

# WHY FINDING GREAT CANDIDATES IS NOT ENOUGH

The Other Factor that is Influencing  
Your Recruiting Results



**KATHERINE MOODY**

## Contents

Off With Their Heads .....	3
Introduction.....	4
What You and Your Hiring Managers have in Common .....	4
The Elephant in the Room .....	5
What Do You Really Enjoy About Recruiting? .....	6
The Cycle that Impacts Recruiting Success .....	6
Business Only Gets Done Through Relationships .....	7
Signs Your Recruiting Will Benefit from Better Relationships .....	7
The Critical Success Factor for Recruiters.....	7
Why Today You Must be Seen as a Trusted Talent Advisor .....	8
A Recruiter Success Evaluated by Her Boss as a Recruiter Failure .....	9
The Strategy that Improves Recruiting Results and Satisfaction for All .....	10
More-Better-Faster Consultative Recruiter Results Checklist .....	11
Essential but Ultimately Insufficient Strategies .....	12
Why It May Be Difficult for You to Function as a Strategic Talent Advisor .....	13
Essential Concepts to Get You Started .....	13
An Example of Consultative Recruiting.....	13
When sourcing seems to be the problem but isn't the solution .....	13
Now Available: Techniques to Dramatically Improve Your Recruiting Results.....	14
Sample Productivity Improvements Other Recruiters Achieved .....	16
Testimonials.....	17
Conclusion and New Results.....	18

**But Wait! If you like to see results right away, don't read everything in this ebook just yet. Experience what consultative recruiting can do for your searches. Go to *An Example of Consultative Recruiting*. If you have a "troubled search" this will help you guide the hiring manager to getting the search back on track. And the fun part: You'll demonstrate your skill as a Consultative Recruiter!**

## Off With Their Heads



When in doubt  
it's off with their heads

It's the least I can do  
off with their heads  
Is the only phrase that always rings true  
Never gets old  
So I say to you  
With conviction  
Off with their heads.

*Queen of Hearts from Disney's "Alice in Wonderland"*

## Introduction

For the last several years, I've worked with S. Benjamins & Company, a recruiting firm providing two services. One is to help a company fill critical positions, and the second is helping companies improve their recruiting function. Ironically, no matter which service we are engaged to do, we almost always find the same situation—positions open for a long time, frustrated hiring managers, recruiters trying hard but struggling to meet expectations.

It's scary how often we hear hiring managers say they feel the only solution to the problems with recruiting would be to fire all the recruiters and just start all over again. In fact, I recently did a Consultative Recruiting workshop for a recruiting team where the TA Director had done just that—had totally turned over her team of 10 in the last few months.

And that hadn't changed a thing!

If you were to do a survey of your hiring managers, while they might stop short of “off with their heads,” they probably do have significant concerns and frustration. At the same time, I know most recruiters have significant concerns and frustrations as well. I'll bet there are times you've had the same dreams of “off with their heads” though you are thinking of a different group!

## What You and Your Hiring Managers have in Common

As you read this, please know that I do not intend to bash hiring managers nor make light of all they have on their plates. In fact, it's interesting to see how much you and the hiring manager actually have in common. Just a few of those things are:

<b>Hiring Managers</b>	<b>You and Your Recruiters</b>
Well intentioned and committed to doing a good job	Well intentioned and committed to doing a good job
Busy doing lots of things in their job on which they are evaluated	Busy doing lots of things in your job on which you are evaluated
Wear many hats	Wear many hats with internal and external “customers”
Often not able to focus on filling positions that would make their life easier	Often not able to focus on doing some of the things that would make life easier
Sometimes and at some level may believe “recruiting is not their job” without realizing how negatively that impacts your recruiting results	Know “recruiting is your job” but also know that hiring managers have huge impact on your success
Sometimes not eager to change	Sometimes not eager to change

## The Elephant in the Room

It's my experience that people typically talk about problems between the recruiter and the hiring manager. But if we were to talk about the cause of those issues, it becomes clear that the root cause—and thus the solution—is the relationship itself. It's not easy to know how to address this elephant in the room, though I suspect everyone knows at some level that it's there. It's easier to retreat to thinking more and/or better candidates will magically make things better. Or maybe we need another recruiter, a new sourcing function or another job board or another Boolean search string.

