



# Next Level Strategies for Creating a Next Level Workplace

Jeff Kaye





# Overview of Kaye/Bassman

- **Largest single site search firm** in the country and #10 in U.S. by Executive Search Review
- Over 140 Partners, Search Consultants, Project, Research and Administrative Staff
- Unveiled in 2006 **Next Level Recruiting Training** ([www.nlrtraining.com](http://www.nlrtraining.com)) dedicated to providing the highest quality recruiting training
- Created in 2006 **Kaye/Bassman Communications** dedicated to providing solutions to our clients' marketing communication challenges
- Ranked #1 “**Largest Retained Executive Search Firm**” by the *Dallas Business Journal*
- Ranked #1 “**Best Place to Work in Dallas-Fort Worth**” by the *Dallas Business Journal*
- Ranked #1 “**Best Company to Work for in Texas**” by *Texas Monthly Magazine*
- Recipient of the “**Hearts of Hope Award**” by the *Volunteer Center of North Texas*
- Recipient of the “**Alfred P. Sloan Award for Business Excellence in Workplace Flexibility**”
- Top 5,000 **Fastest Growing Companies** in America by Inc. Magazine
- Featured in *The Wall Street Journal, Fortune, Business Week, Time, USA Today, Fox, CNN* and others





# Mission, Vision & Life Laws

## Mission

To craft a legacy built from our continuous growth and improvement of our Clients, Candidates and Families.

## Vision

Guided by both Love and Profit, our next milestone in the creation of Kaye/Bassman's legacy will be \$21 million by 2010.

Our associates come from a variety of different backgrounds yet we all live by a shared set of common values or "Life Laws" that bond us together.

<b>Platinum Rule</b>	We do unto others as they would have us do unto them
<b>Conation</b>	We embody a burning desire to succeed
<b>Fully Present</b>	We respect each other, our clients and candidates by maintaining focus on each interaction
<b>Fun</b>	We are <i>fundamentally funatic</i>
<b>Abundance</b>	We are a T.E.A.M.
<b>Learning Organization</b>	We commit to continuous personal, professional and spiritual growth
<b>Go to the Source</b>	We possess the courage to respectfully confront and be confronted
<b>Special Treatment</b>	We embrace the diverse needs and goals of our associates
<b>Commitment</b>	We believe that well done is better than well said
<b>Ownership Mindset</b>	We balance an entrepreneurial spirit with responsible stewardship



# Mission, Vision & Life Laws

Mission / Vision Statement\* = Vision, Values, Purpose

(\* Don't confuse having a vision statement with having a vision)

What are yours?

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# Mission, Vision & Life Laws

## **Vision**

- A compelling description of a future desired state (an imagined future)

## **Purpose**

- Timeless reason for existence able to accomplish something collectively that they could not accomplish individually
- Sense of significance

## **Strategy/Goals**

- Measure performance on projects which encompasses vision, purpose, values

## **Values / Life Laws**

- What is most important
- Guiding principles

- Meaning drives people's thinking, decisions, behavior and ultimately impacts bottom line results
- Satisfaction comes from meeting values, not achieving goals, only goals that reflect deeply held values are fulfilling

*IS YOUR COMPANY IN BUSINESS TO EARN PROFITS OR DOES YOUR COMPANY EARN PROFITS IN ORDER TO BE IN BUSINESS?*





# Three Organizational Building Blocks

Relationships (Culture)	Infrastructure (Resources)	Economics (Rewards)
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\*\*Recruiting and retention best practices are woven throughout each of these





