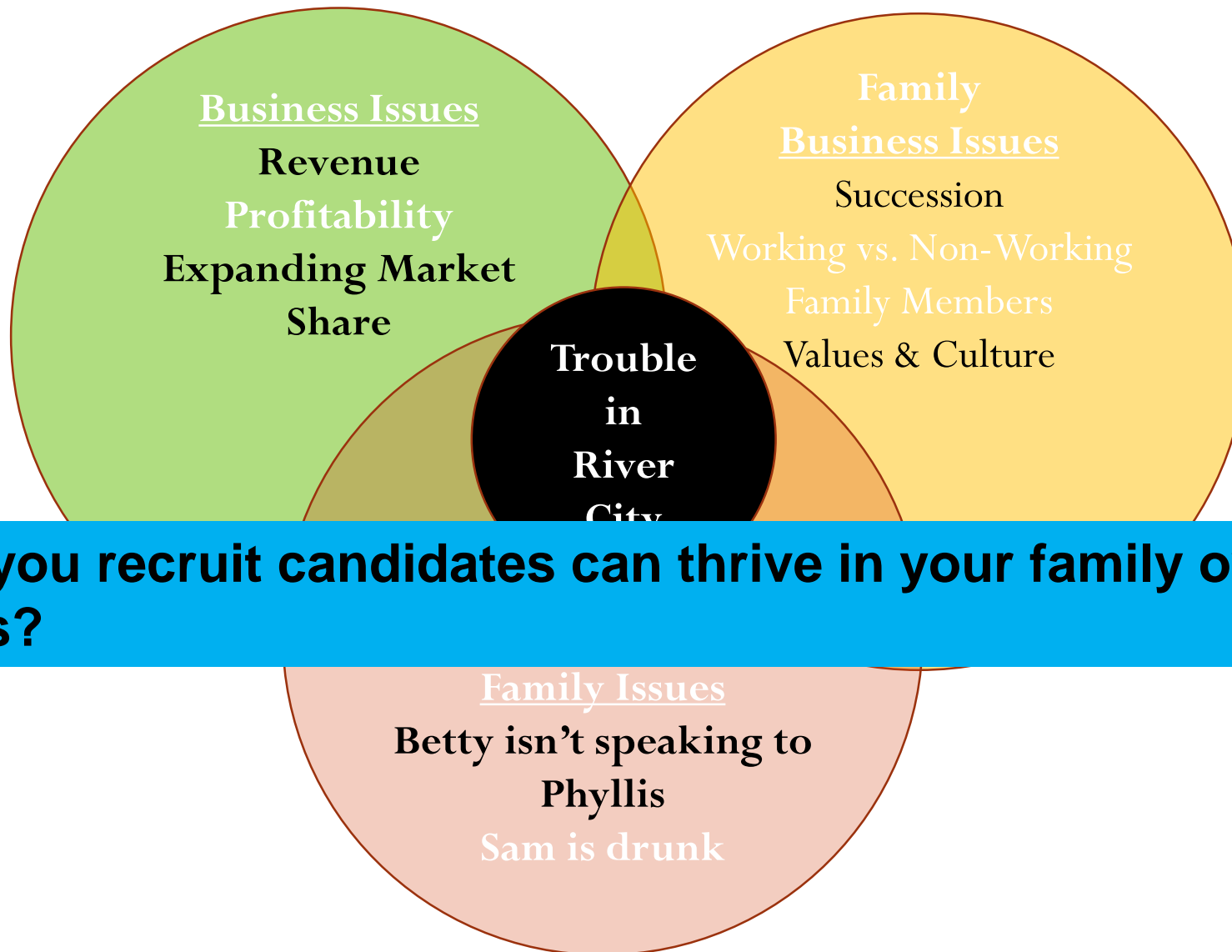


# Recruit Tom Brady for Your Family Owned Business

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# Family Owned Business are Highly Complex Business Entities



**How do you recruit candidates can thrive in your family owned business?**

# Contingent vs. Retained Recruiting

	Contingent	Retained
<b>Payment</b>	<b>Upon placement</b>	<b>Guaranteed</b>
<b>Recruiter Fee Schedule</b>	20% of 1 <sup>st</sup> yr. salary: full payment 30 days after placement	Up to 33% of 1 <sup>st</sup> yr. cash compensation: 1/3 upfront, 1/3 payment in 30 days, final 1/3 at 30 days
<b>Types of Positions</b>	Thickly Trade Market Many candidates qualified for roles. Filling large numbers of positions. Speed more important than quality.	One-Off Senior level, critical to organization. Confidentiality of clients/candidates. Quality more important than speed.
<b>Typical Search</b>	Call Center Operator; html 5 programmers	CEO; VP, Distribution
<b>Main Client</b>	Recruiter works for candidate (company pays fee). Recruiter simultaneously sends candidate's resume to competing companies.	Recruiter works for company.
<b>Completion Time</b>	Approximately 4 weeks or search doesn't get filled by recruiter	12 weeks from contract signing
<b>Number of Recruiter's Hours on search</b>	25 to 35 hours	250+ hours
<b>Candidate Generation</b>	Use of existing database, job boards	Proactive, systematic research
<b>Guarantee</b>	0 - 90 days / no off limits	One year / company off limits
<b>Alignment Issues</b>	Recruiter can't afford to do original research	Partners don't execute work
<b>Leverage</b>	Recruiter leverages multiple offers to extract best deal for candidate	Recruiter leverages multiple candidates to ensure best deal for company

# Executive Recruiting Business Model Issues

- **Nine or 9%** of retained search firms clients say that search firms have a “highly positive reputation”? Association of Executive Search Consultants (AESC) 2011 Recruitment survey
- Clients’ biggest complaint was their lack of communication with their recruiter.
  - Infrequent Status Updates – 53%
  - More Transparency – 52%
  - More Metrics – 44%
- Traditional search firms have a partner / associate business model with partners in charge of business development and client communication for up to 10 clients. Associates handle the daily recruiting process which is 80% of the work.
- Unlike other professional service organization, there are no tools to communicate progress from Associate to Partner or Partner to Client. Therefore, partners have no working knowledge of the searches they’re overseeing.
- Search firm partners work hard to control information to clients so they are unable to form a partnership.