It would be easy to be very discouraged or frustrated when you read this. But I wrote this to give you clarity around the real issues, as well as some of the key concepts that will support you as you set forth to build your reputation or the reputation of your team as a Trusted Advisors who operate as the consultants your hiring managers really want.

**I wouldn't promise that building your reputation as a Consultative Recruiter will solve all your recruiting issues, but you will be amazed at how much it does improve your recruiting results. You will see significant and unexpected benefits in all aspects of your recruiting.**

### NOTE:

I use a variety of terms to describe the result of this approach to recruiting because to me they are all the same thing with the same result. Feel free to use whichever one you like or make up a new one.

So the various terms used here (and perhaps in your company as well) include:

Consultative Recruiter, Business Partner, Strategic Advisor, Strategic Talent Advisor, Talent Advisor, Trusted Advisor, Trusted Talent Advisor, building good relationships with hiring managers, building partnerships with hiring managers.

There are probably others but I thought at least one of these might work for you.

## What Do You Really Enjoy About Recruiting?

The first response of most recruiters will be things like “the hunt for great candidates”, “finding the perfect person for the job”, “helping someone get into a great new job”, etc.

It’s rare for anyone to have a first response like: “working with hiring managers” or “guiding hiring managers to make good hiring decisions”, etc. Once you have a true business partner relationship, I think you’re really going to like doing those things—and you’ll finally get a chance to do them!

Recruiters have two critical relationships—one with candidates and one with hiring managers. For many reasons, it’s usually easier to create relationships with candidates, while neglecting the relationship that will ultimately have a bigger impact on your success and your career.

What if you could create strategic business partnerships with your hiring managers? What if you could step into that Trusted Advisor role, be seen as a Consultative Recruiter? How much more fun would you have in your job? How would it change your recruiting results and reputation?

## The Cycle that Impacts Recruiting Success



## Business Only Gets Done Through Relationships

Successful people believe their success is attributable to a pattern of mutually beneficial interpersonal relationships, perhaps even more than their technical skills or business knowledge. These relationships are not the ones dictated by the organizational chart, by the way.

“Improving...relationships is important for sustained high performance.”

*Susan Fowler, a senior consulting partner with The Ken Blanchard Companies*

**Your success will always be based on the degree to which you are trusted by your stakeholders.**

*The Trusted Advisor  
Charles Green & Andrea Howe*

Recruiters and hiring managers often have weak, even dysfunctional, business partner relationships. So while poor relationships create recruiting problems, great relationships can be the solutions to those problems.

## Signs Your Recruiting Will Benefit from Better Relationships

Perhaps you’ve heard some of these almost universal complaints about recruiting in your organization or have experienced these yourself:

- Time to fill is too long
- Hiring managers do not feel they see enough qualified candidates
- Recruiters are spending a lot of time trying to hunt down hiring managers who do not get back to them
- Hiring managers do not give enough feedback on the candidates they interview or resumes they receive
- Recruiters do not have sufficient time with a hiring manager to discuss a new requisition so inappropriate candidates get presented; the search may stop and start over a long time, etc.
- Recruiters are frustrated because hiring managers do not follow the agreed-upon “process”
- Hiring managers would not give their recruiters high marks on a recruiting satisfaction survey

If any of this sounds familiar, it’s no wonder you may feel frustrated and unappreciated because hiring managers do not seem to value your expertise. There can be many different reasons for these complaints, but for sure your hiring manager relationships are a major factors.

## The Critical Success Factor for Recruiters

Over the last 12+ years, we have done many searches for positions at every level in Talent Acquisition. As you probably have experienced, recruiting has changed significantly in that time. Requirements to know how to brand a company in social media, find candidates on LinkedIn and Facebook, create

**Broken relationships are at the root of many of the perceived issues with recruiting, and create many of the challenges recruiters face every day.**

recruiting videos, write compelling job descriptions, and manage to a score card have become standard requirements just in the last few years.

Here's one thing that hasn't changed. **The most important success factor for your job is the ability to build strong, credible business partner relationships with hiring managers.**

In other words, your ability to find candidates was the reason you got the job. And the main reason recruiters lose their jobs? Because they were not able to build business partnerships of credibility with their hiring managers, and were not perceived as being able to function as *The Consultative Recruiter*.