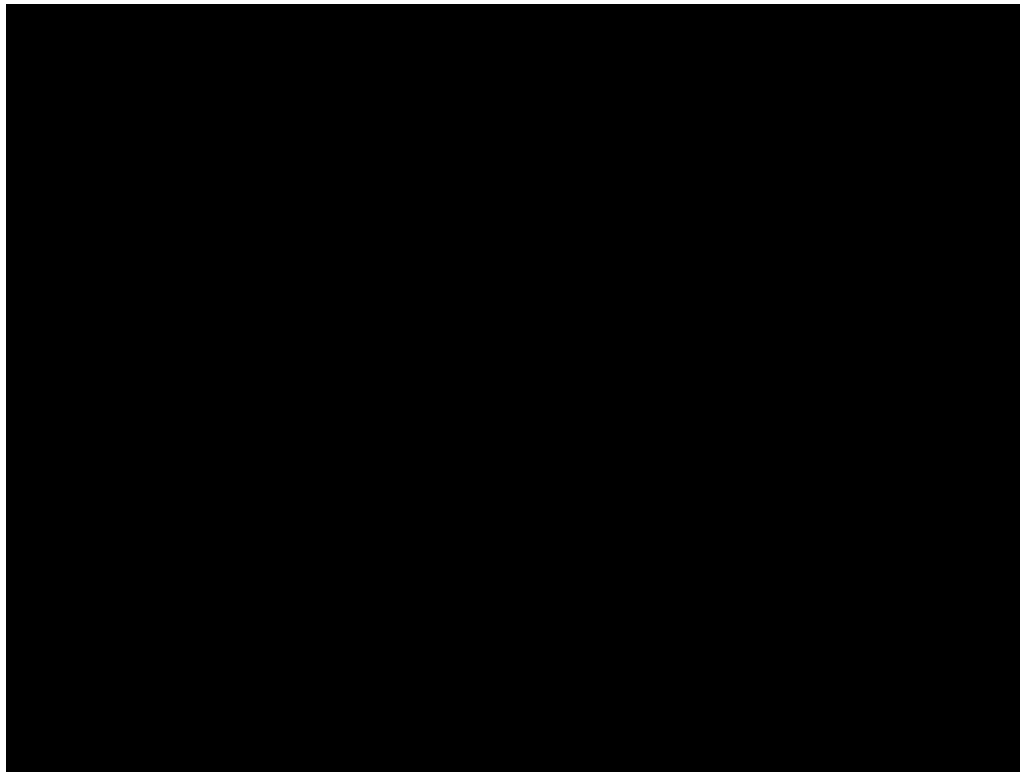
# Recruiting Best Practices

1. Remember the Principle of Reciprocity when name gathering
2. Recruiting Presentations should be compelling, differentiating and appropriate for the audience in vocabulary and duration





# Miss Teen USA

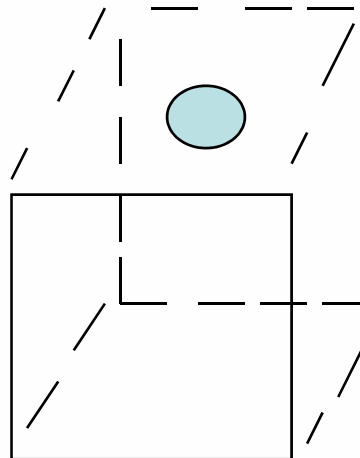
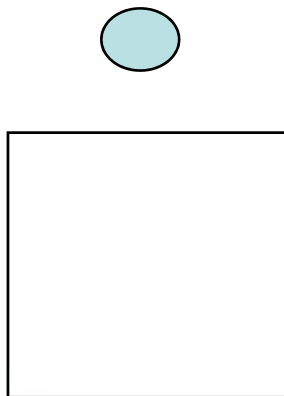


# Recruiting Best Practices

3. Written ads, like telephone presentations, should attract first and screen second
4. When managing resistance understand differences in perspective

"Man's mind once stretched by a new idea never regains its original dimensions" - Oliver Wendle Holmes

