



SANFORD ROSE ASSOCIATES®
EXECUTIVE SEARCH

ABOUT SEARCH

Few industries allow someone to succeed as significantly and rapidly as recruitment. There aren't many opportunities that allow you to achieve such incredible financial success without an advanced degree or years of training. No matter your background, how many years of experience you have, or what previous position you held, it is your work ethic, behavioral traits and attitude combined with your ability to connect with people and understand what motivates them that will determine your long-term success in our industry.

At Sanford Rose Associates, we have been successfully helping organizations discover and hire executive talent for over five decades. Although you may not know much about the executive search industry or how to get started building your business and legacy, we do; the demand for finding the best possible people in the shortest possible time has helped propel executive search into a multi-billion dollar industry, and Sanford Rose has been one of the pioneers of this endeavor.

If you have the drive and determination to build your own business, have high expectations for your professional ambitions, and desire to be in control of your lifestyle, work and life balance, and income, we invite you to consider the possibility of owning your own Sanford Rose Associates organization.

The purpose of this video is not to *sell* you on a career in executive search.

Rather, it is to give you a comprehensive **overview of the recruiting industry**, an understanding of why many tenured professionals choose to leave a corporate setting for an **entrepreneurial one**, and an in-depth explanation of what the life of a recruiter can look like on a **day-to-day** and year-to-year basis. We will present you with a thorough and balanced overview so that you have the information you need to assess the viability of this profession for *you*.

The bottom line is this – there are no good or bad people, or good or bad companies – there are just good and bad matches. We have built our entire organization, and our entire profession, around our ability to make great matches – and you can do the same as you watch this video. We invite you to put yourself in the role of 'recruiter' – and since you know yourself better than anyone, this video will give you enough preliminary information that you'll be able to begin to assess if this is indeed a great match for you and your professional aspirations.

Let's start with an overview of the reasons why so many tenured professionals have chosen to leave a corporate setting and start their own Sanford Rose office.

First, Sanford Rose allows you to **build a business that leverages your professional experience thus far**. Our SRA owners have, on average, over 20 years of experience in their industries – many even serving in roles as hiring managers. We encourage you to leverage your experience as well – as it offers a tremendous competitive advantage over other recruiters in your space. You have instant credibility with hiring managers when you can articulate how you have been in their shoes, understand how the business operates, and know what great talent looks like more so than someone who has not served in the industry. Throughout Entrepreneur Express, we will spend a significant amount of time discussing the most relevant and appropriate niche for you to launch. The executive leadership team of Sanford Rose has studied thousands of search firm models and we will advise you on the right function, industry, location and level in which you may choose to specialize.

Second, our profession allows you complete **control of your work/life balance**. You have flexibility to live and work virtually anywhere, and your business is completely portable. Your office hours are when you choose to be open, and your vacation schedule is determined only by you. You may go through periods of short-term imbalance in service of a long-term balance, and you may choose to go on a vacation for three weeks. As long as you have your mobile phone and are accessible to candidates and clients, the flexibility you will experience is unparalleled by most other professions in existence.



Third, the SRA executive search model allows you to own and manage your own business with some calculated risk and **tremendous psychic and financial upside potential**. Sanford Rose provides an environment in which you are in control of your lifestyle, balance, future, and income; you have flexibility as to how you can build and grow, but with the structure and support from others who have paved the way for your success. Instead of hoping that leadership will reward you with positive reviews and subjective bonuses, visualize instead a professional opportunity where your personal income is directly correlated to your knowledge, skills, and work ethic.

Finally, Sanford Rose allows you to be in **business for yourself, but not by yourself**. What you bring to the table is your professional experience thus far, your work ethic and desire to excel in whatever you do, and your ability to connect with individuals and establish trusting, consultative relationships. What SRA brings to the table is a vast network of over offices spanning across North America and Asia, and you will be able to leverage the expansive reach of the totality of the Network. SRA brings to the table a senior leadership team that has well over 100 years of experience in the executive search industry. We will be by your side ensuring that the infrastructure of your business is well-equipped, we will be by your side teaching you the entirety of the search process, and we will be by your side long after a new owner's potential success. Our scale of included support services encompasses the totality of not only what an organization should need to get off the ground, but also to create a long and tenured legacy in the search business and within the Sanford Rose Network.