## Why Today You Must be Seen as a Trusted Talent Advisor

According to a report by Corporate Leadership Council, *Building Next Generation Recruiter Capabilities*: "Now more than ever, recruiters need to be {Strategic} Talent Advisors. Yet only 19% of recruiters today are proficient as Talent Advisors, and only 35% of hiring managers believe that Recruiting effectively influences business decisions." (don't shoot the messenger on those percentages. You may disagree with those statistics but we do have to acknowledge that recruiters typically do not have the influence they should.)

In today's environment:

- "...Recruiting is forced to hire for...fast-changing job requirements.
- The employed are more passive and less likely to consider new employment opportunities
- High unemployment rates have created more work for recruiting.
- At the same time, recruiting faces declining budgets, higher workloads, and more complexity."

An essential way to be effective in the face of today's recruiting challenges is to build strong business partner relationships with your hiring managers. You will be amazed how much it will increase your recruiting success to be seen as a Trusted Advisor.

Without a business partnership relationship with their hiring managers, recruiters won't be able to function as true strategic talent advisors simple because the hiring manager does not see them as a Trusted Advisor.

When relationships with hiring managers are off track, you may have been told to "be more consultative," "push back," "play the trusted advisor role", etc.

These concepts may seem obvious, but the reality is they are fuzzy mandates. We've seen that recruiters usually respond in one of two ways:



- a) Confused and worried about their job performance and future, or
- b) Convinced they are already doing it and are confused about why they are being asked to do more.

Here is a critical truth that is a bit like the elephant in the room. Most Talent Acquisition management cannot tell you **how** to be consultative. They just know they want you to be. And your hiring managers want you to be. But they cannot give you concrete directions on exactly how to do that.

So here is an unfortunate but startling common example of what does happen in the real world:

### **A Recruiter Success Evaluated by Her Boss as a Recruiter Failure**

While doing searches for a worldwide technology company where the “off with their heads” hiring manager sentiment was really beginning to build, I was talking to a recruiter who was feeling very discouraged and frustrated. Despite having been a recruiter for several years and doing what she thought was good work, she had just been told that her upcoming performance review was going to be quite negative. Her hiring managers were very unhappy with her, and were complaining loudly and frequently to the VP HR who managed the recruiting function.

So the recruiter and I analyzed one of the searches she had been doing for one of her most critical hiring managers. There was no denying the time to fill was embarrassing long, especially painful and visible since this was such a mission-critical position for that hiring manager who was implementing a major new strategy for the organization.

As we talked about the search, two things became clear.

1. She was actually terrified of the hiring manager, and never talked to him unless things were blowing up. She didn't have a business partnership with him, didn't think he respected her and would never think of doing anything even close to a “push back.”
2. There had been four people the hiring manager liked enough to make an offer. In a sense, she had actually filled the job four times! All while having the reputation of not being able to get the job done!

All the offers had been turned down, for various reasons. So while the recruiter had important information that should have been shared with the hiring manager throughout the entire process, she had never been able to have those critical conversations. Their relationship had deteriorated to the point where she avoided him, and he discounted her perspective and advice. Of course that really means he had lost trust and confidence in her as a recruiter. And he made his unhappiness very visible—loudly—to the VP HR.

Of course the VP HR didn't like getting complaints about the recruiter and disliked being yelled at by the hiring manager even more! It was easy to come to the conclusion the recruiter was simply not doing a good job at finding candidates.

The VP continually coached the recruiter to "push back" with the hiring manager in a desperate attempt to salvage the relationship and of course to stop the complaints she was getting. As you can imagine, the recruiter was convinced there was no way she was going to try that! Eventually, the only solution the VP came up with was to give the recruiter a negative review—which really wasn't a reflection on her ability to *bring in candidates*.

Many recruiters are taught and/or come to believe that *finding good candidates is the key to happy hiring managers*. They work incredibly smart and hard to bring in great candidates, believing that if they can just do that enough times, they will be seen as trusted advisors and the good relationships will begin.

