruiting business — are not being properly identified and managed. Every time a customer comes into contact with a recruiting firm, he or she comes away feeling better or worse about it. And it's how well we as recruiters manage those numerous moments of truth that ultimately determine how successful the business will be. The recruiter must ask himself: "Do I have presence? Am I being insightful? Am I intelligent, lucid? Do I do what I say I'm going to do? Do I follow through consistently? Do I add value? Will I deliver? Do I have a consistent work ethic? Am I reliable?" In short, "Am I doing and thinking through everything that goes into being a top producer? Do I demonstrate a passion for the

Continued on page 8

Sally Bales *Continued from page 2*

recruiting career apparently on hold.

Then another change in direction: the couple divorced in 1970 and Sally moved back to Jacksonville, where she joined Cavanaugh-Gray and placed sales people in companies producing health and beauty aids, OTC drugs, consumer products and pharmaceuticals. Remarried, Sally was soon managing a suburban satellite office.

But once again, a detour, this time a unique one: she placed her husband with Bristol Myers, in Miami, and off they both went for a couple of years, she still working, but now in the hotel business, and nothing to do with recruiting. Following the familiar pattern, her husband was transferred back to Atlanta, where Sally was able to rejoin Cavanaugh Gray, which had just opened up an office in the Peach State.

This sojourn didn't last long, either, although when her husband was transferred back to Jacksonville, Sally rejoined her original Cavanaugh-Gray office. Not long after, however, "the owner died, and the business went away." Back they went to Atlanta — yet another spousal transfer — but this time no employment for her — except the serious work of caring for their infant and a new baby. The decade-long wandering came to an end in 1977, with Sally divorced, back in Jacksonville, "with a 2-year-old and an infant, no husband, and no job."

"In those days, when you had to work straight commission to make a living, it wasn't easy for a woman to get a job." But Sally caught on for a year with a former Cavanaugh-Gray agency manager, and then went out on her own as Bales Company. Her first big account was Polaroid, and that drove her national because, since the company had stopped transferring employees, she had to find candidates in the territories where Polaroid had job openings.

Like many other Pinnacle members angered by insulting rewards for great production, Sally left and looked for some thing better.

Working to build her business further, Sally took the lead in setting up the First Interview network, "stealing" the idea from ERA and Century 21. Although, "In those days, you didn't talk to other recruiting companies — they were the enemy" — she and a few friends in the recruiting business went looking for others specializing in sales, and the network was the result. That was 27 years ago. A thriving First Interview now connects 350 firms in the U.S. and Canada. About 12 years ago, Sally began getting a "fair number" of sales internationally. In addition, she's also facilitated a number of mergers

and acquisitions in the medical device industry, sold two medical companies, and worked to man the sales forces of several start-ups in the medical device and

monitoring fields.

"Settled" finally in Jacksonville for almost three decades now, Sally's office consists of four recruiters, two assistants, and an administrator. She has one off-site employee, in Houston, her only satellite office, who scans the Internet and places candidates gleaned from it. Otherwise, Sally and her associates use the Internet only to research companies for their mostly non-retained work, and have become known especially for building sales forces in the medical industry. She also conducts a "fair number" of executive searches for presidents and CEOs. One of her great achievements was to hire and see to the lengthy training of 200 top-notch salespeople who developed the market for Nellcor's revolutionary oxygen monitor, which is now saving lives in operating rooms every day across the country. Earlier, Sally had done the same for U.S. Surgical, which had to have a specially trained sales force to teach physicians how to use the first surgical "staples." She now gains her greatest satisfaction from her work with start-ups and early stage companies that are bringing new technologies to market. ▲

Michael Devereaux *Continued from page 2*

are not considered at all when assessing his or her qualifications. The placements range from blue-collar welders and mechanics to middle managers in sales and operations in a host of industries. Michael points out that many of the entry or mid-level management candidates placed by Lucas Military have risen, thanks in part to their military experience, to run their companies. And now they come back to Lucas looking to hire the kinds of employees they once were.

Michael, who is now Vice President of The Lucas Group, notes that Jack Welch, former head of GE, a Lucas client, has written about how former junior military officers helped him grow the industrial giant. The testimonial has been great PR for Lucas Group Military, whose other clients include John

Deere, Wal-Mart, Learjet, and Dell.

Since the Lucas market is non-industry specific, Michael stresses, "we're not on the food line when one or two industries suffer a downturn." This is one of the benefits of a company like Lucas, he says, although it is admittedly also "the kind of large firm that many others in Pinnacle left because they felt it hampered their development."

The recruiting process that Michael directs employs three types of specialists: one set finds candidates; another locates clients; and a third provides administrative support to bring the candidates and clients together. The principal meeting place is one or another of eight annual conferences held at each

Continued on page 8

Cry-Worthy *Continued from page 1*

His love was not based on my mood, bank account or pending placement activity, nor was he ever angry that I had pet another dog earlier in the day. There were no conditions to his love.

