



Connecting with recruiters is still important.

Early in your search place your credentials with all the right recruiters who might have something of interest.



## 10 Maximize your recruiter contacts

Market yourself broadly to all the right recruiters.

Whether they are called search firms, contingency recruiters or headhunters, all recruiters work for employers. They screen and recommend prospective employees. These firms *are not* in business to serve job hunters. They fill jobs at \$50,000 to \$1,000,000 and up. Elite firms are retained at fees averaging up to 33% of compensation.

Executive search firms are referred to as “retained recruiters.” Other firms, called contingency recruiters, are active up to \$150,000, but operate on commission. Another category is the “temporary or contract recruiter.” They earn fees when employers hire professionals on an interim basis.

While 8,000 to 10,000 firms claim to be active, fewer than 50 dominate the upper-end business. Importantly, the best recruiters play a role in helping management set up position specifications.

Regional recruiters have been playing an increasingly important role in the job market. Some specialize by industry... and others by career fields. There are thousands of local recruiters that can be helpful.

Recruiters are articulate professionals who have a broad knowledge of business, and are generally excellent marketing executives themselves. It will pay you to develop relationships with those you respect and to maintain them throughout your career. Independent firms that specialize locally or regionally are likely to really know what’s going on in their local markets.

Recruiters prefer achievers, people making strong first impressions and who are employed. Being visible in your industry can be key, especially in a hot field or industry. Of course, to develop any level of good activity with recruiters, you'll need superior materials.

When you communicate with recruiters, never be negative about your employer and never appear desperate. Also, keep in mind that recruiters focus on filling their active job listings. So, when you send them a

resume, or register online, most of the time if your resume makes the cut, it will simply be scanned into their files.

“ It pays to establish relationships with as many recruiters as possible. This is particularly important for those who are early in their careers, and those who are specialists in a particular career field or industry. ”

### Direct mail to recruiters

It pays to contact as many recruiters as possible. The vast percentage will not be working on an assignment that might require you... but as time goes by... they may need someone with your background.

When you contact recruiters, be sure to send them a one-page universal resume, suitable for scanning. Cover letters or letter resumes will not play a role.

Recruiters will give your resume about 10 or 20 seconds to grab their attention. So you must have a clear objective... and a compelling summary that covers not more than one-third of your one-page resume. But, you don't have to bother with personally addressed letters.

### What to expect from resume distributions to recruiters

- People with recognizable “tickets” do best (for example, well-known schools, degrees, blue chip affiliations, etc.). Distributions will be most effective for those in popular fields (e.g., sales, accounting, finance, IT or IS, manufacturing or service operations and other fields where there is a sizeable demand).

- Contacting recruiters will be less effective for those in narrow or low demand specialties (e.g., a patent attorney, city manager, technical writer, blood chemist, etc.) or for those making a career change (e.g., an educator moving into business).

- Also, as you go up the pyramid, there are fewer jobs available, so the response rate will be lower. Those who position themselves with lofty titles and high income, as well as those without recognizable “tickets” who are in narrow demand areas, should expect very little here. It's a low percentage game. Compensating with greater numbers of recruiter contacts is required.

- Responses come in over weeks and months. A second distribution to the same list three to four months later produces about 80% of the initial response. First class mail does best, followed by fax and email.

- When responses come in and they engage you on the phone, be ready with a 30-second or 60-second commercial highlighting your most marketable features. Keep in mind that you will be most popular with recruiters if you will explore attractive situations, are upbeat and positive about where your career is going, and not openly unhappy about your employer.

