

## THE MCFRANK & WILLIAMS DIFFERENCE:

Gaining competitive advantage by applying *intrinsic motivation* in job posts and recruitment marketing



**McFrank & Williams  
Advertising Agency**

Enhancing Recruitment Marketing

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# “The deepest principle in human nature is the craving to be appreciated”

William James

“Every person believes they have a distinctive quality that they value highly in themselves; it’s their *“inner” hero*; it’s so special, that they feel it provides them a real advantage in the right work place. It’s emotional and powerfully compelling”

In every work place, certain of these distinctive qualities are valued highly and others not at all. It is a fact of business that is often overlooked.

When the specific details of what is so distinctively valued in your job is conveyed in the message, this entices those with this “inner” hero, and consequently, the *ideal-fit* candidate feels an *irresistible* attraction.

**Recruiting for Engagement is vocational seduction!**



# Attracting candidates who are the “right fit”

## Who are they, and what makes them the “right fit”?

- Those with the academic qualifications and required skills for the job
- Whose personality and work style melds with the nuances of your workplace ‘culture’
- Most importantly, they envision your particular environment as the place for them to utilize a special, uniquely personal aspect of themselves which attracts them to the position and brings confidence and enthusiasm to be *highly engaged* here



# Motivating your most desirable candidates

Your best candidates are often currently working, successful and passive towards new job opportunities.

Yet, these candidates are discerning and many of them feel in some way stifled where they currently work.

How can you motivate such successful, but passive job seekers to consider leaving *their* current position for *your* job opening?

**Intrinsic job postings will entice the applicants you most want to feel strongly that *your* job opportunities contain their essential core needs. We have touched their “inner hero”.**



# Recruiting for Engagement

## Woo the right-fit candidates by tapping into their inner hero

There is both an art and a science and perhaps a bit of magic needed to match the right-fit candidate to your company's job opportunities.

At McFrank & Williams, our business case, **recruiting for engagement** starts with the understanding that candidates have an inner hero yearning to be unleashed, who dreams about the ideal job where their talents and skills are truly appreciated and utilized to the fullest. Below are clients who have experienced the benefits of **intrinsic motivation**.



# We woo the inner hero yearning to escape the mundane

The highly qualified candidates we attract are authentic, passionate and creative. You don't accomplish this by saying what everyone else is saying. Before they change jobs, these candidates want to know why they're a great fit for your company and particularly your job opportunity.

That requires digging deeply into the genetics of each job. M & W has an uncanny ability to discover the motivators that matter most to such candidates.

No other recruitment ad agency offers this kind of insight.



# We're like the Rupert Holmes of recruitment advertising

When job seekers encounter McFrank & Williams-created job postings, the attraction is irresistible. Our insightful postings paint a compelling and authentic picture of what this future relationship promises.

But instead of asking, “If you like Pina Coladas, and getting caught in the rain” we entice them with equally intrinsic and intangible value that distinguishes your job from all others.

Your competitors' postings, on the other hand, all sound the same, often reading like a laundry list of company-focused criteria.



# Recruitment Marketing for Engagement Insights Harnessed to Woo Right-fit Candidates

- **Unique Recruitment Proposition**

Attributes and qualities which are uniquely valued here compared to similar jobs elsewhere and which distinctly articulates this difference for right candidates.

- **The Inner Hero**

The personal, core quality that an individual values highly in themselves. It's a special attribute that one feels would provide them a real advantage in the right work environment if it's respected and they are allowed to exercise it.



# You win some, and you lose some - by design

Forget quantity; we only deliver quality candidates.

Embedded in our postings are meaningful messages crafted to trigger an emotional and psychological connection with the right candidate, while at the same time turning off all others.

And, as a result, your managers can now communicate based on very specific insights; real job distinctions that powerfully encourage candidates that would be highly engaged to apply while also getting the wrong type of applicants to “opt out”.



# Then comes an epiphany: This is where I belong

Long before the interview, in those quiet, private moments at home when people are most truthful with themselves, candidates are reading our postings at their leisure. It is here they are a more honest participant in their own decision making process in deciding if they should take the next step and apply.

