

ABOUT THE AUTHOR

Dean Gollings is a business graduate and a qualified Chartered Accountant. He entered the recruitment sector with Michael Page in 1982 where he stayed until, as a director, he left in 1989. He then spent seven years as the joint owner of the extremely successful Shaw Mills and Gollings accountancy recruiter, based in Nottingham. After a lengthy illness-enforced absence, Dean joined Macildowie Associates as Operations Director/Coach, where he helped the firm to completely dominate its market.

Dean has built and led some of the most respected and feared recruitment teams in the industry, and personally hired and trained from scratch some of the UK's most outstanding players. Nobody has ever left one of his teams to work for a competitor. He has also recruited for and advised hundreds of companies both large and small, including some of the most famous businesses in the world.

Since 2004 Dean has run his own recruitment training and coaching firm, and he is the originator of the highly acclaimed 'Make More Fees' series of advanced recruitment courses.

Dean's recruitment philosophy is simply to build revenue by finding ways of delivering the best possible service to candidates and clients, and to build long term relationships with both parties based on in-depth specialist knowledge, trust and credibility.

Please visit www.deangollings.co.uk for further information about his services.

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WHY THIS BOOK IS FOR YOU

As far as I am aware, this is the first book ever written which specifically addresses management and leadership in the recruitment industry. It is not a book about how to fill vacancies.

This book is aimed at recruitment leaders, irrespective of job-title, who work on either the 'agency' or 'corporate' side of recruitment.

This book will also be extremely useful to anyone who might like to be a leader in the future. You will learn the traits and behaviours which you will need to demonstrate in order to get that promotion.

Additionally, the book will also be of interest to any recruiter who would like to know what their boss *ought to be doing*...

HOW TO GET THE MOST FROM THIS BOOK

Unless your boss has given you permission to work through this book during office hours, the chances are you will be doing this at home or in-transit on your own computer, lap-top, tablet, phone or Kindle.

There are various ways to use this book. You can start at the beginning and go through it sequentially, or you can head for the sections which interest you the most.

There are several exercises in this book which will require you to stop, think, and put pen to paper. There is no doubt that you will learn more if you attempt these exercises as opposed to skipping ahead to the suggested answers. The exercises can be done by printing off the relevant sheets, or by listing your answers on a note pad. At the very least, have a think about the exercise before reading the suggested answers.

Either way, I recommend you take a print copy of the answers and action lists and keep them in a ring binder (if you are old-fashioned like me) or some electronic device which comes with an impenetrable instruction booklet. Keep referring back and dipping into the book on an ongoing basis.

CONTRIBUTORS

I approached a number of directors, owners and managers of highly respected recruitment and corporate companies from the UK and overseas. They were invited to offer three pieces of advice, share with the reader a big mistake and to disclose the details of just one horror story. Some said yes and some said no, but as you will see from the various entries, some of the best operators the industry has ever seen were willing to pass on the benefits of their experience.

My sincere thanks for their contributions go to Paul Forrest, Alex Jordan, Paul Smith, Chris Sharp, Anton Muller, Adrian Hitchenor, Gemma Skillett, Renny Hayes, Gary Watson, Nigel Milford, Jamal Khan, Graham Palfery-Smith, Matthew Lewis, the Directors at Cherry Professional, Paul MacIldowie, and Malcolm Devine.

This revised edition of the book contains a new section entitled 'The Changing Recruitment Landscape', which deals with social media recruiting, corporate recruiters and new recruitment business models. Huge thanks go to Graham King at kgb, Jono Venter at Standard Chartered, Stephane Villa at TomTom, Peter Ward at Employer Connections, Geoff Newman at Recruitment Genius, Andy Headworth at Sirona Consulting, Jacco Valkenjug at Recruit2, and Bill Boorman, founder of #TruEvents.

This book was also made possible by the following: Terry Benson, Paul Kinsey, Nigel Wright, Mark Carriban, Pete Nicholls, Paul Toner, Alan Dickinson, Louise Harris, Dr John Brewin and Dr Phillip Kinsella (for putting me back together again), Dale Carnegie and Rod Shaw.