Some organizations may offer to teach you how to get started in search, but once successful, fail to provide ongoing value to justify and rationalize their continuing royalties. We understand this phenomenon, as the owners of Sanford Rose, Kaye/Bassman, were once the #1 office in a competing franchise organization and left because of that value deficit.

Our mindset is built on the continual and constant driving of value - long after a new owner's potential success.

Our EntrepreneurExpress™ program is designed as a phased process to create a continual learning curriculum that follows the evolution of your development and proficiencies; in its entirety, new Owners receive well over 100 hours of personalized training. In addition, Owners have access to the leading online training program in the entire recruitment industry with hundreds of professionally produced training videos and webinars available on-demand and from dozens of industry insiders from around the world.

Every SRA Office is assigned a tenured coach who has a demonstrated track record in helping owners and recruiters around the globe reach their fullest potential; these coaches are accountable and dedicated to helping each Owner craft a roadmap to take you from where you are today (your achievement) to where you could ultimately be (your potential).

The bottom line is that every entrepreneur knows that to build a successful business, you need the best tools and resources available. This video is simply serving as an introduction – please visit the “Starting a Firm” and “Our Value Proposition” pages on this SRA website to better understand the scope of consulting, finance, accounting, operations, marketing communications, legal, technology, procurement, cultural, and split network opportunities that exist from being a part of the Sanford Rose network and family.

Let's move to the second objective of our video, which is to give you a **comprehensive overview of the executive search industry**. Executive search originated from recurring need of management consulting firms to recruit executives who could implement a recommended strategy to solve a client's problem. The management consulting firms would identify solutions for organizational growth or evolution – but that solution was missing the link of the right person.

Eventually, firms established by veterans from McKinsey as well as Booz Allen began recruiting executives for client companies. The search consultants who came out of these firms applied the tenets of management consulting to their endeavors from the start, thus laying the foundation for the legitimacy of executive search as a consulting discipline.

From 1978 to 2008, Global Retained Executive Search Revenues grew to over \$10 billion.



Retained search developed a reputation of professional individuals, who were very thorough, consultative, and knowledgeable. On the other hand, they had very lengthy processes. Many times they had to fabricate long processes just to create the illusion that it took that long to find someone. The retained partnerships had little, or in some cases no, performance assurance whatsoever, they charged very high fees, came with very high expenses, and sometimes were limited to working at only the most senior of levels.

As the retained search world grew, so did another world – that of contingent recruiting and it too has become a multi-billion dollar industry. The contingent recruiting world had a reputation of being fantastic partners because they worked quickly – they knew their niches intimately well and could identify the best of the best candidates quickly and work at multiple levels within an organization. The contingent search world was only paid for results - so there wasn't a need for a lengthy process if it wasn't required. On the other hand, the reputation of recruiters being very transactional providers came out of this industry. The recruiters tended to not necessarily be as professional or consultative in many client's minds and thus the reputation tended to have some negative imagery associated with our business.

Ultimately, two lines seemed to have been clearly drawn: contingency was for the mid and lower level positions, while retained was for the higher levels.

Well, several decades ago, we came in and challenged that paradigm, and the concept that we trademarked called **Client Focused Search** has evolved our industry to this day.

We started asking questions.

Why wouldn't the urgency and critical nature of a position dictate the financial arrangement, as opposed to the role? Why is it that the recruiting industry classifies itself that way? There aren't contingent law firms and retained law firms. There aren't contingent consulting firms and retained consulting firms. There are just law firms and consulting firms that work in a manner that best suits the need of that client. If a retained solution was appropriate for that law firm, that's the way they would work for that client and if a contingent program was appropriate, that's the way they would work for that client.