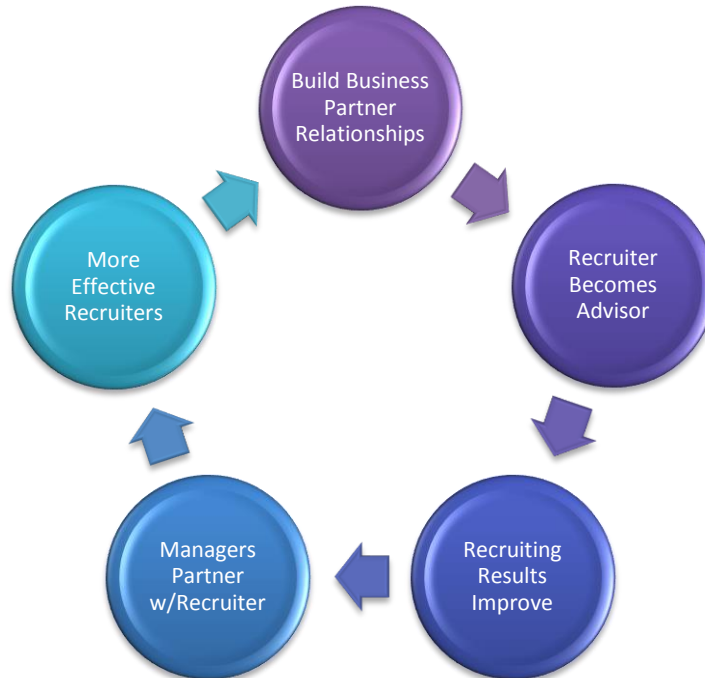
Of course there is a basic flaw in that reasoning, despite how logical as it appears on the surface. In my own experience recruiting, and managing, training and coaching recruiters, *I've rarely seen hard work to find and bring in good candidates ever change a troubled relationship with a hiring manager*.

I didn't have a clue when I started my recruiting career that bringing in good candidate was only one part of my job. It was the relationships with my hiring managers that would determine my success. And good candidates were just a part of those relationships.

In coaching recruiters, I've found that they know when their relationships with the hiring managers are really not working. It certainly isn't from lack of trying. And it isn't because recruiters aren't bringing in good candidates. So if you are experiencing challenges with your hiring managers, it's time for a new strategy.

## The Strategy that Improves Recruiting Results and Satisfaction for All

- Recruiters who have good business partnerships with hiring managers are viewed as trusted, strategic advisors, in other words, consultative recruiters.
- Recruiters who are viewed this way are able to achieve better recruiting results. It actually improves every aspect of the recruiting cycle!



## More-Better-Faster Consultative Recruiter Results Checklist

When you are able to function as a consultative recruiter, you will get:

- More qualified candidates
- Better Hiring Manager Relationships
- Faster times to fill

And if that's not enough, here are more results you will see when you are seen as a Trusted Advisor.

Congratulations if you already have these, by the way. If not, help is on the way.

- Even though they may not entirely sure what you are doing differently, they like it!
- Hiring managers accept and even ask you for recruiting advice.
- Hiring managers listen to your perspective around which candidate is the best hire.
- Hiring managers respond to your requests on a mutually-acceptable agreed-upon timeline.
- Hiring managers spend time with you to discuss new talent needs, market conditions, etc.
- You can deliver "bad news" without having to resort to a push-back stance.
- You and your hiring managers **work together** to make hiring decisions.
- Even though there are challenges in filling positions, you and your hiring managers work together to come up with the best solutions.
- You have the tools that support you in continuing to grow your consultative recruiting career.

## Essential but Ultimately Insufficient Strategies

### 1. More Sourcing Avenues?

Often we see companies add more candidate sourcing avenues, such as creating or adding to a sourcing team, adding additional job boards especially those who can deliver jobs to candidate mobile devices, LinkedIn Recruiter, various services that tweet your jobs to candidates, Facebook company pages, etc., as ways to meet the hiring managers' needs.

Of course it's important for recruiters to understand how to leverage all the new ways to generate candidates. But if your relationships with hiring managers are not working, I know you realize the solution isn't yet another cool way to find great candidates. The solution also is not about finding more and more candidates for a position. If finding and assessing great candidates were sufficient, these frustrations and problems would have been eliminated long ago.