INTRODUCTION

Whatever anyone else may say about our industry, I believe it contains a higher proportion of bright, enthusiastic, energetic, genuinely likeable personalities than almost any other industry you could mention.

The overwhelming majority of recruitment consultants, managers and directors that I have met over the past thirty years were people I could happily have spent more time with. I could count on the fingers of just one hand, the number of recruiters I have met that I didn't like.....no hang on, I have just thought of a couple more.....make that two hands. Either way, that's a lot more than I can say for many of the clients and candidates we have to contend with.

My first experience of the recruitment industry took place in October 1982. I had just qualified as a Chartered Accountant and decided my immediate future lay in Dubai, where a two year contract would give me some useful experience and the opportunity to save some cash. The going rate was £15000 tax free, which was very tempting to someone who was completely and utterly broke, had a young daughter and was already on his second marriage. I contacted the nearest office of Michael Page, which was in Birmingham, and was interviewed later that same day by Terry Benson, the manager of the office and a director of the company.

During the course of our meeting Terry smoked 40 Rothmans and asked me if I wanted to talk about a career in recruitment with his team of egomaniacs. This further discussion took place in The Wellington, a public house just up the road, and a venue which I had never previously visited. Little did I know that over the next six years The Wellington was to become my second home and the grateful recipient of a large proportion of my hard earned cash.

Terry is a very persuasive man, and after a subsequent meeting with the rest of the team I waved 'goodbye' to my career as an accountant and said 'hello' to what I hoped was going to be a source of endless fun, amusement and massive financial gain.

In fairness, my heart was never in accountancy....let's face it ...I had a lot of friends at Spicer and Pegler (now Deloitte), but I didn't go home each night full of hilarious accounting anecdotes. I also knew, in the darkness of my soul, that I was never really going to be much good. Passing the exams was the pinnacle of my accounting career. Everything after that was going to be a slow slide into bean-counting mediocrity and family - saloon owning obscurity. I had no doubt, unlike my father – who was mortified - that recruitment was the future. And I was right....up to a point.

I became the manager of Page's Birmingham office after just two years as a consultant. Maybe success came too soon for me...looking back I was not ready for it.

What struck me most of all in those early months as a manager was that all of the emotions you experience as a consultant, the euphoric highs and excruciating lows, all within the space of fifteen minutes, were suddenly magnified by a factor of eight, which was the number of male and female, highly strung, self-centered booze-hounds in my team. (But I loved most of them). Each piece of good news or fee earned felt like it my good news, my fee, but each piece of bad news felt like a dagger to the heart. Was this job going to drive me completely insane? Yes, it very nearly did.

Soon after joining the company I asked Terry a couple of questions. The first was 'So for how long do you think I will have to spend two hours each night calling candidates?' Terry assured me that after a couple of years, this would 'no longer be necessary' as with a bit of luck I would be a manager by then and 'Wouldn't need to do it.' Yeah right.

My second question was something like 'So for how long do you think I will *have to make placements?*' Can you imagine anyone getting away with such a question now? You see, in my deluded world I wanted to get through the relatively hum-drum task of placing accountants out of the way as soon as possible so that I could do what Terry was doing, ie not much really. Terry again offered some re-assurance. 'I can't see you flicking through candidate cards for much more than a year or two'. How irresponsible and misleading can you get? (In fairness, Terry was a magnificent manager, the best I have ever worked for.)

You see, Terry's remit was to keep the six of us in the game and punt the odd newly-qualified ACA into a high-travel internal audit job at Thomas Cook. Unfortunately, during the time it took me to become manager, the goalposts were carefully shifted. On being appointed to the job I was reminded that my role now incorporated the necessity to not only carry on making fees, but to be the *top biller in the office*. How could I have been so naive?

My ten page manager's job description actually featured the names of Sir Winston Churchill, Florence Nightingale, Babe Ruth, Pele, Abraham Lincoln, Sigmund Freud, Attila the Hun and Vlad The Impaler. The new updated version mentions Usain Bolt, Barack Obama and Lionel Messi.

If that were not enough, clear references were also made to the Holy Roman Empire, the Dunkirk evacuation, the Apollo moon landings, the Charge of the Light Brigade, the discovery of penicillin and the bombing of Hiroshima. It was going to be a tough gig.