When I sat in the room, at age 39, where they put you with your dog to say goodbye before they put them to sleep, his tail thumped as he looked at me. He was frail, unable to lie down without pain, and his red face was now snow white. The Vet came in with her tools of the trade that would take him away from me, and said, in a voice that cracked, "You look like two old friends." I didn't cry until I was in the parking lot, and I didn't stop, off and on, for three days.

Sometimes you find yourself crying at things that happened weeks and months earlier. When my wife and I agreed to divorce, I was wry and charming, I had prepared jokes about future meetings where I would meet her new husband for the first time and say, "*we've never met but I understand we've traveled in the same circles.*" The meeting was upbeat and ended with a warm embrace, and a short time later I found myself doing my second set of incline curls at the gym, thinking I was concentrating on the exercise and the hypertrophy of my arms when I suddenly realized I was about to start crying. It came on me so fast! I covered my face with my T shirt but it was perfectly obvious. A kind woman my age, who no doubt had been there, looked away. But a 19 year old bodybuilder, who no doubt assumed I was crestfallen that my biceps pump was unacceptable or that my D-bol dealer had pulled a no show, slapped me on the back and said, "*no pain, no gain.*"

Sometimes you're supposed to cry and it doesn't come. I gave the eulogy at my Mom's funeral and never wavered. I don't think it's a reflection of my feelings for her. I think it's more because I'm a public speaker by trade, so I only know one way to present. So I opened with a joke, used a wireless mike, worked the room, and offered my products at a substantial funereal discount, stacking them attractively in rows on the casket downstage left. I can feel empathic but not cry when I see something horrible on television. I don't want Terry Schiavo to suffer, I raise money for the tsunami victims, and when Johnny Carson died, I did feel a tweak in my heart, but I don't cry at any of these episodes. They are too far removed from my experience, and besides, everyone cries at these things. I have a long-standing contrarian sensibility that says if everyone is doing it, I have to go the other way, just to be different.

Far worse than not crying when you're supposed to be crying when you are not only not supposed to, but your whole cool is wrapped up in not crying. This is the province of the owner manager. It is inescapable. You will hear recruiters cry, and you will cry.

Dale had worked for me for 12 years. He was a consistent, if unspectacular biller. Like so many before him, he was brilliant but lazy. Like so many before him, he began to pride

himself on how much he could bill without trying, how effective his ratios were, how low his call accounting was, and he reveled in the fantasy that every time he made a deal we were all saying, "imagine if he worked hard," when in fact I was thinking how poor a manager I was for letting him abuse the system. But I couldn't help it. I loved him. He was sardonic and appreciated the nuances of human behavior that fall in the path of the recruiter daily.

He loved music and had a hearty appetite for food, beer, and the outdoors. When you walked a golf course with him, as we did most Fridays (when we should have been working), he would point out low flying hawks and cloud formations that reminded him of the profile of Alfred Hitchcock. He was true to his Grateful Dead heritage, and wore a long beard and hair three inches below his ears. He was heavysset and stereotypically jolly, but he didn't suffer fools gladly, and it was only when I said something unusual and pithy in a training roleplay that he would take a note, and he would own that script from that point on. Over the years, I went to wine tastings, parties and Final Four marathons with him and his beloved wife, Daria, and when after many years of trying, he came into my office to tell me she was pregnant, he at first fought the tears that were forming in his eyes, but then let go, laughed, and called himself a big baby.

One day he walked in and announced he wanted to be a manager. He wanted to get paid overrides. He felt it was time. I honestly thought he was kidding. I told him he would be a

"What kind of leader cries when a senior person leaves? Was I showing weakness or strength? Is there such a thing as one without the other?"

terrible manager. He didn't follow the system, showed no respect for our structure, and wouldn't put in the time necessary. "You'll go play golf," I told him, "and I'll end up managing your rookies." Then I realized he wasn't kidding.

"If you don't make me a manager, I'm going to quit."

"Stop screwing around, Dale."

"I'm not screwing around."

"I don't respond well to blackmail, Dale."

"Is that a no?"

"It is, indeed."

"Then I quit"

"Dale, go back to your desk, get out of your funk, and remember just how sweet you have it here."

He went back to his desk. He came back in with a box of his personal things, plaques, certificates, pictures, the accumulated accolades of a dozen years together. My heart started to sink. After all the counseling I had given candidates about resigning being emotional and irrational, about fear of change

Continued on page 6

Why Pinnacle? *Continued from page 1*

learning from many other big fish, some of whom may be large enough to swallow them whole. I ask this question without bias or judgment because I need to make the proper match. Big producers confess that they want to be pampered, to feel special, to receive recognition about how good they are.