If I were to guess, I will bet you are actually finding and bringing good candidates forward, even in today's challenging recruiting environment. But again, *if bringing in good candidates were sufficient to have you seen as a recruiting business partner and make hiring managers happy, the issues we discussed earlier wouldn't exist.*

### 2. Creating a "Process"?

Sometimes there is a lot of effort put into defining and building a big recruiting process map. Then the hiring managers are "invited" to a meeting to learn the recruiting process. There often is an incredible investment of time in this, and honest and good commitments from all involved. But often the expectations set and commitments made in those meetings are rarely met. You may have had a similar experience. So *if a meeting to discuss recruiting process were sufficient to improve recruiting, it would have happened by now.*

### 3. Score Card?

Some companies implement a score card process. There can be great value for recruiters and hiring managers in a score card process; however, we've found two issues with the traditional approaches to measuring recruiting results.

- The wrong things are measured and critical things are not reflected, so time to fill statistics are totally inaccurate.
- There is really no significant improvement in the relationships between recruiting and hiring managers so no change in the issues.

These things may get marginal results. But don't settle for "marginal". There is an easy and fast way to equip yourself with the tools and techniques that will get your hiring managers to see you as their Trusted Advisor, and you see dramatically increased recruiting results.

---

**More Qualified Candidates—Better Hiring Manager Relationships—Faster Times to Fill**

*The Consultative Recruiter: The Recruiting Strategies that Change Everything*

**New ebook Available at:**

<http://TheConsultativeRecruiter.com>

---

## Essential Concepts to Get You Started

- It may take two to tango but it only takes one to change a relationship.
- Create a vision of yourself as a Trusted Advisor, and have the courage to act accordingly.
- One step at a time—don't try everything at once!
- Remember, **you are the recruiting expert**, not the hiring managers.
- Asking great questions will build credibility faster than thinking you should have all the answers.
- Don't start your strategy to become a Trusted Advisor with your most damaged relationship.
- Don't limit your communication to the safety of email. Visit or phone them whenever possible.
- The fastest way to build trust and the consulting reputation you want is to be willing to address the elephant in the room. Take the risk; you'll love the result.

## An Example of Consultative Recruiting

### When sourcing seems to be the problem but isn't the solution

Countless times recruiters tell me they need better and/or more ways to source candidates. This understandably seems to be the solution when:

- Searches have been open for a long time, and everyone is unhappy with how things are going
- The hiring manager rejects candidates the recruiter thinks fit the requirements
- Changes are made to title, requirements, and/or duties in an attempt to attract qualified candidates without any input from the recruiter
- The recruiter is sending many LinkedIn Inmails with very low response
- If you could say it without looking bad, you would admit you aren't really sure what the position does and/or what the hiring manager is looking for. Knowing what you don't know is a great place to start getting this search back on track.

So it's very natural for everyone to think it's a matter of putting more emphasis on sourcing--*everyone* being the hiring manager, the recruiter and the recruiter's manager. So the pressure is on for you to do more of what isn't working.

And of course in one way it would be great if “sourcing” was the answer, because the answer I’m suggesting can feel harder to do than hiding out in “more sourcing activities, new job boards, etc.” {I know. I’ve done that myself.}

To start at the right place to get the search back on track:

1. Have the launch meeting/call with the hiring manager. Call it a mid-course correction or the “I have a few questions so we can more closely target candidates” conversation. No need to throw anyone under the bus here, including you. (For a list of some excellent questions, please see [Questions Order Takers Don’t Ask](#))
2. Make sure you ask the questions you have without apology or feeling stupid for having them. NOTE: I’ve been recruiting for more years than I want to see in writing and absolutely have never seen a job description that gave me the information I needed to do a quality search.
3. Rewrite the posting as if you were talking to the ideal candidate and explaining the position and what makes it a great opportunity for them.
4. Rewrite your Inmail message with a subject line that your ideal candidates cannot resist and a link to the new engaging posting .

Only after these steps, can you determine what sourcing changes you need, if any.

## Now Available: Techniques to Dramatically Improve Your Recruiting Results

Ironically, most recruiting training available today focuses on new ways to find, interview or assess candidates. So it’s understandable there is so much wishful thinking that people will just somehow figure out how to develop the skill that can make a huge difference in recruiting success.

Maybe that is because it seems like this should be a simple and intuitive activity for everyone. Plus, who wants to admit they aren’t sure how to build good working relationships?