I spent the best part of four eventful, error strewn, but ultimately successful years as a manager, before being promoted to the cherished position of director at Head

Office in London. At first, I couldn't have been happier. Unfortunately, things didn't turn out the way I had hoped.

Our London office was on the slide at that time, and calamity was soon followed by disaster, rapidly followed by misery and depression. Mistakes were made, rules were broken and it all ended in tears. But, I learned and improved over the next fifteen years, and now feel ready to pass on some pearls of hard earned wisdom. I wish I could go back and do that particular job all over again.

The simple objective of this book is to show how you can learn from my countless mistakes, be a more effective, confident manager/leader, and to demonstrate how your team be a happier, more productive, more successful unit. In other words, give your miserable competitors (agency or corporate) even more sleepless nights. I also hope this book will give you a few laughs along the way. It is not intended to be a dry textbook. Recruitment in either a consultancy or a corporate is meant to be fun isn't it?

The book is packed with hundreds of practical tips and contains several contributions from recruitment leaders who operate across the globe. They were asked to offer three pieces of advice, a big mistake and a horror story. These contributions are spread throughout the book on a fairly random basis. As those views are personal, I do not necessarily agree with all of them. I have also included many toe-curling horror stories, anecdotes and confessions of my own.

You will not find much in the way of management theory in these pages. If that kind of thing interests you, there are plenty of other places you can find it. Neither is it a treatise on all things 'leadership' or 'strategic thinking'. Again, there are other sources.

This book strictly concerns itself with running a team in any sector of the recruitment industry, whatever your job title. There will be a total absence of jargon and management-speak, since I believe that one's usage of corporate cliché is inversely proportionate to your talent.

Recruitment is a very simple and straight-forward business and I believe in keeping it that way. There are those who seek to justify their existence by trying to over-complicate things and over-intellectualise the job; maybe they should try running a manufacturing company. The book is therefore honest, highly condensed, direct and to the point.

Doubtless there will be many tips and suggestions I have missed....and some of these will occur to me as soon as I go to print. I cannot claim that this book tells absolutely you everything you need to know, but it covers everything important I can think of.

Recruitment management at any level, in any environment, is a tough job and bad stuff happens, as I shall amply demonstrate. However, if you get it right, it can be hugely rewarding.

This is meant to be the book I wished someone had handed me all those years ago.....so please buy it, work through the exercises, learn some lessons and marvel at some horrendous tales from the recruitment asylum.

Chapter Three

HOW TO INDUCT NEW RECRUITS

The quality of induction seems to vary enormously from organization to organization. My own induction to recruitment in 1989 lasted around ten minutes and there was no training programme in place at that time.

‘There is your desk, there is your phone, now watch what we do for an hour then get on with it’. That more or less covered my initial training, with the result that I was largely self-taught and had to learn from my many, many mistakes.

The first couple of weeks were spent making candidate update calls and cold calling clients. My ‘training’ for cold calling went something like this....

Terry Benson. ‘Dean, I want you to do some cold calling.’

Me. ‘Great. What is cold calling?’

Terry. ‘You are going to take some client cards from that box and call the Finance Directors.’

Me. ‘Fair enough. What do I say?’

Terry. ‘You introduce yourself then ask them if they are recruiting.’

Me. ‘OK. Sounds easy enough. Do I ask them anything else?’

Terry. ‘Yes, you ask them “How’s business?”’

Me. ‘No problem. Is there anything else I need to know?’

Terry. ‘No. That’s it. If anyone is recruiting, take down the details of the job, then fill it.’

Me. 'Sounds great. Which box of clients do I use?' There were no computer systems then of course. Everything was on a little index card.

Terry. 'Just start with the 'A's and go through them all alphabetically.'

It all seemed pretty straightforward. How hard could it be? A quick cigarette to settle my nerves, then a coffee. Then another cigarette and I was ready. I picked out a client card and started dialling. I noticed that the rest of the team were pretending to work but were actually listening to me. It was time to light another cigarette.

The FD, David Jenkins, came on the line.

Me. 'Hello Mr Jenkins. This is Dean Gollings from Michael Page. Are you recruiting at the moment?'