# Recruiting for Your Family Owned Business

- Tom Brady was a sixth round of the 2000 NFL draft. He was the greatest draft pick in the history of the league.
- Family businesses can use the Patriots' three-step process to drill down into the recruiting process and identify the strongest candidate for their position:

<b>Patriots</b>		<b>Family Owned Business</b>
1	Detailed Understanding the System	Create Your Family Business Story
2	Review Draft Class	Develop Your Candidate Pool
3	Skills Assessments	the Family Business Story in the Interview Process

## Detailed Understanding of System

- Coach Belichick is a perfectionist with a strong understanding of his system
- Coach Belichick communicates his vision throughout the organization
- The Patriot's organization is confident about their business decision process because of alignment within the organization.



# Business Storytelling

- Business storytelling has become an important tool a number of business process including selling customers, engaging partners, and sharing corporation information.
- **Books**
  - *Business Storytelling For Dummies*
  - *Storytelling in Business: The Authentic and Fluent Organization*, Janis Forman - 2013 Outstanding Academic Title Award, sponsored by Choice.
- **Seminars**

Robert McKee's Complete Use of STORY-in-BUSINESS Seminar

"The Leader's Guide to Storytelling: Mastering the Art and Discipline of Business Narrative"

  - Neuroscientists have discovered that most decisions—whether people realize it or not—are informed by emotional responses. WSJ, *To Persuade People, Tell Them a Story*, Nov. 19, 2013
  - "We humans have been communicating through stories for upwards of 20,000 years, back when our flat screens were cave walls. Harvard Business Review *The Irresistible Power of Storytelling as a Strategic Business Tool*, March 11, 2014

# Develop Your Family Business Story

- The Family Business Story captures the essence of your bigger-than-life company. It's a heroic saga that celebrates permanence and continuity in a Snapchat society.
- The Family Story Business incorporates all elements that comprise the family business and the specific job offering:
  - **Business Topics:**

Current family members	Market	Biggest Mistake
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  - **Position Issues:**

Responsibilities and Duties	Reporting Relationship	Why is position available
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  - **Company Life:**

Holiday parties	Company Softball Team	Collaborative Environment
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- Storytelling Guidelines
  - Keep It Simple
  - Use It As An Opportunity to Share Something About Yourself
  - Don't Take Yourself Too Seriously
  - Always Keep Your Audience In Mind



## Review Draft Class

- The Patriots were confident drafting Brady because they were able to evaluate over 300 prospects at the NFL Combine
- Athletes are ranked in a variety of activities including 40 yard dash, bench press, vertical jump, and The Wonderlic Cognitive Ability Test.



# Develop Your Candidate Pool

- The sourcing process enables you to take a snapshot of the talent marketplace for a particular position and make decisions according
- It's important to run an organized search process whether you use an external recruiter, internal recruiter or through advertising
- Additional Recruiter Benefits
  - Discussions About Position / Company
    - Sourcing Calls
    - Candidate Interviews
    - Recruiter's Feedback
  - Cost Savings
    - Save Money Over Employee's Tenure – Company X is paying recruiter \$40,000 to hire Director of Distribution
      - Candidate A – Hire for \$125,000 package;
      - Candidate B – Hire for \$160,000 package
      - Company X saves \$350,000 over 10-year period by hiring Candidate A
    - Increase Leverage with Additional Candidates (Back Up Offers) – A company with multiple candidates can negotiate harder with choice candidate

# Skills Assessment

- Brady was not impressive at the combine. He ran his 40-yard dash in 5.2 seconds, the slowest of the 13 quarterbacks to run at this year's combine
- Belichick and the Patriot organization were looking for mental toughness and leadership in a quarterback. After reviewing a tremendous amount of tape, they believed he had these attributes.



# The Family Business Story in the Recruiting Process

## – Candidate Sourcing

- Candidate Sourcing
  - Family Business Story is used in every part of the sourcing process including initial voice mail, first conversation, position description and interview.
  - The Family Business Story enables the candidate understand the unique and extraordinary nature of your family business
  - Family Business Story helps sell the greatest number of qualified candidates as possible in your position

# The Family Business Story in the Recruiting Process

## – Candidate Assessment

- Gauge a Candidate's Reaction to the Family Business Story
  - A candidate's reaction to your Family Business Story will be a leading indicator if they're a strong cultural fit for the company.
  - Make sure the candidate has the right skills and experiences to go along with Cultural Fit -- "Bloodline" – Netflix
  - Consider a candidate's experience with Family Owned Businesses in the evaluation process.
- Have the candidate talk about their personal business story.

# Conclusion

- When Patriot's quarterbacks' coach Dick Rehbein returned from the NFL Combine he told Belichick that Tom Brady was "the best fit for the [Patriots'] system" and the coaches and the people in the front office agreed.
- By incorporating the Patriot's methodology into your recruiting process, your family owned business can have the same recruiting success as the Patriots.