The dot is out of the box



Here it is in the box. The only change is perspective





# Recruiting Best Practices

## 5. Probe “like a dentist” and be persistent

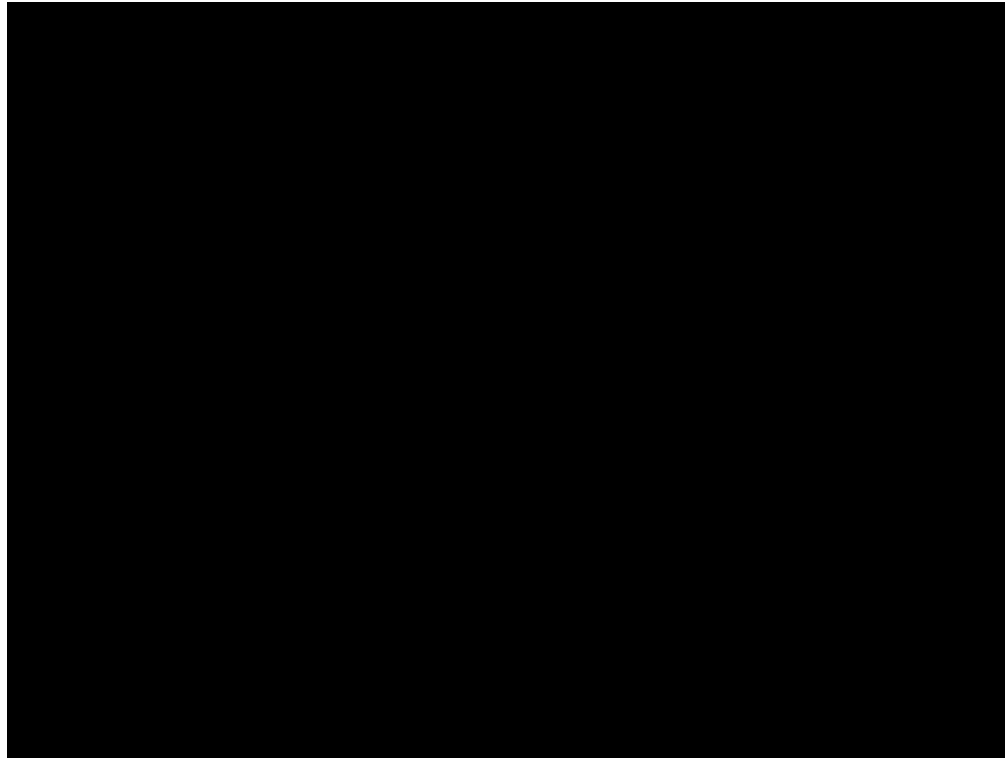
*“Nothing in the world can take the place of PERSISTENCE. TALENT will not; nothing is more common than unsuccessful men with talent. GENIUS will not; unrewarded genius is almost a proverb. EDUCATION will not; the world is full of educated derelicts. Persistence and determination alone are omnipotent. The slogan “Press On,” has solved and always will solve the problems of the human race.”*

-Calvin Coolidge





# Tommy Boy





# Recruiting Best Practices

6. Secure more candidate information using “hot buttons” that focus more on motivations, goals, and dreams
7. Establish realistic compensation expectations
  - Lateral Compensation
    - Is there any reason you would not be interested if the position was with a better company, better boss, team, location, etc., but could only offer what you are currently making?
  - Desired Compensation
    - What would you consider desirable compensation but still realistic?
  - Minimum Compensation
    - Below what number would you not even consider this opportunity?
8. Try and quantify “soft skills”





# Recruiting Best Practices

## 9. Establish mutual accountabilities and expectations

*\*\*\* Potential list to add to, delete, or modify.*

### What I need from you:

- Exclusivity in working with you....if they hear of other position then they will let you know and if you cannot help them then you will let them go on their own or through someone else.
- Have them write a commercial about themselves to ensure commitment, get sense of how they present themselves and get good material for your client presentation about the candidate.
- Let you know every situation he/she currently is in, where resume has gone or goes if exclusive, and when they hear of another open position.
- Make you aware of any changes in any situation or of any new situations when they arise and give you access to all decision makers in the family.
- Agree to share any familial issues that could impact their candidacy (health of loved one special needs kid, etc.)
- Call you immediately after interview and give their feedback.
- Makes you aware of any W-2 compensation changes, raises, promotions, etc. and to be realistic about compensation expectations.
- Alert references to expect your call.
- Respond within certain time frame (24 hours) to voicemail or e-mail and perhaps less time in crunch time.
- Reasonable availability to interview
- Agree to give word never to take counter offer
- Be a referral source of names, info, org. charts, directories, etc.