So companies were left with two choices – work with a retained firm or work with a contingent firm. That lasted for decades, until the 1990's came along. In came a thing called TQM - Total Quality Management. TQM was all about core competencies – figure out what you are good at and then outsource it. Because of your tremendous competency, you may even be able to expedite the delivery of the product, enhance the quality, and perhaps even expand your overall offerings and even lower the cost through the economies of scale that you're able to provide.

That TQM trend moved from a product, to the service industry, and then eventually to the recruiting industry. From the mid 90's to the late 90's, the idea of core competencies and relying on search firms to provide that human capital acquisition competency resulted in explosive growth for our industry. That growth continues to this day as we are hired to help our clients identify, evaluate, attract, and land the best possible talent for our client's most urgent and critical needs.

The reason this history lesson is important is because our industry evolved during those times – and clients craved search firms who were able to be flexible when crafting the way they worked to solve their organization's needs. Clients don't want to go to a restaurant that only serves chicken, or only serves steak, or only serves lobster, or only know how to cook burgers – they want chefs that help create for them what's suitable for their palette at that moment in time.

Our Client-Focused Search approach is our way of being that customized and capable chef. A client-focused search firm can work in a variety of ways, each reflecting the specific needs and circumstances of that client for a specific search. We have a responsibility to educate our clients as to the differences between dedicated search and contingency recruiting as it relates to the search process, the style of relationship, and the contractual terms – but we should not do our clients a disservice by only knowing how to prepare chicken if what they really need is a steak.



Ultimately, the search industry continues to be as viable as ever. Job boards, social networking, and rapid evolutions in technology don't erase the need to have a partnership with a trusted search partner. Just as job boards changed the face of how to search for jobs twenty years ago, there are several other portals on the internet that make sourcing for candidates easy. However, keep in mind that search professionals are hired by our clients to do four things – to identify, attract, evaluate, and then land the candidates they cannot land on their own or through their own sources.

No matter how easy the 'identification' piece becomes, the best recruiters are the ones who truly become experts at attracting and ultimately landing the superstars for their clients – a skill that is highly valued no matter the technology or economic conditions. The bottom line? High touch cannot be replaced by high tech.

Let's move to our final topic, which is to provide an in-depth explanation of what the **life of a recruiter can look like** on a day-to-day and year-to-year basis. Although consultative, recruiting is still a sales business; typically, recruiters are engaged only after client organizations have exhausted all other avenues.

In general, our clients pay us a percentage of a candidate's first year's total identifiable compensation – and that percentage typically ranges from 25 – 35%. They are paying us that amount with the expectation that you will present them with candidates that they could not find on their own and through their own efforts.

In other words, recruiters are brought in for only the toughest searches. Successful recruiters know they're retained to provide solutions to client problems, not just "fill empty chairs" in an organizational chart.

One of the ways we are able to do that within Sanford Rose Associates is due to our Market Mastery approach. Most recruiters choose to specialize in some combination of a specific function, industry, location, and level of expertise – which is what we will refer to as Market Mastery. One of the biggest challenges that you will face, as a recruiter, is to bridge the gap between being perceived as a vendor to your clients and candidates versus being perceived as an irreplaceable and invaluable partner to your clients and candidates.

One of the best ways to bridge that value gap with both clients and candidates is to develop true expertise in a very specific industry or niche. By gaining in-depth industry insight beyond the obvious, you position yourself to bring unique knowledge to the marketplace – knowledge worthy of not only the time invested when partnering with you, but worthy of the professional fees you charge as well.

We will assist you in the selection of your niche, and you can view the Starting a Firm section for more information in this area, but it will build on your professional experience and contacts thus far.