If you read the postings from other recruitment advertising agencies, you can see that they waste these moments when the applicant is most receptive with messages that say nothing of significance.



# We've extended the business case for the value of higher engagement to recruitment

When the right-fit is made, these hires are fully engaged and often excel beyond your wildest expectations, resulting in greater productivity, superior problem solving, ingenuity, and innovation, as well as a high retention rate — all of which can enhance your employees' morale, your company's image, and even your stock performance.\*



The screenshot shows a Forbes article page. At the top, the Forbes logo and 'LOG IN' are visible. Below that is a 'YOUR READING LIST' section with a small thumbnail for the article. The main title of the article is 'Why Employee Engagement? (These 28 Research Studies Prove the Benefits)'. The author is Kevin Kruse, identified as a contributor. A bio for Kevin Kruse states 'I write about leadership development.' and includes a 'FULL BIO' link. Below the bio is a quote: '“Why employee engagement?” is a question I’m frequently asked. “Isn’t that just soft stuff? What’s the point in making employees happy?”'. The article text begins with 'In my book, *Employee Engagement 2.0*, I explain that **Workplace Superheroes** are truly engaged and that doesn’t just mean “happy” or “satisfied”. It means:'. The final sentence is 'Employee engagement is the emotional commitment an employee has to the organization and its goals, resulting in the use of discretionary effort.'

# See the before-and–after difference

Compare ordinary postings to ours and you'll agree the McFrank & William's **Recruiting for Engagement** method is unlike anything else in the entire recruitment industry.



# Would this job posting attract someone who wants to be engaged about coming to work?

Sample Job Post Before McFrank

## Job Cost Analyst

Business Unit:	Corporate
Location:	Red Bank, NJ
Job Type:	Full Time
Job Level:	Experienced
Education	Bachelors Degree
Category:	Information Technology

This job posting was up for more than 9 months on most of the job boards and the co career site. They received hundreds of responses and not one usable candidate.

Experience with JD Edwards (EnterpriseOne highly preferred, World will be considered) in a business analyst role, not user. Detailed knowledge of: Job Costing Accounting process, experience with financial and job cost reporting tools, as well as knowledge in troubleshooting and production support. This role will be the lead job cost applications resources for our growing company.

Bachelors Degree in Accounting and 5+ years of business and technical experience. CPA desirable, but commensurate hands on experience will be considered.



## Job Cost Analyst Posting After McFrank.

Would the thought of coming to work for this job predispose you to feeling engaged !

This creative version received 55 responses. Client interviewed 4 excellent candidates.

They hired the best of the group who is successfully employed by them for more than 2.5 years.

The yellow highlighted attributes in this posting are the qualities within the job culture uncovered by our research.

What's obvious to you, others just don't see.



(CLOSE-UP)

### Job Cost Analyst NJ Location

You give a whole new dimension to the meaning of "meticulous!" There's not a detail that escapes your careful consideration. And our business hinges on the details. That's why we need someone with your persistence, precision, patience and ingenuity - someone who cares about the fine points as much as we do.

It's because of exceptional people like you that K. Hovnanian, a builder of fine homes, has grown to become #12 on Fortune Magazine's list of the 100 Fastest Growing Companies. And right now, we're looking for a Job Cost Analyst who is not satisfied until every figure is accurate and every allocation complies with corporate accounting procedures and policies down to the last decimal point!

You also need a strong MIS background plus experience with JD Edwards (EnterpriseOne or World) and in-depth knowledge of homebuilder accounting practices. A Bachelor's degree in Accounting and 5+ years of business/technical experience is preferred, but other hands-on experience will be considered.

K. Hovnanian is committed to supporting our staff, offering an extremely competitive benefits packages including 401(k) with profit sharing, as well as medical, dental and vision plans, tuition reimbursement and more.

If you are interested, please [click here](#) to apply online.



