# Audio file

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# Transcript

00:00:01 Greg Reffner

Everybody, my name is Greg Reffner, host of the abstract podcast and I am here today with Amy, Founder and CEO of Ave Talent Partners and contributor to pretty much every important sales group in the beta B World. Amy would love for you to introduce yourself.

00:00:17 Amy Volas

Hello hello thank you Greg for having me. My name is Amy Bowlus an I am the Founder and CEO of a company called AB New Talent Partners.

00:00:25 Amy Volas

We concentrate on helping varying stages of startups.

00:00:29 Amy Volas

Build out enterprise sales teams an, then hire the right leaders and executive leaders for sales. Customer success in sales op slash enablements. So that's our area of expertise. I have a 20 plus year sales career myself where I have sold over 100 million dollars in revenue that was.

00:00:49 Amy Volas

Equally spent between selling products and services, startups and big companies. And yeah, I started my company to fix the broken bits and pieces when it comes.

00:01:01 Amy Volas

Getting something as important as sales. Hiring right the first time around, so that's my jam. Thank you. Thank you for having you.

00:01:07 Greg Reffner

Yeah, absolutely. It's our pleasure. It's being in sales myself, it's.

00:01:14 Greg Reffner

Having gone through a couple of hiring interview process is broken. I think is an understatement. In a lot of ways, so we appreciate your efforts getting into the start of your career. I think it's always interesting how people got into technology, and typically when I'm talking to people about their background, it's how they got into tech sales. But you're in technology recruiting.

00:01:36 Greg Reffner

But your degrees in criminal justice and police science that could. I think there's other ways the world could benefit from your knowledge, specially in today's day and age. But how did you end up in recruiting when that's when you went to school? That's what you had school for.

00:01:52 Amy Volas

Yeah, so I I always thought I wanted to be James Bond when I grew up. Sweetie, I'm real excited this weekend because there was a marathon on the IFC channel. My husband's literally like you own every James Bond movie and you're sitting here watching this with commercials. What is your problem or what it is like? I'll get sucked in and I'm there so.

00:01:57

Sorry.

00:02:12 Amy Volas

And.

00:02:13 Amy Volas

I quickly realized that being a secret agent and international spy was so not me. I love to talk. I love my relationships. I am not interested in the things that it would take to do that and so, well, I'm fascinated by that.

00:02:32 Amy Volas

And very much captivated. I was in English minor.

00:02:36 Amy Volas

And.

00:02:38 Amy Volas

I really didn't know what I wanted to be when I grew up. I think a lot of people feel that way, and so my first role was in recruiting tech recruiting, which is like so not me. I don't speak that language at all and Fast forward to 2001.

00:02:55 Amy Volas

In 911 happened and I had worked. This is before, like the word startup is really a thing.

00:03:00 Amy Volas

It was called dot Coms like we were workingfor.comsandtherewasa.com bubble and then it burst and I had gone through that and I loved the company and had survived a bunch of layoffs an ultimately they sat me down and they said. Here's the thing. There's nothing to recruit for. And if you want to stay here.

00:03:20 Amy Volas

You gotta sell and so I've always been in enterprise sales. I was thrown into that. I then.

00:03:27 Amy Volas

Have always been.

00:03:29 Amy Volas

And in around.

00:03:31 Amy Volas

The recruiting talent acquisition. A char tech landscape selling products and services to that community.

00:03:37 Amy Volas

And I got bitten by the sales bug and I've never turned back and so it's funny because while I own a sales recruiting firm, I tell everybody I don't identify with that. I identify with being a practitioner of sales. I've been sales leader as well. I care deeply about our community. I love startups.

00:03:58 Amy Volas

I'm a builder by trade. This is my second venture.

00:04:01 Amy Volas

And when I know all the bits and pieces that are broken through all of my experience of my own mishaps of hearing about others, every single day of knowing that regardless of the year or the technology that the number one goal is, how do I find the right people to come work here and then keep them? These are these are problems. These are things that are top of mind.

00:04:23 Amy Volas

For many companies and they've always been problems that I wanted to solve, and so I identify with that that side of things in terms of fixing.

00:04:32 Amy Volas

What I deem to be broken inside of a community that I care a whole lot about versus just being another recruiter to try to like throw a bunch of spaghetti against the wall and make money off of that. So you're going to see. I'll probably cringe if you call me a recruiter and no offense to the good recruiters out there. Love, you need more of you in the ecosystem, but I identify more with the things that we just talked about, so.

00:04:54 Amy Volas

Ironically enough.

00:04:55 Amy Volas

We go.

00:04:56 Greg Reffner

Got it OK? Well a couple couple of things I want to pull back on that. So First off we have Daniel Craig, Sean Connery, Pierce Brosnan, Roger Moore, Timothy Dalton, George Lazenby, David Niven, and Barry Nelson. Who is your favorite bond actor?

00:05:11 Amy Volas

Well, please does this.

00:05:12 Amy Volas

Mean that you are a fellow bond aficionado. If you can rail those up, or did you do a Wikipedia search real quick?

00:05:18 Amy Volas

And find all of them.

00:05:19 Greg Reffner

So in high school I actually had this goal to be James Bond myself and then I was known as the guy in high school that could rattle off every single James Bond actor and movie to date. So that was kind of like my.

00:05:19

So.