## The 40 leading executive search firms\*

### **Battalia Winston**

555 Madison Ave Ste 1201  
New York, NY 10022-3327  
www.battaliawinston.com

### **Bench International**

120 S Doheny Dr  
Beverly Hills, CA 90211-2510  
www.benchinternational.com

### **Boyden**

50 Broadway  
Hawthorne, NY 10532-1245  
www.boyden.com

### **Callan Associates**

1211 W 22nd St Ste 821  
Oak Brook, IL 60523-3222  
www.callanassociates.com

### **Carlyle Group**

625 N Michigan Ave Ste 2100  
Chicago, IL 60611-3180  
www.carlylesearch.com

### **Cejka Search**

222 S Central Ave Ste 400  
Saint Louis, MO 63105-3509  
www.cejkasearch.com

### **Ken Clark International**

2000 Lenox Dr Ste 200  
Lawrence Township,  
NJ 08648-2314  
www.kenclark.com

### **Conley & Company**

260 Franklin St Ste 1820  
Boston, MA 02110-3164  
www.conley.com

### **Cook Associates**

212 W Kinzie St Fl 1  
Chicago, IL 60610-4479  
www.cookassociates.com

### **Crist | Kolder Associates**

21 W 2nd St Ste 3  
Hinsdale, IL 60521-1783  
www.cristkolder.com

### **Cromwell Partners**

305 Madison Ave  
New York, NY 10165-0006  
www.cromwell-partners.com

### **CTPartners**

1166 Ave. of the Americas Fl 3  
New York, NY 10036-2738  
www.ctnet.com

### **DHR International**

10 S Riverside Plz Ste 2220  
Chicago, IL 60606-3707  
www.dhrinternational.com

### **Diversified Search Ray & Berndtson**

2005 Market St Ste 3300  
Philadelphia, PA 19103-7041  
www.diversifiedsearch.com

### **Howard Fischer Associates**

1800 John F Kennedy Blvd  
Philadelphia, PA 19103-7421  
www.hffischer.com

### **Furst Group/MPI**

555 S Perryville Rd  
Rockford, IL 61108-2530  
www.furstgroup.com

### **Gilbert Tweed Associates**

415 Madison Ave Fl 20  
New York, NY 10017-7939  
www.gilberttweed.com

### **Grant Cooper & Associates**

222 S Meramec Ave Ste 202  
Saint Louis, MO 63105-3514  
www.grantcooper.com

### **Heidrick & Struggles**

233 S Wacker Dr Ste 7000  
Chicago, IL 60606-6350  
www.heidrick.com

### **Hodge / Niederer /**

**Cariani / Lindsay**  
655 Montgomery St Ste 1900  
San Francisco, CA 94111-2634  
www.hnclsearch.com

### **Horton International**

29 S Main St Ste 327  
West Hartford, CT 06107-2464  
www.horton-intl.com

### **The Howard-Sloan-Koller Group**

300 E 42nd St Fl 15  
New York, NY 10017-5925  
www.hsksearch.com

### **Isaacson Miller**

334 Boylston St Fl 5  
Boston, MA 02116-3492  
www.imsearch.com

### **JM & Company**

1045 1st Ave Ste 110  
King Of Prussia, PA 19406-1358  
www.jmsearch.com

### **Kaye/Bassman**

4965 Preston Park Blvd Ste 400  
Plano, TX 75093-5141  
www.kbic.com

### **Korn/Ferry**

1900 Avenue of the Stars Ste 2600  
Los Angeles, CA 90067-4507  
www.kornferry.com

### **Herbert Mines Associates**

375 Park Ave Ste 801  
New York, NY 10152-0801  
www.herbertmines.com

### **Preng & Associates**

2925 Briarpark Dr Ste 1111  
Houston, TX 77042-3734  
www.preng.com

### **PrinceGoldsmith**

420 Lexington Ave Rm 2048  
New York, NY 10170-2003

### **Rhodes Associates**

555 5th Ave Rm 600  
New York, NY 10017-9268  
www.rhodesassociates.com

\*Source: Kennedy Publications

### **Russell Reynolds**

200 Park Ave Fl 23  
New York, NY 10166-2399  
www.russellreynolds.com

### **Morgan Samuels**

9171 Wilshire Blvd Ste 320  
Beverly Hills, CA 90210-5516  
www.morgansamuels.com

### **J. Robert Scott**

260 Franklin St Ste 620  
Boston, MA 02110-3174  
www.j-robert-scott.com

### **Slayton Search Partners**

200 W Madison St Ste 2800  
Chicago, IL 60606-3498  
www.slaytonsearch.com

### **Spencer Stuart**

401 N Michigan Ave Ste 3400  
Chicago, IL 60611-4249  
www.spencerstuart.com

### **Stanton Chase**

100 E Pratt St Ste 2530  
Baltimore, MD 21202-1074  
www.stantonchase.com

### **Strawn Arnold**

2508 Ashley Worth Blvd  
Ste 150  
Austin, TX 78738-5303  
www.salainc.com

### **Tyler & Company**

375 Northridge Rd Ste 400  
Atlanta, GA 30350-3299  
www.tylerandco.com

### **Witt/Kieffer**

2015 Spring Rd Ste 510  
Oak Brook, IL 60523-3903  
www.wittkieffer.com

### **Egon Zehnder**

350 Park Ave Ste 801  
New York, NY 10022-6079  
www.zehnder.com

## Realize that the recruiting business is highly affected by the economy

When times are good, the recruiting industry often soars. This is true relative to the recruiting of professionals at all levels. As a rule the senior executive portion of the market doesn't fluctuate as much as the market from \$50,000 to \$150,000.

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” Less than  
recruiters  
or less are  
contacted by  
the average  
professional  
who seeks a  
new job. //

Because of this, your expectations from placements of your resumes with recruiters should be modest in periods during downturns or recessions.