# Recruiting Best Practices

## What you can count on from me:

- I will never give an offer unless it is acceptable.
- Give a thorough preparation for their interviews and cover who they will meet with, what to expect, etc.
- Return phone calls, emails within a reasonable time frame (24 hours) – less in crunch time.
- Represent their needs to the client effectively and fairly.
- Strict confidentiality with any information they share about themselves, anyone else or anything that they say is confidential.
- Give regular status reports and give feedback on where he/she stands and good or bad.
- Get all questions answered that they have about company or position.
- Help family with any special issues, benefits from relocation to rollovers, etc.
- Potentially make a dedicated effort on their behalf to conduct a campaign on his/her behalf or at least be willing to contact certain organizations to investigate potential on their behalf.
- Let them review the presentations you deliver or send to the client on his/her behalf.
- Provide any information on the market that they want that you can get.
- Provide general career advice even if they never leave.



# Recruiting Best Practices

10. Seek market mastery in addition to search mastery





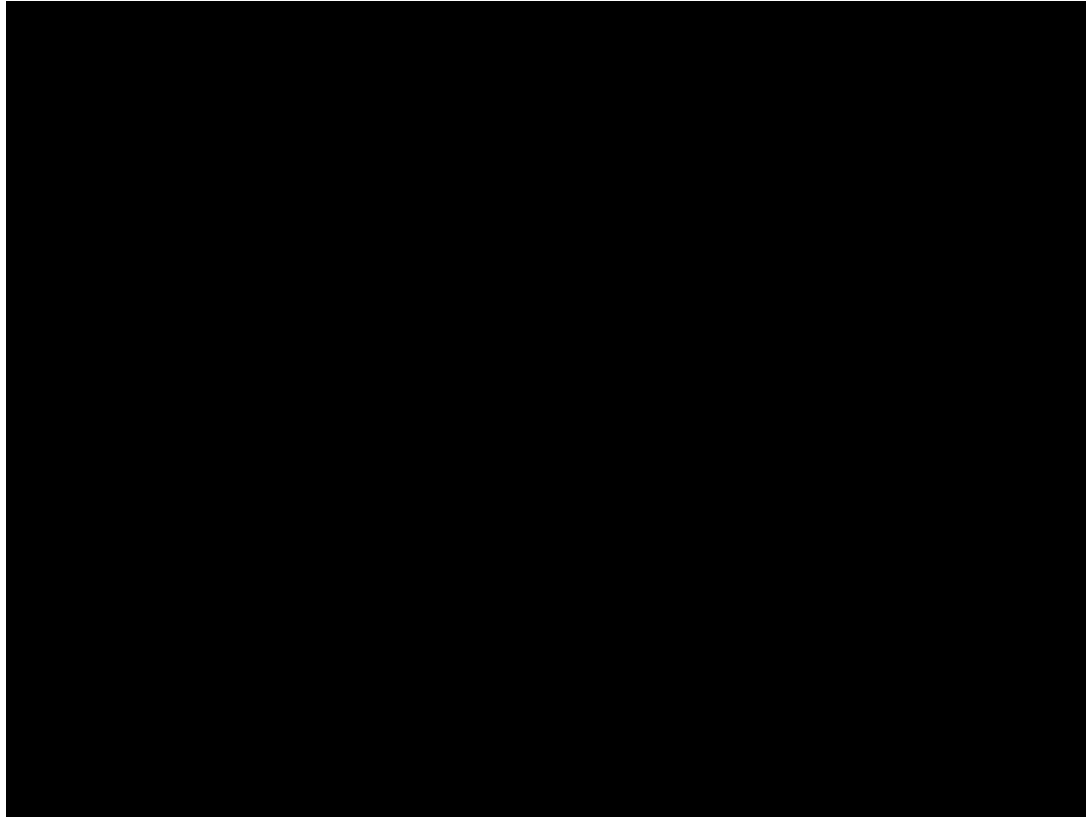
# Retention Best Practices

1. Conduct regular surveys. The road to “buy in” is paved with the ability to “weigh in”
2. “Town Halls” with team and/or company
3. Train to Retain-promote a culture of learning
4. Create a Culture Club (Halloween, Kids to Work Day, Recognition, Awards, Birthdays, Anniversaries, etc.)