00:05:34 Greg Reffner

My stick when I was trying to go out land like my homecoming dates and stuff. But anyways, that's a different story. So which is your favorite actor?

00:05:43 Amy Volas

It's a tie, so I'm very very sad about.

00:05:46 Amy Volas

The recent passing of my boy, Sean Connery. That was a sad ending for me. I was heartbroken because, like Goldfinger, come on, yeah.

00:05:53 Greg Reffner

Yeah.

00:05:55 Amy Volas

And then my boy, Daniel Crag I. I was heartbroken when he was like, I'm done, but he wasn't done 'cause the next movie was supposed to get released in April. And then it got pushed, which I'm I'm like. Where is it? And that was gonna come November. And it's still not here. I'm like I needed in my life. It will bring me joy so it it and not that the other bonds aren't good. But those are my two faves like it's a total tie between modern bond.

00:06:11 Greg Reffner

Yeah.

00:06:18 Amy Volas

In the Renaissance, the Renaissance, the Renaissance man scuse me Bond.

00:06:24 Amy Volas

Sean Connery. What about you?

00:06:26 Greg Reffner

You know I have to go with Sean Connery. My mom has a not a secret crush but my dad. My mom been married like almost 50 years and the one person my mom loves more than my dad is Sean Connery. So I heard about Sean Connery, my entire childhood and so I feel like it was just kind of ingrained in me that if.

00:06:45 Greg Reffner

I want my mom to love me that Sean Connery needs to be my favorite James Bond. So I mean.

00:06:49

So.

00:06:51 Amy Volas

Probably hard as well, 'cause you know he's no longer with us. I have to ask you and I know this has nothing to do through podcasts, but I'm super geeked out about it and I'm sure this will get edited out. What's your favorite Bond movie?

00:07:06 Greg Reffner

So it's a.

00:07:08 Greg Reffner

It's definitely Goldfinger, only because of the video game on Nintendo 64 and I could play that game all day, every day if I was given one game to play the rest of my life would be Goldfinger and I just think that.

00:07:28 Greg Reffner

You know every part of that game I can relate back to the movie and I think that's just kind of stuck in me as to as to why Goldfinger's my favorite.

00:07:36 Amy Volas

It's a good one. It's definitely the top so.

00:07:37 Greg Reffner

Yeah, yeah.

00:07:40 Greg Reffner

Alright, well maybe you can add that to like an interview question list in the in the future. Like can you name all the James Bond character or something like that?

00:07:49 Amy Volas

Or if they don't know what things bond is, you automatically don't get the job with.

00:07:49

It.

00:07:52 Amy Volas

Me about that.

00:07:52 Greg Reffner

Gone gone Dundee queued alright so on your website you have the definition of Ave right, a way of approaching a problem making progress towards something.

00:08:03 Greg Reffner

We've all been faced with new challenges here in the past year and I think one of the the ways that I want to spend time with talking to you today is kind of what's the problem that we're facing in recruiting today as I've gone out and I've hired a couple of reps.

00:08:21 Greg Reffner

In office experience is something that I used to look for, like what is your working environment. Things like that. So I want to really talk about that in the way you're approaching.

00:08:30 Greg Reffner

And I know you hate the word recruiting, but maybe finding talent in the world that we find ourselves in today. So first question I have for you that I love your feet.

00:08:40 Greg Reffner

Well, do not.

00:08:40 Amy Volas

Contact Greg, I give you permission for that. Just calling me a recruiter is the thing that'll that'll make me cringe.

00:08:46 Greg Reffner

OK, fair enough. Alright, I was trying to avoid using the word recruiter for the next. You know, 1520 minutes if I could as I.

00:08:53 Amy Volas

I loved it else.

00:08:54 Amy Volas

Thank you, you can use the word, it's OK.

00:08:56 Greg Reffner

OK alright I appreciate it.

00:08:59 Greg Reffner

So as you're going out talking with organizations, are you finding that companies are embracing this remote first strategy, or do you feel like people are itching to bring people back to the office? I saw yesterday I think Drift announced a digital first approach, so I'm curious. Kind of what you're hearing.

00:09:20 Greg Reffner

Out in the out in the markets in terms of what companies are thinking, the future of work looks like.

00:09:25 Amy Volas

Yeah, I think that there's so much hype an I think that's part of the problem of a lot of things, not just what we're talking about in terms of the future. What work will look like and what we're going to see this year, but also with recruiting also with sales.

00:09:40 Amy Volas

Somebody says something an it's a sexy company like drift for example and no shade to drift. I love drift. I use drift for my own company.

00:09:48 Amy Volas

But just because drift does it and that's good for them doesn't mean it's good for everybody else. And so I'm really encouraging people to do some independent thinking and I I won't go off on that tangent. But I think we're going to see a blend, so let's go back to 2020.

00:10:04 Amy Volas

Which isn't so far off of where we are.

00:10:07 Amy Volas

Today in 2021.

00:10:09 Amy Volas

And let's look at what happened last year. So here we are, all going along, minding our own business, doing our own thing, and then March hits.

00:10:17 Amy Volas

And the world in which we all knew it. And what that looked like.

00:10:22 Amy Volas

Completely changed.

00:10:25 Amy Volas

You had some companies that immediately.