Occasionally, people mistakenly think that contacting recruiters by phone will be effective. This is rarely the case, in any economy. At all times, you need to keep in mind that recruiters are having conversations with dozens of professionals every day. However, as previously stated, their focus is on filling the limited number of assignments on which they are currently working.

## Besides recruiters, venture capitalists can help

A surprising number of VC firms have assumed an active role in hiring for both start-ups and developing firms in which they have an ongoing investment.

People who will generate the most interest are normally executives who are candidates for “C” level positions (COO, CTO, etc.) or those who can fill a role as head of a line function (VP Sales, etc.). Others who do well here are primarily in their 30s and 40s. Typically, they've been with major firms and have advanced degrees.

## Sample letter for sending to venture capitalists

Dear Mr. Miller:

*I know from past discussions with venture capital firms that you often need to search for second-stage management. My second stage growth and turnaround achievements are significant.*

*By way of introduction, as a Fortune 500 executive and marketing leader, I have enjoyed a classical marketing and management career including key positions with well known firms and brands.*

*These include Lever Brothers, Lipton, Borden and Good Humor. My experience encompasses growth through such positions as Director of Product Management, Marketing Director, Senior Vice President of Sales and President.*

*Entrepreneurial by nature, I have more than a decade of experience in start-ups and turnaround management. I have consistently increased sales, expanded market share, reduced costs, and streamlined operations.*

*As a venture capitalist, your ear is close to the ground regarding new business opportunities in the consumer product area. With that in mind, I am requesting a brief meeting in which we could exchange industry knowledge.*

*I will contact you in a few days to determine a time when we can meet. Thank you in advance. A detailed biography is attached.*

*I look forward to speaking with you soon.*

*Sincerely,*

**Larry Morgan**

Larry Morgan

### What some people say about recruiters

- *“I got all I needed from recruiter distributions. I had 11 interviews with search firms in New York. Then I visited with three employers and was invited for second interviews by two of them. One turned into a top job offer as chief financial officer of a medical equipment manufacturer. Frankly, I had very little time to pursue the other avenues.”*
- *“Recruiters won’t produce much for you if you want to change fields. At first, I wanted to make a dramatic shift, but resume distributions produced very little in the way of interviews. Then we adjusted my materials to keep me in my specialty, and the results were entirely different. I accepted a position with a small but fast growing firm. At my age (43), I also have developed relationships with recruiters that could be of help to me throughout my career.”*
- *“I worked every angle of your system, but my activity with recruiters was for the best quality jobs. I think employers who spend the money for large recruiting fees value their positions more. I also think they are more solid businesses. When they pay a recruiter \$60,000 to get a job filled, you can also be sure that the job you accept will have some room for negotiation.”*


### What some people say about VCs

- *“My position came through contacting a venture capitalist in Atlanta. My background is in biochemistry, and I had been a sales executive with Novartis. I could not be more pleased.”*
- *“I would not recommend the venture capital route for everyone. I am 53 years old, and in the course of investing a lot of time with VC firms, had very little response because of my age.”*
- *“I did have several things emerge with VCs, but all were related to my previous industry experience and my MBA and Ph.D. My new position is COO of a firm with \$10 million in initial financing.”*
- *“I am 32 years old, have a BS from Northwestern and an MBA from the University of Chicago. Most recently, I had been with a major consulting firm for five years. I wanted to make the shift from staff work as a consultant to a line position in general management. Raising a family, I also wanted much less travel.  
“I had a lot of responses from venture capitalists, even in the slower economy. However, while I have landed an excellent position, my starting guaranteed package is \$175,000... \$50,000 less than my guaranteed package last year. My stock option package is superior.”*

## Why not get into the files of a lot of recruiters? It can help now... and in the future!

Once you have a superior resume, when you send it by first-class mail, recruiters may scan it into their files. If you are early in your career, you may hear from them for many years as they get assignments that require your skills. As your career progresses, it helps to stay in touch and make yourself easy to find.

*“What we see depends mainly on what we look for.”*  
—John Lubbock



**#10 RECAP**  
Market yourself to all the right recruiters

If you're seeking a middle income position, then local and regional recruiters are well worth contacting.

If you're after an executive job, you'll want to reach as many recruiters as possible.

Nevertheless, the chance of one recruiter working on a job that is right for you is small.

### Quick action steps for recruiters

For our clients, we place their resumes with all appropriate recruiters. And, the JMAC recruiter database is continually updated. However, on your own there are several other sources available online. Check for how up-to-date and thorough they are. Spend time on the Internet, download samples where available, and assess this for yourself.