# The Office





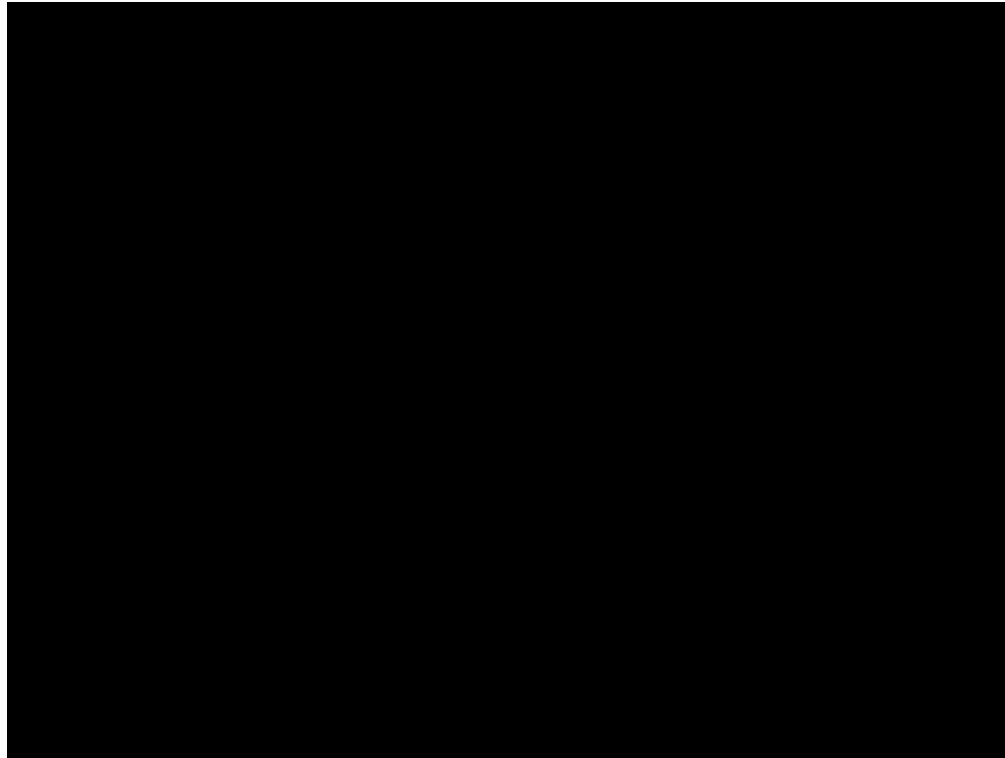
## Retention Best Practices

5. Enter and make improvements based on findings in Best Place to Work and Best Company to Work For competitions
6. Create new associate bios to send out and assign a “buddy” as part of buddy program
7. Encourage individualized commitment and goal setting as part of a performance management program





# Terry Tate





## Retention Best Practices

8. Establish and encourage corporate wellness and charitable opportunities as part of a conscious capitalism effort
9. Over communicate and understand most issues are polarities to be managed rather than problems to be solved
10. Challenge your current paradigms and encourage innovation





## One Starfish at a Time

Thank you and to learn more about our offerings or if you have any questions please email me at [jtk@nlrtraining.com](mailto:jtk@nlrtraining.com) or [jtk@kbic.com](mailto:jtk@kbic.com) and visit us at [www.nlrtraining.com](http://www.nlrtraining.com) and [www.kbic.com](http://www.kbic.com)