00:10:29 Amy Volas

Could pivot, right? They've already had people that were working remote. They were set up for this. It was turnkey.

00:10:36 Amy Volas

You had people that really, really struggled really struggled and perhaps didn't even survive. Yeah, then you have other companies that sort of went kicking and screaming and then got into the group because they had no other choice and realized, well, we can do this so that settles in.

00:10:43

Yeah.

00:10:54 Amy Volas

The back half of 2020 people start realizing.

00:10:58 Amy Volas

Perhaps remote isn't the be all and end all for our business or this particular team or this particular part of our business.

00:11:06 Amy Volas

And that's OK. And so I think what we're so. It's kind of like. Do you remember when everybody went to the Openoffice concept? 'cause that's what you do. And then there were all these studies that came out that were like it's a horrible idea. It's not going from a collaboration. If you walk on the floor, everybody has your phones on and.

00:11:26 Amy Volas

They're not listening.

00:11:29 Amy Volas

It's distracting and you know all of the things, and so it's funny how you have these big sweeping statements like remote only, and that's what it's going to be.

00:11:39 Amy Volas

Here's what I think we're going to see. We're going to see a blend. I think we're going to see a big research of like the we works of the world because it's going to be about meeting our employees where they are versus where we want to force them to be. And so some people really care about working with other people. Some people, like me. I've worked remote for 12 years. My company was set up.

00:11:51

Love it.

00:11:59 Amy Volas

From a remote perspective, I didn't miss a beat when it came to that, right?

00:12:05 Amy Volas

And then you have some companies that crave being in the office together and there's nothing wrong with that. And I can't tell you how many conversations I've had with people, specially in New York.

00:12:17 Amy Volas

You're just starting out. You're sharing an apartment that's the size of a postage stamp with four other people. And now you're working from home and you went there because you wanted to make your way. You wanted to meet people and your work environment was a big part of that. Those people are not wrong. Doesn't mean that they're not going to have an office to go to means that it's going to look a little different.

00:12:37

Yeah.

00:12:37 Amy Volas

And that's OK, so I think we're going to see this blended approach.

00:12:41 Greg Reffner

I like that I like that big sweeping statements definitely are kind of flash in the pan. Ideas right? And I I remember the first time I was in an open office environment. I was miserable because I'm sitting there head down like trying to block my microphone from all the ambient noise and my boss is like why aren't you collaborating with all these other people? I'm like 'cause it's so loud here there's no space to talk.

00:13:03 Greg Reffner

So yeah, great example and I I definitely I agree.

00:13:07 Greg Reffner

The.

00:13:08 Greg Reffner

Kind of embracing that flexibility is going to be key for for any organization moving forward in the future kind of segueing into that Amy you guys focus on enterprise reps that close enterprise deals kind of. That's your bread and butter that enterprise world and so most of the enterprise.

00:13:27

Not.

00:13:28 Amy Volas

So it's not just that it's also leaders as well.

00:13:31 Greg Reffner

OK sorry leaders as well, including that, so I've known some enterprise reps in in my time in sales and they've all been given a certain amount of flexibility in their remote kind of work environment and.

00:13:47 Greg Reffner

You know those same reps that had to go to San Francisco had to go to LA that had to go to New York on a regular basis. They're now at home closing those seven figure deals over Zoom calls, you know, do you see a reason why any Rep would ever have to be based in Geo again?

00:14:08 Greg Reffner

Given the fact that we've kind of proved inside sales can still lead to massive enterprise deals.

00:14:15 Amy Volas

Um?

00:14:18 Amy Volas

I don't know if we've if we've proven that.

00:14:20 Greg Reffner

OK.

00:14:21 Amy Volas

I think.

00:14:23 Amy Volas

If you look at true enterprise.

00:14:26 Amy Volas

Those deals can take 18 to 24 plus months depending.

00:14:32 Amy Volas

And there is something when you're in the meat of a really strategic complex.

00:14:39 Amy Volas

Deal with a lot of different people.

00:14:43 Amy Volas

Um?

00:14:46 Amy Volas

There are meetings that need to be had. Is that the VL end all? Is that the first foot that you lead with no.

00:14:53 Amy Volas

And do I think that we have proven to ourselves that?

00:14:56 Amy Volas

When we thought that we could just hop, skip, jump on a plane, and all would be well, that that was that. That was the thing. I think that we've proven that that's not always the thing.

00:15:06 Amy Volas

But I I I will argue.

00:15:06

Right?

00:15:11 Amy Volas

Inside sales is not enterprise sales all day, every day. Do I think that we have proven that?

00:15:19 Amy Volas

Um?

00:15:21 Amy Volas

The Road warrior model.

00:15:24 Amy Volas

Isn't what it looks like or what we assumed it to be. Yeah, and guess what? We're in the world of. It's the digital age and things change and it's technology. Being able to help us, but it doesn't replace us. And so I think depending on the scenario, in some certain circumstances, yeah, people are closing deals and that's great. But I've also talked to a lot of companies that are like.

00:15:46 Amy Volas

For example, one of my clients last year we're going to hire three people.

00:15:51 Amy Volas

We hired 2.

00:15:53 Amy Volas

And that was a stretch because all of their deals were getting pushed.