If we want to over-simplify, there are really three steps to getting started as a SRA office. One, determining the world you are going to call on, two, figuring out who exactly in that world you are going to call, and then three, knowing what to say when you call them. That is the essence of both our EntrepreneurExpress and our Phase 1 Training Programs that are described in detail on the "Starting a Firm" tab of our site. We will help you create a database of both hiring manager and candidate contacts, and start to accelerate your long-term objective of becoming known as a go-to recruiter within your space.

Let's go through what a typical day in a life of a recruiter looks like once you've launched your business – although there certainly is no such thing as a typical day.

If two of our primary objectives when becoming a market master are to get to know every prospective hiring manager and every viable candidate, those objectives will drive your daily activity. Your days will consist of a mix of research, planning, and sales activities. In terms of research, you will allocate a portion of your day to conducting market research via the web and industry publications, learning about industry trends and uncovering viable openings within potential client organizations. You will spend time on professional networking sites, identifying possible candidates and hiring managers. You will spend time planning for your call activities – which specific candidates you are going to reach out to, and what organizations should be on your call list.



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And the majority of your time will be spent in outbound sales activities – this could be on the phone with a hiring manager with the objective of securing a search assignment, or on the phone with a candidate where the objective is to recruit that individual. Eventually, your sales activities will include preparing candidates and clients for interviews, debriefing, advising on offers, and coaching through the resignation and transition process. Again there is no such thing as a typical day, but most recruiters will prioritize forward-motion sales activities above all else throughout the day.

That said, what are some things to know before deciding to embark on this journey?

First, know that this is a sales business, requiring you to be proactively involved in the direction of your day. Simply put – you will build your business by being on the phone, making proactive, outbound calls into your marketplace. Not a couple calls, not a few calls, but an incredibly high volume of client and candidate calls into your market. If you can measure this, it will look like over 3 hours of active connectivity (on the phone or in person) in your market every single day. That might seem simple – but there is a challenge that comes with talking with individuals who, many times, do not necessarily want to be talking with you initially. Your candidate pool is gainfully employed, they are generally content where they are, and they do not usually want to speak with you until you can show that you can provide value to them that will be relevant either now, or in the future.

Your client pool is hearing from other recruiters, may or may not have urgent and critical needs, and have other tools they are utilizing that they feel accomplish the same thing you are asking for the opportunity to accomplish. Recruiting is a business that requires live interaction. For some of you, that might be spent mostly on the phone, and for some of you, that might look like a strong mix of face to face interactions as well as the phone. Success requires commitment and internal accountability – something that sounds good in theory, but requires unparalleled dedication that only a few can handle.

Second, you will be told “no” more times than you ever thought possible – and you must continue anyways. Although there are altruistic reasons that some get into the search business, we just mentioned that recruiting is a ‘sales’ business – which means you will have to develop and continually strengthen your outer shell. You are going to be told “no” significantly more often than “yes”, and you will usually experience a high level of rejection.

I’ll share with you a great quote from the legendary Michael Jordan – he says, *“I’ve missed more than 9000 shots in my career. I’ve lost almost 300 games. 26 times, I’ve been trusted to take the game winning shot and missed. I’ve failed over and over and over again in my life. And that is why I succeed.”* If you relate that to recruiting, remember that the best recruiters are the ones who give themselves the chance to be told “no” more often than others – and because of that, they will hear more “yeses”.

Third, know that being a recruiter requires you to be comfortable with being uncomfortable. The only ones who make it are the ones who are able to nudge themselves out of their comfort zones and embrace the feeling of being uncomfortable. You are going to have to ask candidates about their current compensation package, and hiring managers to trust your professional recommendation and interview your prospect. You may need to ask candidates the circumstances behind why they are no longer with their previous company.

You may have to challenge your hiring manager’s current modes of operating, if what they are doing is not producing the desired results. You will be required to have a high level of empathy, because the intensity of both a hiring decision and an employment decision is intimidating and stressful for most everyone involved – but no matter the situation, you will be required, on a daily basis, to throw yourself into situations that seem uncomfortable to most. If you are able to consciously leave your comfort zone on a daily basis, you will flourish professionally, personally, and financially in this business.