Mr. Jenkins. 'No and I am in a meeting. Go away.'

Me. 'Er, how is business?'

Mr. Jenkins. 'Did you hear what I said, and anyway, what's it got to do with you?'

The line went dead. Not an encouraging start. I felt a bit stupid, so I took a ten minute breather. And some more ciggies.

The next call was to Alan Smart at a national construction firm.

Me. 'Hello Mr Smart. This is Dean Gollings from Michael Page. Are you recruiting at the moment?'

Mr Smart. 'No.'

Me. 'That's a shame. How is business?'

Mr. Smart. 'I cannot believe you just asked me that. It's about the same as it was 15 minutes ago when I told your colleague Nick the answer to that same question. Don't you guys ever talk to each other?'

Me. 'Er, I am sorry about that Mr. Smart. Goodbye.'

Clearly, I was doing it all wrong anyway, but how was I supposed to know?

Call number thirty-six, the intervening calls consisting of no more than 'He is in a meeting.'

But first I needed another injection of nicotine. And caffeine.

It's worth pointing out at this stage that smoking in the office was not only tolerated in those days, it actually formed part of your job description. It was virtually compulsory.

Having hardly ever smoked in my previous 25 years, within a fortnight of entering the recruitment industry I was addicted to nicotine and have been ever since. Cheers for that....

Call thirty-six was to Colin Winters, Finance Director at a drop-forging hell-hole in Wolverhampton.

Me. 'Hello Mr Winters. Dean Gollings here from Michael Page. Are you recruiting at the moment?'

Mr. Winters. 'Yes.'

Me. (Blood rushing to head with excitement and anticipation, my pen at the ready).

'Fantastic. What is the vacancy?'

Mr. Winters. 'Why don't you have a chat with your mate Adrian? He is already handling it.'

Me. 'Ah, I see. Yes, well I am sorry about that. I am new here and haven't got a f%%\$£& clue what I am doing. Bye.'

I didn't actually say that last bit but I came very close. This was beginning to get on my nerves.

Things were even worse in the afternoons, as not only did I not know what I was doing, by then I had I drank two pints of Directors bitter in The Wellington. It was an eighties thing, along with double-breasted suits. When clients told me late in the day, yet again, that they were not recruiting, all I could do was let out a long, slow, audible sigh of bored resignation.....

Some days I would make cold calls and skip the question about whether or not they recruiting and go straight to the 'How is business ?' question, on the basis that it *saved time*. This tactic enabled me to get through a list of cold calls *much faster*.

From time to time I made deliberately rude and obnoxious calls to prospective clients, but only after having first introduced myself as a consultant from

Accountancy Personnel (now Hays), one of our main competitors.... those were the days....good job that sort of thing doesn't happen today...

One crucial skill I did develop was the ability to make it sound to my colleagues that I was engaged in prolonged and productive conversations with clients, long after they had slammed the phone down on me. I also picked up the habit, again from my colleagues, of speaking extremely loudly into the phone and then slamming it down onto the cradle at the end of the call. I think that still goes on.

Luckily, things soon improved. My point being that it took weeks, if not months, of trial and error before I could do some of the basics to a reasonable standard. I made a mental note for the future. By the time I was a manager, I had my own induction and training plan designed and ready to go. It was a bit crap though, to start with...

Exercise.

What induction arrangement are in place for new team members from outside your business?

What about internal transfers?

It is vital that new recruits are dealt with in a structured and organised way from the first minute they arrive. Large recruitment firms often hand this task to the HR department, but you need to be sure you know what is going to happen and when. If you are a smaller recruitment business, you need to write out a plan and then stick to it.

Exercise.

Make a list of some induction action points.

(Don't forget pre-induction suggestions...ie what can new person do in advance of joining?)

- 1.
- 2.
- 3.
- 4.
- 5.

- 6.
- 7.
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- 10.
- 11.
- 12.
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- 14.
- 15.
- 16.
- 17.
- 18.
- 19.
- 20.

Exercise.

Suggested Induction Ideas.

(Don't forget pre induction suggestions...ie what can new person do in advance of joining?)

The nature of the induction may vary depending on whether or not the new recruit has recruited before, but don't make too many assumptions.