00:15:58 Amy Volas

Because all the decision makers were really uncomfortable because they couldn't meet because they didn't have confidence because because because and they're waiting for 2021. So again, I don't want to make these big statements because there's always going to be things, and I think that's the thing about sales that people get wrong. What you do in inside what you do in field, what you do in Channel 1.

00:16:20 Amy Volas

You do in high velocity high transactional.

00:16:24 Amy Volas

Selling whether that's inside or outside, I mean whatever it is, it has its own nuances, and so when I think about enterprise sales, I'm not thinking about like high velocity mid market. I'm thinking about Enterprise and I think about a deal my uncle and I've been talking about it for months. He's been working on it forever.

00:16:44 Amy Volas

On

00:16:47 Amy Volas

It's with a global company. It's a global deal. It's almost a billion dollars.

00:16:52 Greg Reffner

Wow.

00:16:53 Amy Volas

And just the spreadsheet that they're managing to corral. This whole thing has 1000 tabs.

00:17:01

Ha ha ha.

00:17:02

Oh

00:17:02 Amy Volas

So it's like you know, and if I'm doing a deal here in the US and then it spans to the European markets to the Asian markets too. You know, like it's like a global play.

00:17:17 Amy Volas

He's like this is killing.

00:17:18 Amy Volas

Us we can't go and meet.

00:17:20 Amy Volas

So.

00:17:22 Amy Volas

I know I'm going off on a little bit of a tangent there, Greg, but I'm I'm being intentional about that tangent, 'cause I want people to think about the different use cases. I I would be really irresponsible by just agreed to your statement because it's not always the case. Certainly in some cases, yeah, and that's a good thing, but not it's not going to be the gold standard.

00:17:40 Greg Reffner

That's fair, you make a. You make a great point, Amy, that.

00:17:44 Greg Reffner

You know this has only been really going on for nine months, and so enterprise sales cycles are much longer than that in most cases. And so yeah, I think it is irresponsible of me to think that we've proven.

00:17:57 Greg Reffner

Enterprise sales can be remote because we haven't even recognized the full sales cycle yet and a lot of deals, so that's a that's a great point. Valid point. Thank you for putting me back in my place. I appreciate it.

00:18:09 Amy Volas

You're all day for that. This is fun. No, I'm kidding.

00:18:12 Amy Volas

Yeah.

00:18:13 Greg Reffner

That's awesome.

00:18:14

Yes.

00:18:15 Greg Reffner

So Speaking of New York, you had a an example of New York when companies that are based out of San Francisco, New York and and you're negotiating with these clients to find talent. I've heard so many stories of well, we're not paying them New York wages if they live in Nebraska. We're not paying them San Francisco wages if they live.

00:18:37 Greg Reffner

In New Mexico, are you seeing that that's being received pretty well by the market or is there some friction that that's creating? Or what's kind of what are you seeing in the market when it comes to paying?

00:18:51 Greg Reffner

Based upon kind of where the company is headquartered versus where the reps located.

00:18:56 Amy Volas

Yeah, I think that those are horrible assumptions that many companies make.

00:19:01 Amy Volas

Without understanding what they're doing, and I will go toe to toe with anybody that wants to say that nonsense to me. Great if you want to hire AB or C player, cool, you can save a few bucks. Please do that an and really in my mind it's about understanding.

00:19:13 Greg Reffner

Yeah.

00:19:17 Amy Volas

Where the other person is coming from, and perhaps you can hire somebody in Montana and perhaps you can save 30%, and that's good as long as the person is doing the work that you need them to do, and that they will be successful to thrive in.

00:19:33 Amy Volas

That role cool.

00:19:36 Amy Volas

That said, making these blanket statements of like well now what we've learned in Cobit is remote and we can hire anybody anywhere and that's going to help us save money.

00:19:47 Amy Volas

Aplus talents.

00:19:50 Amy Volas

Is always going to require a plus pay always if I'm good at what I do and I have created a life for myself to be able to work from wherever I am. Let's say I'm at the tee times, which is where I'd love to be right now.

00:20:07 Amy Volas

Let's say I'm there and the kostof. Well, Jackson, Wyoming isn't exactly like if you're in Jackson Hole. It's not exactly cheap such let's say you're on the fringe where it is a little cheaper, right? Doesn't mean.

00:20:15 Greg Reffner

That's not cheap now.

00:20:22 Amy Volas

That I'm not good at what I do, but I don't command top dollar. Maybe my cost of living is more than what you think it is like. It's about the work that needs to be done and paying fair market value for that. And the thing that I share with my clients when they go down this this train track with me is to say guess what?

00:20:41 Amy Volas

You can think whatever you wanna think the market is going to speak the loudest. What's the market telling you? I just had this conversation with.

00:20:49 Amy Volas

ACOONSER, oh, they're looking to hire an enterprise sales person like, well, we promoted a person that used to be an ex hockey player and then in addition to that we have a teacher that we hired and they're thriving and we've saved 50% in what we'd pay a regular enterprise seller.

00:21:06 Amy Volas

And so our model is to go replicate that and I said how's that working for you? And they're like, well, that's why we're calling you is it's not working and I said and I'm not a miracle worker where I have a cloning machine and all of a sudden it's like hey ex hockey players and teachers. Let's just pump you out and you're going to be great.

00:21:22 Amy Volas

Um?

00:21:24 Amy Volas

And their business is suffering for it.