Sound familiar?

The best salespeople among them, however, will also say that they feel stale when they are not challenged or pushed by peers. It's nice to be asked questions by rookies all the time, or to get recognition from senior management. The best are the best, however, *because* they are *always* seeking ways to be better. They want a pond where they can learn from the other

fish, where the other fish are just as big if not bigger than they are themselves.

Now, I'm not saying that we as a group do not enjoy recognition, the fruits of our labor, and even (admit it everyone!) the occasional envy of the struggling recruiter. But that's not why we are in Pinnacle.

Pinnacle is the place where we learn, where we improve, where we pick up those of us who are struggling, and get picked up when we struggle ourselves.

We may or may not be truly the best of the best. But we are the best of those who want to get better. ▲

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Cry-Worthy *Continued from page 5*

being overcome by a true connection to your principles, I felt everything unraveling. Was this happening?

“Danny, you’ve done a lot for me, and I don’t want to do this, but I will walk out that door right now.”

“Dale, this isn’t the way to get this done.”

And I started to formulate a counter-offer in my head.

Maybe I could make him a manager for six months on some sort of trial basis. He had just made a couple of deals and done some training for me in San Francisco, so I could announce it now while he was on a high. No one would challenge it. After all, he’s been here 12 years. But this was nonsense. A month earlier, during one of her reviews, I had asked our monster rookie Kendra how the culture she experienced was different than the one she envisioned when she saw me at a seminar the year before, and she answered with her characteristic candor, “I’m surprised you let Dale do whatever he wants.” I looked up at Dale standing defiantly at my door with his cardboard box, and I felt myself go cold. I needed to bring myself back to myself. I needed to start now.

“Dale, tell you what. For one year you stop missing morning meetings, you put all your job orders in the system, you follow the rules, play less golf, and then we’ll talk management.”

“Nope.”

“Then buddy, here you will be fondly remembered and sorely missed. Godspeed.”

Look, I don’t use words like “Godspeed.” He knew it and I knew it. He walked out. And during the long walk down the hall I prayed that he would reconsider. But he kept walking, and I went back to my desk and pretended to check my email. I have glass doors, and people kept walking by. I kept a rueful smile frozen on my face so that everyone would think I had planned this.

And then I started to cry. God, not now! But I couldn’t stop. I thought I would never see his dog Maggie or his daughter Emma again. The weekly dramas of four-foot putts to win two-dollar matches. And the bitter taste of ingratitude, mixed with the guilt that I had taken him for granted for too long. There were by now people at my door and I gave in to it. My shoulders shook, my nose filled up, my eyes swelled, my love for him wafted out the door, past the parking lot, and onto the highway, where it caught up to him, and then pulled over and let him pass.

When I left that day, and walked by the two bullpens where the rest of the staff lives, I felt foolish and embarrassed. What kind of leader cries when a senior person leaves? Was I showing weakness or strength? Is there such a thing as one without the other?

But all I knew was that Dale was cry-worthy. It is only when a Dale leaves, and I am unmoved, that I will know that it is time for a change; and on that day, I will certainly have something to cry about. ▲

Attaining The Pinnacle

In 1969, a young **Carl Coco, Jr.**, received his first annual review as a production supervisor at a manufacturing plant in Cincinnati. Following the evaluation he got a raise, but “it was so [expletive deleted], even for a 23-year-old, that I decided to go out and look for another job immediately.” He went to an ‘employment agency’, “which is what we still called them in those days.” The agency couldn’t place him, however, because “I wouldn’t tell them how much money I was making in my current job.” Nor would he tell them for whom he was working. He didn’t trust them. But rather than being put off by this approach, the interviewer simply hired Carl on the spot, as a recruiter.

Although he stayed with the agency for almost six years, Carl was a recruiter/account manager for less than one. After that, he was running the 20-person operation, having broken all of the company sales records. He specialized in placing sales and administrative professionals.

When Carl joined Professions, Inc. in November 1975, as general manager, “I found the books in a shambles.” (Translation: the company hadn’t made any money since it had opened, in February, 1974.) The owners never pushed the recruiters, and the recruiters (most of whom had left Carl’s previous company because “I was a tough guy to work for”) supported themselves on draws and “went out to lunch and sometimes didn’t come back to the office until the next morning.” The day Carl took over, five recruiters quit, leaving him two. Two months later, he bought controlling interest, became President and CEO, and set out to build what has become an extremely successful company — working mostly retained — that had a record profit last year and a record month this past January. One of the two partners in the firm, whom Carl brought on in 1982 and 1995, finally out-produced him, in 2004.