1. Make sure you have a fully equipped desk/operational computer/stationery ready. Nothing is worse for a new recruit than to discover that none of these things have

been made ready. You might as well say to them, 'Sorry, I forgot you were starting today.' This does actually happen.

2. Who is going to do Health and Safety and when?
3. Who is going to sort payroll issues and when?
4. If there is a procedure manual, then a copy needs to be available and explained.
5. Walk through candidate registration procedures.
6. Training on the computer system.
7. Talk through a copy of an organisation chart.
8. Training /description of company values/ethos etc.
9. Review of advertising and marketing activity including social networking.
10. Training on technical background of candidates/type of vacancies.
11. CV reviews.
12. Have a Buddy programme.
13. Tour of offices and short meeting with each member of the team.
14. Review some real recruitment case studies. Put some together - job specs, candidates sent, outcomes of interviews etc.
15. Write a clear job description setting out what is expected of the new recruit.
16. Review of revenue/recruitment targets.
17. Review their daily action list for the first few weeks.
18. Training programme?
19. Give them a client list and ask them to look a few up on the internet.
20. Arrange when you will meet them for a review. End of each day for the first fortnight.

21. It can be useful to get a prospective joiner to do some research prior to joining, especially if they are new to recruitment. Point them to some relevant websites, including those of the recruitment industry itself, ie REC etc.

Make sure everything is planned and diarised for everyone involved in the induction.

Spread the initial induction out over 2 or 3 weeks. Write the programme down and use it every time.

Don't forget internal transfers. They need an induction too.

It can take your credibility months to recover from a poorly organised induction. It will also set back the productive potential of the new recruit. They may even give up with your lack of organization and leave, with you blaming them for their incompetence and lack of suitability.

******** Make the new recruit feel important ********

Author's Horror Story.

This was yet another bad experience to befall me during my first few months in the job. This came about as the index card system (no computers in 1982) had not been fully explained during my highly detailed 'induction'.

I was handling a vacancy with IMI Refiners, a metal-basher in a particularly grim part of Birmingham and pretty typical of our glamorous client portfolio I had arranged for a candidate called Ian Shorthouse to attend a first interview. For one reason or another I was unable to contact Ian or the client for forty-eight hours after that meeting took place. I managed to reach Ian at lunchtime when only myself and a colleague, Mike Jones, were in the office.

Ian explained that the first interview had gone so well that he was invited back the following day for a second meeting during which he was offered and accepted the job on the spot. Fantastic news, or so I thought...

After ending the conversation I put down the phone, jumped up and down and ran around the office. Mike Jones was grinning at me. Our conversation went something like this.....

Mike. 'What are you so happy about? Had some good news?'

Me. 'Great news. I have just placed Ian Shorthouse with IMI. It's a done deal.'

Mike's expression changed to one of horror and he banged his head on the desk several times. 'Oh sh*t,' he said.

As a 'highly trained' recruitment consultant I was able to perceive a change in Mike's mood. This told me that something was amiss.

Me. 'What's wrong?'

Mike. 'Nick Stephens (a senior colleague) has already placed Ian Shorthouse at Century Aluminium (another high-profile sexy brand). He is going to kill you when he gets back from holiday. Where did you find the candidate's card? He should be in the 'offs' or 'under offers.'

Me, now feeling quite sick, 'I honestly didn't know about Century. Ian never mentioned it. His card was in the candidate box.' I showed Mike the box of candidates.

Mike showed me where Ian's card was, tucked behind the little tab which read 'Under Offer'. 'Bo****ks,' I thought to myself.

Me. 'Nobody told me about the 'under offer' section. I did not know about it. Though I did wonder why all the candidates in there looked so good.....and, er, I've got a few others out on interview....' What a balls-up that was.

And so it went on. The Finance Director at Century Aluminium was livid, and the conversation I had with Nick when he returned from holiday was not an experience I wanted to repeat in a hurry. In fact I have come out in a rash just thinking about it.

All in all I think Nick took it very well, as within only three short months, he was talking to me again.....but not yet making eye-contact.

Author made a mental note to make sure all consultants knew all the systems when they joined in future.