00:21:27 Amy Volas

And so you know, it's it's. It's the fact that I think when people don't know what they're doing, the hiring process and they make some of these assumptions. And then they get burned by it, or they see it work once. Then that's the like be all and end all. Pay attention to your market. Pay attention to your buyer. Pay attention to what your business is truly doing.

00:21:49 Amy Volas

And higher for the work, and be prepared. You know there's that whole adage of you pay for what you get. It's like the companies that we're going to see this happen for sure in this year, and it's already starting to have.

00:22:00 Amy Volas

Then all you have to do is go to Navigator, set up a search and see who's moving.

00:22:06 Amy Volas

If you were able to keep your people because they were scared about losing their job in 2021 'cause they saw or excuse me 2020 'cause they saw a bunch of other people lose their job and those people have stuck around and you're like, oh, guess what? I know a company that did this. We're only going to make the sales team take a cut and everybody else will be OK. 'cause we still need engineering to do what engineering is doing.

00:22:28 Amy Volas

Or everyone's going to take a pay cut, and now the business is bounced back and they haven't bounced back off of that or whatever the behavior was that didn't feel so good and went over like a lead balloon. You're going to lose those people.

00:22:36 Greg Reffner

Yeah.

00:22:38

Yeah.

00:22:40 Greg Reffner

Yep.

00:22:40 Amy Volas

And so you pay for what you get. And honestly, if I'm really good at what I'm doing, and maybe I took a move for that assumption and now a company comes my way an it's the work that I want to be doing an it's 30% increase because they see what I'm able to do in their meeting with me where I am.

00:22:41

Yeah.

00:23:00 Amy Volas

Chances are I'm going to make that move.

00:23:03 Greg Reffner

Yeah, absolutely. It's if you're you're an A plus Rep. Consistent quote, obtainment market experience, whatever that might be, right? You've kind of earned the right to go. Hey, I want to go work from my example would be tell you ride Colorado, which is probably just as expensive as Jackson Hole, but you know if I want to go work from tell you ride.

00:23:23 Greg Reffner

Like

00:23:24 Greg Reffner

I should be afforded that right because I'm going to deliver to you because I proven I can deliver to you. And just 'cause I want to go work someplace else doesn't mean I should take less pay. So it almost puts the power in the hands of the talent and the sales reps because good reps they can go anywhere, right? If you're a good sales Rep.

00:23:45 Greg Reffner

You don't ever have a hard time finding a job. Companies have hard time finding good sales reps, and so I think the power might be be cool to see that shift a little bit.

00:23:56 Amy Volas

Well, there's more. There's more bad sales people.

00:24:02 Amy Volas

And there are bad companies. And so when you perpetuate that, that's a real big problem because you have, you know, it's funny. There's a fellow, a colleague and.

00:24:13 Amy Volas

Of mine and myself we were talking about this recently and this this particular person.

00:24:17 Amy Volas

I hadn't been able to keep a job for anymore than six to nine months, and like every six to nine months churning. And I know this person.

00:24:26 Amy Volas

And like you can't keep doing this, it's going to. It's going to hurt you. It's going to catch up.

00:24:32 Amy Volas

You know this person is like you know.

00:24:35 Amy Volas

I'm I'm the top performer everywhere I go. This is enterprise sales too. I'm like there's no way you can be the top performer in every job in six to nine months. If it's true, enterprise sales don't.

00:24:46 Amy Volas

You're not talking to somebody that's dense here, so let's cut this out.

00:24:49 Amy Volas

Oh

00:24:50 Amy Volas

And of course, now this is a person that now works for themselves to be a consultant. But what I find to be particularly particularly interesting about this is the companies that he was moving to right? And all this friction. They were never the cherry rolls.

00:25:06 Amy Volas

They were always the companies that didn't know any butter that would maybe throw some cash or whatever the case may be, but then it was bad. And then the churn happens. And so when you get caught up into that hamster wheel, the very best of the best companies that do treat their employees well that do pay well that do have opportunities that do support that do.

00:25:25 Amy Volas

You know, lift up and all of the things you don't get considered because they know what good looks like and they take care of good and so good begets good. Bad begets bad. You have to choose wisely. And what's the story that you want to tell when all of a sudden done? And I I do believe.

00:25:42 Amy Volas

Employers.

00:25:44 Amy Volas

And seekers they take a backseat approach to something that is so important. It's my life, it's my job. It's where I spend more than 50% of my time. Every single day an yet I treat it like I'm window shopping for a pair of shoes like it's ridiculous. And then the same thing on the employer side.

00:26:05 Amy Volas

These people, they're not just assets. They're not just widgets. They're not just things that are only going to serve you. You have to serve them. It's a two way St always and for the companies that don't realize this and they're like you work for me, you have a problem. It's called turnover. I'll do the whole host of other problems if I really got in and peel back the layers, but.

00:26:05

Yes.

00:26:26 Amy Volas

I don't understand where it's like I'm gonna take a backseat approach this. We're just gonna get some butts and seats. Let's just get some resumes. I'm gonna look for those top performers that once presidents club.

00:26:35 Amy Volas

I could say that I.

00:26:35 Amy Volas

Did a lot of things and if you don't know how to confirm it or deny it.