The Professions, Inc. office operates today with ten recruiters/account managers (including the partners) and three support staff, all working to place engineers, IT professionals, and sales, sales management, and executive management recruits. The company’s four niche industries are banking, paper, packaging, and commercial construction. About two percent of the business is in Cincinnati and the rest is spread around the country. The recruiters find candidates living where their clients have openings. Professions, Inc., which is also very strong in diversity recruiting, offers partner opportunity in four to ten years based on specific criteria. The company motto is, “We hire the best and place the rest.” Benefits include 401K matches, and total benefit costs are better than 90% of Fortune 500 companies. “Our employees are our biggest assets. They generate the revenues and profits,” says Carl.

Carl doesn’t advertise on Monster or other job boards. “Our

clients can do that. It’s misguided to think that you will get an ‘A’ candidate answering an ad from a job board. And anyway, who in the client company is going to read all the resumes that will come in and answer all the subsequent phone calls and e-mails, especially in an era when HR is downsizing.” Professions, Inc. recruiters simply call potential candidates, introduce themselves, and begin the process. Carl’s recruiters will come up with 10–50 candidates and he screens these down to three or four to

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send on client interviews. Candidates prepare by studying the client website and PowerPoint presentations.

Carl is guided by his understanding of Bradford D. Smart’s “topgrading” method, which is essentially a brief set of questions with “yes” and “no” answers aimed to stimulate potential candidates to consider leaving their present positions. For example: “Has your present company had two or fewer CEO’s in the past ten years? Are you still passionate about your job and having fun in your job and career?”

Carl, who remains a top biller for Professions, Inc., prides himself on his ability not only to find the candidate who fits the job specifications, but one who also fits the corporate culture. And he is known for recruiting top-performing diversity candidates. Carl, also widely published in trade journals, has conducted seminars on employee retention, successful recruiting tips, and “hiring the best candidate the right way.” He has also been an expert witness in lawsuits and trials regarding non-compete agreements. He currently serves on the Board of Directors of MidOhio Association of Executive Search Professionals (MOAESP).

Carl is married to Mary Ann and has three children, ranging in age from 24 to 34, and two grandchildren, ages six years and six months. He also has two dogs, a one-hundred pound Chocolate Lab (Baby) and a Sheltie (Tiki). ▲

“It’s misguided to think that you will get an ‘A’ candidate putting his resume up on Monster. And anyway, who in the company is going to read all the resumes that will come in and answer all the subsequent phone calls and e-mails, especially in an era when HR is downsizing.”

The Rewards of Excellent Service *Continued from page 3*

business and the customer?"

If the recruiter can answer "yes" to these questions, he'll be able to deal with client problems when they arise, nipping them in the bud before they fester, letting the client vent and dealing with the issue in a caring way. If you resolve a complaining customer's problem on the spot, the odds are nineteen to one that he or she will do business with you again. Mishandle, and you lose him or her forever, not to mention the eight to ten people he or she will tell about the experience.

Rewarding the Recruiter

Finally, I emphasize that your firm will not be able to provide superior service if you do not amply reward the top recruiters who deliver it. The sad truth is that many managers fail to pay

their recruiters enough, not simply for making the sale/place-ment, but for so fully satisfying the client's needs and expectations that he or she becomes a lifetime partner of the firm. And don't forget, the reward to your recruiters becomes a reward to your company. This is so because the excellent service they provide means greater profits for you, both today and in the future, from

"If you resolve a complaining customer's problem on the spot, the odds are nineteen to one that he or she will do business with you again."
the clients and candidates they have cultivated so well.

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Michael Devereaux *Continued from page 4*

of six locations (LA, San Francisco, Chicago, Dallas, and Atlanta). There, Lucas recruiters interview both new candidates and former placements looking for new positions. The candidates have already been given 'homework' on resume writing, and pertinent books to read. Now, they fine tune their

Michael, who is now Vice President of The Lucas Group, notes that Jack Welch, of GE, a Lucas client, has written about how former junior military officers helped him grow the industrial giant.

interview techniques and learn about potential employers with whom they'd like to interview for jobs in locations they'd prefer to live. They then meet with representatives of the 25-60 firms that typically interview candidates at a Lucas 'job fair.'

"It's a real military operation," Michael volunteers, "and big business." Pinnacle members didn't at first believe Michael when he said he made 150 placements annually! (All of them splits, by the way, with fees within the \$6,000-\$12,000 range.) Candidates then arrange to visit interested firms to continue the employment process.

But Lucas Military doesn't simply wait for candidates to call. The division mines them, with the tacit agreement and even support of the military — which has its own transition program — at bases and communities made up largely of military personnel and their families. The military, even as it seeks its own good recruits and develops its officer corps, is genuinely interested in helping those who leave get good jobs in civilian life.

Having built Lucas Group Military into a nationwide presence, Michael now acts mainly as a consultant and seminar presenter within the firm, still deeply involved in the eight annual regional conferences. ▲

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