Some people are able to easily create powerful business partnership relationships. But for some of us, this doesn’t come naturally. We need to learn the techniques. So if you’re in that group with those of us who could use some “hints” about how to build good business relationships, help is here.

Until now it has been nearly impossible to find any guidance at all on how to be more consultative and build strong business partnerships. Now that information is available in my ebook, [The Consultative Recruiter](#) available on Amazon Kindle. Here are the essential techniques to create powerful relationships with your hiring managers. It’s full of simple solutions to a serious problem.

**NEWLY UPDATED!** Techniques and secrets for writing postings that call out to your ideal candidates, even if you hate writing and flunked 8<sup>th</sup> Grade English

- The essentials for writing a LinkedIn Recruiter inmail that really gets read. Use these tips and you'll blast through the typical fairly disappointing results most recruiters experience.
- A strategy and the actual form for power screening. What is power screening? A process designed from the very first "hello" to get even more information from your candidates. Recruiters tell me this one new approach will save hours of effort while making them feel even more confident they are sending the right candidates to their hiring managers.

Use these uniquely structured tools, forms and detailed techniques and you will very quickly start to be seen as a strategic business partner and trusted advisor to your hiring managers. And they will get what they have been asking for—a consultative recruiter!

Just a portion of what this information addresses:

- How to develop the all-important mental "set up" to the creation of a strategic advisor role
- Actual "consultant" scripts that you can use to address key issues with hiring your managers
- The simple language changes that invisibly move the hiring manager into a business partner relationship with you
- Why the "push-back" is not only unnecessary but dangerous to a relationship. And what to do that is actually more effective.
- How to deliver bad news and strength your relationship at the same time.
- How to get hiring managers to willingly sit still long enough to give you the critical information before starting to fill a new requisition
- The one question the hiring manager will love to answer. Asking this will instantly boost the relationship.

**And you don't even have to read the whole book to start seeing results.**

I don't know about you but when I get a book that says it will help me get new results, I want to start seeing them right away. I don't want to have to wade through lots of information to find the technique I need now!

So I created the **Help Is Here** chart with the most common challenges recruiters may experience – as I know from personal experience and coaching many many many recruiters.

Find your situation, read the short note of a key thing to remember, and then use the techniques and tools that will give you the easy ways to resolve it.

The fun (and amazing) thing about these techniques is that they all accomplish two things:

- They get you the information, feedback, etc., you need to do a quality search

- They build your reputation as a consultative recruiter.

**BONUS:** A package of tools that have taken me years to compile: (also in word format so you can customize)

- How to point out the reasons “time to fill” is unacceptably long—without saying a thing!
- An exhaustive list of questions to ask the hiring manager to successfully launch a new search and build an even stronger business partnership in the process.
- A hiring manager satisfaction survey that actually pinpoints the areas to focus on improving the relationship—and why you should not start this process with a hiring manager satisfaction survey.
- A simple one-page worksheet that will get the recruiter and hiring manager working together to fix a problem in any search.

While it’s often obscured or ignored, the impact of poor recruiter-hiring manager relationships is real and significant. Now with these easy-to-implement techniques, forms and tips, those relationships can be transformed and you will get to do more of what you love about recruiting! And you may start to really enjoy working with your hiring managers as their consultative recruiter.

## Sample Productivity Improvements Other Recruiters Achieved

### Mini Case Study I: Erin, Talent Acquisition II, DIRECTV

**Challenge:** 4 positions with NO hires in 2 months

**Action taken after Consultative Recruiter coaching session:** Conducted an hour meeting with the hiring manager using the tools and techniques from the training

**Techniques Used:** Rewrote the posting and the recruiter screening questions

**Results:** In just 6 weeks she had 3 fills and 4<sup>th</sup> offer about to be made

NOTE: That 4<sup>th</sup> offer was accepted!

### Mini Case Study II: Patricia M, Talent Acquisition II, DIRECTV

**Challenge:** 2 months after the req was opened, the recruiter had reviewed over 150 resumes; only 12 strong enough to be screened by recruiter and 3 were moved forward to be interviewed by hiring manager.

The interviewed candidates were not viewed as a fit for the position.

People were no longer applying to the posting.