00:26:40 Amy Volas

Then you've got a bunch of people coming. You've got unrealistic expectations, and now you're turning, and so that's the same thing as like people don't take the time to be intentional about something that's so important. You can't do a business without the people. The bots have not taken over. You can't do your careeer without opportunities. The bots haven't taken over that.

00:27:01 Amy Volas

And so I really am outspoken on this because I see so many people get in the way of themselves and the good news is it doesn't have to be that way. And yet here are. And so you clearly struck a chord with me. I'm not going any further into that, but that's how I feel about that, Greg.

00:27:10

Yeah.

00:27:18 Greg Reffner

OK well I

00:27:19 Greg Reffner

I appreciate it, that's that's all, right. That's why we jumped on this 'cause I wanted that honest feedback and I want people to hear. I want people to hear that sales reps aren't just, you know.

00:27:32 Greg Reffner

Align an Excel spreadsheet right? You have to invest in them if you you.

00:27:38 Greg Reffner

Your whole business is driven by meeting these sales targets. Like why are you not taking a very proactive, intentional approach to finding the people to hit those sales targets? It's always kind of fascinated me.

00:27:50 Greg Reffner

That how that is happening sometimes. So you have a different perspective. Amy Ann. I think it lends a lot of credibility to your success in the use The Dirty word recruiting world, and so one of my old CEOs I used to work for was tell me about an Amazon study.

00:28:11 Greg Reffner

And that they did, on the success of their high.

00:28:14 Greg Reffner

And the result of that success was basically that they would have is just as much luck hitting a balloon while throwing a dart blindfolded than they would in selecting the right candidate. So about a 10% chance of hiring the right person at Amazon when they did this study a couple of years ago. Ave Talent Partners has a much higher success rate than that.

00:28:35 Greg Reffner

Um, I'd love to know and you don't have to give us all your secret sauce, but you know what do you? How do you think differently? What do you do differently that really?

00:28:44 Greg Reffner

Kind of Mens the two pieces of the puzzle together. The employer and the and the Seeker to match that really. That kind of that match made in heaven where everybody's happy. What are you guys doing differently?

00:28:57 Amy Volas

I'm actually taking the time to understand.

00:29:00 Amy Volas

I mean, it's it's not really that sexy. It's not like I wrote a piece of code and now I have a platform and here we go, I remember.

00:29:09 Amy Volas

That people are still the thing, right?

00:29:13 Amy Volas

It's this thing that made me really successful in my sales career.

00:29:16 Amy Volas

You can't do this without people. My business, my clients business.

00:29:24 Amy Volas

The seekers businesslike.

00:29:25 Amy Volas

Yeah.

00:29:27 Amy Volas

We're still like I said, the box haven't taken over and.

00:29:34 Amy Volas

When you take the time to not assume.

00:29:38 Amy Volas

And you take the time to listen like truly listen. I'm not talking about. Listen to response like interviews will go this way like here are my 10 behavioral based questions and I have to ask all these questions and you're not even listening really like you're just ticking off boxes like great that sounds cool next next next.

00:29:54 Amy Volas

One question can answer 100 questions if you're approaching it in a thoughtful and collaborative and open way. An I'm here for that all day long and so for me it's really about a discovery driven approach all the way around the table. My sales career, which I'm still.

00:30:14 Amy Volas

I'm a business owner and and I still sell, so my 100 million figure is counting and going up, which is great. It's in my clients.

00:30:24 Amy Volas

Uh business and understanding the fact that this isn't A1 size fits all, and that is where recruiting sales recruiting in particular because it's not like hiring an engineer, an engineer is a very sort of linear and thought process and you can do an exercise and that exercise will show you all the things that you need to see.

00:30:43 Amy Volas

Sales lots of grey area, lots of different flavors, lots of different ways to get to the finish line.

00:30:50 Amy Volas

An if I'm highly technical and I've never been in sales myself and I don't speak the language fluently. How in the world do I know? And the answer is, you don't. And it takes a strong, very self aware organization or group of people or executive to raise their hand and say this is bigger than me.

00:31:08 Amy Volas

And so for me.

00:31:09 Amy Volas

OK, I have 20 plus years of a really successful karere. I grew up in the school of having to do every single one of the jobs myself. I am a big advocate of full cycle. I'm grateful that I came from that. It's made me a better seller. It's made me a better entrepreneur. It made me stronger for my relationships. Like all of those things.

00:31:31 Amy Volas

And so when I think about that, right?

00:31:35 Amy Volas

Not just taking a job description that was ripped off of somebody else's website 'cause it looked cool and I'm being lazy and saying this is what we're hiring for.

00:31:43 Amy Volas

At face value, it's to peel back the layers it's to understand the whys, the what's the, how's the if this then that. Are we thinking about this?

00:31:52 Amy Volas

And then, Conversely, on the other side, the exact same thing with the candidate. And So what you'll find is.

00:31:59 Amy Volas

People in the recruiting space, both internal and external, many not all. There are lovely recruiters out there that do not make me cringe for the record, but many.

00:32:10 Amy Volas

Not all only look at the hand that feeds that meaning. The client pays my bills or I represent the employer and that's it. And so I'll understand that to a certain degree.

00:32:23 Amy Volas

I've never done sales. Perhaps so OK, this sounds cool, and then I'll go and I'll regurgitate that out into the market without really understanding the context.