Fourth, know that building a long-term career will require short-term patience. Success in this industry is not an event, but rather a journey. This is challenging, because it’s counterintuitive to sales people that want quick fixes. We all want that best practice that can be executed in less than sixty seconds and is the overnight solution to skyrocketing success.



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Recruiters, many with low patience levels and short attention spans, want the immediate solution, and anything longer than that seems overwhelming. It requires patience to build a bridge, that will bridge the gap from where you are today (which is your current achievement) to where you could be (your future potential).

To use an example, one of the most renowned pieces of sculpture in the world is Michelangelo's statue of David. Supposedly, when Michelangelo was asked how he created the magnificent statue David from a block of stone, he replied that he did not create David from the stone; rather he saw David in the stone and merely chipped away at the unneeded pieces until David emerged. We are the same way - underneath all the things we currently know and do, lies an undiscovered statue in each of us. Like Michelangelo chipping away at the stone, you devoting time each week to ongoing development. Like the unveiling of David, this does not happen overnight.

It takes patience, dedication, and commitment to build a bridge from current achievement to underlying potential.

Fifth, successful recruiters need to have an entrepreneurial mindset. This means that you need to take risks and learn from your mistakes! Take the direction and guidance that will be given to you and use it as a solid foundation to come up with innovative ways to solve the problems of your clients and candidates. Ultimately, those with a true entrepreneurial mindset understand the importance of creating a continual learning process.

Surround yourself with successful people and devote time regularly to learning and professional development. This is how Sanford Rose Associates plays an essential part of the learning process; we not only offer an integral step-by-step foundation program but provide continual training from the industry's best practitioners and trainers.

Yes, you will be assuming a calculated risk – what if you don't succeed? What if it takes longer to experience success? We are here to help mitigate that risk but no great rewards are ever found without some measure of risk. Your willingness to accept some level of risk and use that as momentum to succeed is critical.

This brings us to our final point -

Last, this career requires commitment and conation, which is a burning desire to succeed. Do not make the mistake of thinking that working hard and working smart are mutually exclusive. Famous oil billionaire H.L. Hunt, who went bankrupt before becoming one of the world's richest men, was once asked for his formula for success. He said: *"First, decide exactly what it is that you want. Most people never do that. Second, determine the price you are going to pay to get it, and whether or not you are willing to pay that price."*

Most individuals who attempt a career in search unsuccessfully is that they have an idea of what it is that they want, but they have never sat down and thought through what it will take to get it, and whether or not they are willing to pay that price. Success happens by law, not by chance. When you've sown, you will reap; cause and effect, action and reaction.

The life you are enjoying today is a reflection of the choices and actions you've taken up until now. The life you enjoy in the future will reflect the choices and actions you take between now and then.

Ultimately, the battle between what you feel like doing and what you are committed to doing, **must** be won by what you are committed to doing. This business is a complete meritocracy, and those who put the most into the search business are the ones who will be rewarded the most – both in how much you earn as well as the impact you can make on the lives of your clients and candidates.

The psychic rewards of this business are incredible. The candidates you work with will love you and what you did for their careers; by definition, if you HADN'T had provided them with a profoundly impactful career enhancing opportunity, they wouldn't have taken the job.

By definition, you have also just solved a critical problem for your client, which will help allow them to achieve the visions they have for the professional growth of their organization.



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We play such a vital role in the lives of our clients and candidates that many in our profession choose to continue to work in spite of the fact that they don't need to earn another penny – but because of the psychic rewards, CHOOSE to go to work every day – not because they HAVE to, but because they GET to.

You need to have a significantly strong work ethic to reap in the beginning what you will sow in the future. But for those of you that do, the bottom line is that the more you put into this business, the faster you will accelerate, the quicker you will build your business, and the sooner you will start to experience the rewards of this industry.

Should you decide to embark on the journey, we are excited for Sanford Rose to play a pivotal role in helping you achieve your own Next Level!