**Action taken after Consultative Recruiter coaching session Training:** Relunched the search using Questions Order Takers Don’t Ask, wrote an engaging marketing oriented posting, developed a streamlined more targeted screening form to identify candidates who were the best all around fit.

**Results:** the position was filled within 4 weeks.

NOTE: this requisition was the first time Patricia had used the tools and techniques.

---

**More Qualified Candidates—Better Hiring Manager Relationships—Faster Times to Fill**

*The Consultative Recruiter: The Recruiting Strategies that Change Everything*

[New ebook Available on Amazon Kindle](#)

---



## Testimonials

“I did what you suggested and asked my hiring manager some questions when he told me he had decided not to move ahead with a candidate. We actually had a great conversation. He said he appreciated my asking questions about his decision and admitted he hadn’t thought it through. He ended by encouraging me to keep challenging his thinking. This is high praise from any hiring manager here, but I had struggled with him because I felt he was always questioning my ability. I will add that he is the only hiring manager who has ever made me cry!” **Recruiter would like to remain anonymous (I’m sure you can see why!)**

“I have to tell you- that was the best intake meeting I have ever had. The hiring manager said she was thoroughly impressed with the process, the level of detail I was digging into, and that this was the most in-depth discussion she had had to date about a position when hiring for it. From this particular manager, especially, this was a huge compliment. So thank you! Your insight and guidance has been amazing.” **Haley B., DIRECTV**

“Typically I wouldn’t have had the courage to {have a conversation} with this VP. It felt empowering to be able to have that conversation and I didn’t leave the meeting thinking there was something I wasn’t doing. I used to beat myself up because I couldn’t have those discussions, but not now! These are small changes you can implement right away and see big impact right away.” **Denise M., Avery Dennison**

“The time I have spent with Katherine has given me the tools needed to become a Trusted Advisor. Utilizing the skills I have developed working with Katherine; I am focused on creating a meaningful, productive partnership with the Hiring Manager and sourcing candidates to meet their needs. I am no longer taking orders, but instead anticipating the wants and needs of the Hiring Manager and providing a great candidate experience. Through her guidance and training, I am able to save countless hours every week. Katherine provided me the tools needed to have meaningful conversations with Hiring Managers and candidates which allowed me to fill positions quicker. Katherine is a world-class talent acquisition mentor and coach!” **Heidi B., DIRECTV**

“It was good to hear about how the words you choose can change relationships, and how to pick words so people don’t take offense but can hear what you are saying. This is the first time I ever heard anything like this.” **Andrea P., Avery Dennison**

I went into it doubting I would learn anything because I’ve been recruiting for a long time. This was refreshing and interesting. Well presented. Good solid examples and topics. I am very impressed.” **Marilyn**

I wasn’t sure what I would get out of this, but it was definitely worth it. I had never had such a clear explanation of the simple word choices that can make a difference in being seen as credible. My biggest aha was in the discussion around “word choices may not be clear.” **Thalia**

“The ideas on how to effectively communicate and redirect some of the behavior we experience with non-engaged hiring managers was exactly what we needed in our current high-pressure environment. It also helped us with isolating some of the issues we have due to our lack of capacity to manage relationships in a most effective manner with our hiring managers.” **Vicki, Avery Dennison**

“Katherine Moody trained my Talent Acquisition team on the Trusted Advisor training and coaching sessions which helped transform my team from “order takers” to valued consultants. Katherine shared tools as well as best practices that made this transition quick and seamless. I have received numerous compliments from Hiring Managers in addition to reducing time to fill from 70-80 days to 40-50 days for most vacancies.” **Amanda C., TA Manager**

“Instead of 6 calls to the hiring manager, it was one simply change that has improved my relationships in a matter of weeks. I think about my relationships before. I had relationships with hiring managers for over 2 years, and I didn’t get the same relationship that I do now in a matter of weeks.

I also had success with rewriting a posting for a position here in Denver. As usual the hiring manager loved the new approach. She interviewed with two strong internal and two strong external candidates. True to form, we see less candidates but the right candidates. This reduces everyone’s time in the screening process. “

**Patricia M, DIRECTV**

---

**More Qualified Candidates—Better Hiring Manager Relationships—Faster Times to Fill**

*The Consultative Recruiter: The Recruiting Strategies that Change Everything*

[New ebook Available on Amazon Kindle](#)

---