00:32:32 Amy Volas

And then I'm just pitching and we all know in sales when you just pitch. How does that workout for the long haul not so well?

00:32:38 Greg Reffner

Doesn't yeah.

00:32:39 Amy Volas

And so then when I go out to the candidates and I'm just pitching them.

00:32:42 Amy Volas

You've got a lot of things that fall short there and you don't know what's important to the candidate and then guess what happens. All this nonsense that doesn't happen on my watch of. Well, I I can't take this job now. 'cause I have 10 other jobs. Well, you never even found out what was going on with the person. Don't be upset you didn't earn the right to have that trust with them for them to tell you in the first place.

00:33:04 Amy Volas

So it's for me, it's back to the basics of the foundation. Of these are people. Ultimately, people want to be heard and understood, and I'm not listening to respond or to put out my own agenda. I'm listening to understand.

00:33:21 Greg Reffner

Seek to understand then be understood right? Kind of eight old 8 old age old wisdom, so wrapping up here final thing I want to really kind of hopefully leave our listeners with is for our candidates out there who are looking for our intentional with their search and they're trying to.

00:33:25 Amy Volas

Anything?

00:33:40 Greg Reffner

Find that place to call home that recognizes their value. One of the things that I've been asked a couple of times is.

00:33:48 Greg Reffner

I've always been successful in an office. I'm getting passed up and people are rejecting me 'cause I can't prove that I can be successful in a remote environment. What advice would you have for these people? Maybe they can communicate it in some type of like resume or some type of messaging, but how do you communicate that I'm a self driven, intrinsically motivated?

00:34:08 Greg Reffner

Organized person that can work from home when my resume says or my experience says had been in an office for the past 10 years like what what? What advice would you have to candidates trying to find ways to stand out and show that they can handle that? That change in environment?

00:34:26 Amy Volas

I don't think it really matters. Like remote so remote or not remote, it's black or it's white. You either love it or you hate it. I have yet to meet somebody that's in between. I'm a remote gal. I mean I, I was like you where I would go visit the corporate office and I would plan to not do anything because I couldn't have.

00:34:45 Amy Volas

Strategic client calls because the gong would be ringing. People be screaming people be swearing like I can't do that.

00:34:53 Amy Volas

So that's me. Not everybody is like me, right? And so.

00:34:58 Amy Volas

I don't think so. I think first and foremost you gotta get right with self.

00:35:03 Amy Volas

And really ask yourself.

00:35:06 Amy Volas

Are you equipped?

00:35:07 Amy Volas

And if you're not, and you can do it in the short term, look for companies that are craving going back into the into the office different different topic than what you asked me, but.

00:35:18 Amy Volas

It's the story that we tell.

00:35:21 Amy Volas

And a resume is merely an invitation for a conversation. That's it.

00:35:27 Amy Volas

And so showing up to throw up all the things 'cause you want to assume that they want to hear this and they want to do that.

00:35:34 Amy Volas

What is magnetic to open a door?

00:35:38 Amy Volas

Our outcomes.

00:35:39 Amy Volas

And being really specific and very clear about your role in that story. To deliver those outcomes. And most people that I meet cannot speak to themselves in a very clear and crisp manner. I just talked about this on LinkedIn recently about thinking about yourself as a Super Bowl commercial. You have a very short amount of time to pack a big punch.

00:36:00 Amy Volas

And for all the questions that I outlined have two to three power statements that you can speak to the how the where the, what, the outcome, the what did you learn, how?

00:36:08 Amy Volas

Is it?

00:36:09 Amy Volas

Make them get better, whether it's remote or not. Remember people.

00:36:13 Amy Volas

Take action.

00:36:15 Amy Volas

On the sales side or on the hiring side for three reasons and on the hiring side, there's a couple more to consider.

00:36:22 Amy Volas

How do you help me get better? How do you help me reach a goal? How do you help me solve a problem?

00:36:28 Amy Volas

Me an my buyers.

00:36:31 Amy Volas

And by the way, the extra caveats, that is, how are you going to be to work with are going to be a jackhole if you are not interested, and so.

00:36:40 Amy Volas

If you notice, I'm not talking about anything that has to do with remote Greg. I'm talking about the work and connecting those dots because if I'm approaching company first and foremost do not apply to a job on line, your chances of getting through the ATS system are very, very small. Somebody just shared a stat with me.

00:36:59 Amy Volas

That if you go through the ATS or you apply online, you have less than a 2% chance of being called. I don't want those odds so you have to go create your own destiny like you would in sales of treating it like a pipeline that you create an. It's about the right work with the right people consistently. So if you're thinking about that and to be helpful to anybody.

00:37:19 Amy Volas

To answer your question.

00:37:20 Amy Volas

Think about your outcomes. Weave that story. Do your homework on the opportunity to read the job description in the must haves. If these are the must haves, who gives a rip whether you work from home or you don't work from home. If you can do 10 of the things out of the 12 things that they just outlined in the bullets.

00:37:40 Amy Volas

And you can look at those two to three power statements for those things, and you use that as your way of being in the backdrop of the conversation, and you reach out to somebody thoughtfully and you say.

00:37:54 Amy Volas

See where you've been showing up. See what you're talking about. Those are things that I've dealt with first hand and are really interesting to me. For the problems that I like to solve for the company I work with for the business that I do.

00:38:08 Amy Volas

See how I'm approaching it instead of being like I want a job hiring, how do I interview? Who do you know what it's a conversation where my friend Sam McKenna says this all the time? Show me you know me. And if you do that.

00:38:21 Amy Volas

Work.

00:38:22 Amy Volas

And you show up for yourself. You can tell your story, you know what you've done. You know how you can do it? You know how you can help me? You've done the homework on me. You know where I'm hanging out? You know what my business is going through? And by the way, this stuff doesn't take hours and hours and hours and hours. And it's also your clustering it. Like if you know that there's an industry that you're excited about. Those industries tend to go through the same things.

00:38:42 Amy Volas

Right, so you think about it that way, these are problems that are really interesting to me. This is why this industry is compelling to me. This is how I had success.

00:38:52 Amy Volas

In this other industry or this other thing over here, and here's how the dots Connect. Make it easy for them to understand. And then you're having a conversation about the work and why you're compelling about the work, and then you figure out the logistics later. Why start with the? It's like when people are like I need to make $1,000,000 near yes or no.

00:39:12 Amy Volas

You haven't earned the right to let me know that you're worth $1,000,000. Yes or no yet, and you're yourself in the foot.

00:39:17

Yeah.

00:39:19 Greg Reffner

Valid I love it.

00:39:22 Greg Reffner

I love it. I I hope that your as a direct and intentional with your words to your employers in your candidates. When you're asking them for when they're asking for feedback.

00:39:35 Greg Reffner

Love it.

00:39:35 Greg Reffner

And.

00:39:37 Greg Reffner

Good, I would hope so.

00:39:37 Amy Volas

You know this is how it.

00:39:39 Amy Volas

Is and it's not for everybody, and that's OK.

00:39:43 Amy Volas

But

00:39:44 Amy Volas

What's not OK is when you keep getting it wrong and you're living Einstein's definition of insanity and you come and say I want something different and then you refuse to change. I don't have time for that and and somebody else will you know all the other recruiters that just want to take your order and go and give you a button? A seat? Awesome, that's great. There's something for everybody.

00:39:51 Greg Reffner

Yeah.

00:40:06 Amy Volas

I'm the gal that wants to change the game.

00:40:09 Amy Volas

And show people you can be wildly successful without cutting some of these corners to get it right, so that you don't have a 7 figure misfire problem that you're trying to fix later. That's my whole reason for being not everybody is like me, and that's OK.

00:40:25 Greg Reffner

Yeah, and it is 7 figures, right? There's so much research out there that shows what the cost of a miss higher is, specially in sales. So yeah, absolutely well coming up on time here. Amy, I want to recap some takeaways. So biggest thing for me and it's actually kind of three bullet points combined into one is kind of flexibility.

00:40:44 Greg Reffner

And flexibility and location flexibility in your talent, flexibility and compensation. Kind of all around just employers and seekers. Just need to be more flexible. I think you know kind of the future is still out in terms of whether you know, especially at the enterprise level, whether or not.

00:41:04 Greg Reffner

A remote integrated kind of strategy is is gonna work, so just be flexible, right? Let's kind of see what the future brings.

00:41:13

Uh.

00:41:14 Greg Reffner

People are still the thing I love that that's what you said we're going to. We're going to use that people are still the thing, right? This is all about people and then the final one is just be intentional and thoughtful for me is as a job seeker an as an employer to good reminder for me when I'm writing out my next job description, which I need to write this afternoon. Like don't just go and copy and paste, I've.

00:41:35 Greg Reffner

I'm guilty of that. I've done that before, like who? What's an SDR job description on LinkedIn? I'm going to copy and paste some of these things in here.

00:41:42 Greg Reffner

And it's not intentional. It wasn't thoughtful, and I I can say that it probably wasn't aligned with what I really wanted that job to actually do for me. So those are my big takeaways. I really appreciate your time today for anybody who's wanting to get ahold of you and and maybe work with you, what's the best way to get ahold of you, Amy?

00:42:01 Amy Volas

There's a few different ways, so first way is I live out loud. As you know Greg. on LinkedIn, I think I'm the only Amy Bowl is there, so unless somebody is impersonating me, there's me there. The Avenue Talent partners websites. It's Ave talent partners.com.

00:42:21 Amy Volas

And then every single week I have an AMA with a fellow sales leader named Scott Lease and we do this thing called Thursday night sales where we show up for two to three hours. An it is open conversation and it's driven by the questions that people ask us and we go into these details of talking about some of the topics that we talked about.

00:42:41 Amy Volas

Among so many others, so those are the ways that are easy to find me and and continue to have conversation with me. People want.

00:42:48 Greg Reffner

Yeah.

00:42:49 Greg Reffner

Cool well, I hope some people are excited about your views on things I know I am and so again thank you for your time today. It's been a pleasure Amy and let's kick ask this year in 2021.

00:43:01 Amy Volas

You're welcome and thank you for the invite. Loved the conversation, an loved finding, a fellow bond like.

00:43:07 Greg Reffner

Yeah.

00:43:09 Amy Volas

Right on 007 right yes.

00:43:10 Greg Reffner

Yeah, absolutely. I love it. Well thanks Amy. Enjoy the rest of your day.

00:43:16 Amy Volas

You're welcome, thank you.

00:43:17 Greg Reffner

Bye.