## Original job posting before McFrank

### ORACLE

**Oracle: Sr. Principal Architect/Engineer**  
**Cloud Infrastructure Group (Seattle, WA)**

Are you interested in building large-scale distributed infrastructure for the cloud? Oracle's Cloud Infrastructure team is building new Infrastructure-as-a-Service technologies that operate at high scale in a broadly distributed multi-tenant cloud environment. Our customers run their businesses on our cloud, and our mission is to provide them with best in class compute, storage, networking, database, security, and an ever expanding set of foundational cloud-based services.

- 8+ years experience delivering and operating **large scale, highly available distributed systems.**
- Strong knowledge of **C, C++ or Java**, and experience with scripting languages such as **Python, Perl**, etc.

*100+ Responses*  
*0 Quality Applicants*  
*0 Hires*

Our job postings appeal to the personal attributes of the ideal candidates who would more productive in the specific roles

## After McFrank

### ORACLE

**Senior Principle Architect/Engineer – Seattle**

Someone with your **ingenuity** should have the chance to take ownership of your innovations—from start to finish!

You are an exceptionally gifted, **hands-on** engineer who **lives for the opportunity** to develop intricate cloud technology from the ground up. And you would truly thrive in an environment where you're left to **devise solutions in your own way**, without structural or operational impediments or the limitations of being restricted to one particular product area. Your **incredible drive, curiosity** and **tenacity** foster your ability to make it happen, even when the situation requires major changes in the way things get done.

- 8+ years experience delivering and operating **large scale, highly available distributed systems.**
- Strong knowledge of **C, C++ or Java**, and experience with scripting languages such as **Python, Perl**, etc.

*32 Responses*  
*3 Quality Applicants*  
*1 Successful Hire*

The highlighted attributes in our posting are the qualities within the job culture uncovered by our research.



## High Net Worth Associate

As a High Net Worth Associate, you will be an integral part of a fast-paced, team oriented environment that is focused on enhancing relationships with our high net worth clients who have assets of \$250,000 to \$1 million and therefore a complex service and investment need. In this role, you will help us to increase customer loyalty and drive business development opportunities.

While every Fidelity location has distinctive regional characteristics, each one embodies the core values that have been instrumental in building our proud past. Putting the customer first, respect, integrity, honesty, innovation and improvement as well as competitiveness are values shared across the organization. These simple but powerful values set us apart from our competition.

### Primary Responsibilities

- Engage with customers, via inbound calls, responding to product and service level guidance, processing transactions to fixed income trades and other specialized monetary requests
- Deliver efficient and responsive resolution for various client cases, research the issue and communicate the solution to the client
- Uncover opportunities and identify products and services to success and partner with the Account Executive to further discuss
- Collaborate with internal business partners to research and
- Conduct pro-active outbound calls to communicate relevant information to close out the request

### Education and Experience

- Bachelors degree preferred
- 2-3 years of previous customer service and/or financial services experience preferred
- FINRA Series 7 & 63 preferred or ability to obtain in the first 60 days

### Skills and Knowledge

- Broad based knowledge and understanding of general financial planning concepts desired
- An affinity toward learning about Financial Services, proven customer service, client support and problem resolution skills
- Strong verbal and written communication skills
- Ability to effectively influence others
- Robust time management and organizational skills

This original job description was posted. Our HirePower Survey was done to uncover what was distinctive and most appealing to attract the right candidate.

Original Job  
Description  
Before  
McFrank &  
Williams

High Net Worth  
Associate.

Nothing said about  
what is distinctive  
about working here  
that would appeal  
to some and not  
others.



FMR - High Net Worth Associate

High Net Worth Associate

**Your special empathy and trusted guidance will make you one of your clients' most valuable assets.**

It comes naturally to you... that almost indefinable affinity with a client's needs that sets your personal service apart and allows you to find the ideal solution. And nowhere will that customer service gift of yours be more appreciated than at **Fidelity Investments**. It's an aspect of your skills that dovetails perfectly with our constant quest to keep delivering the best customer experience in the financial services industry.

As our new *High Net Worth Associate*, you will be developing strong customer relationships with clients who have complex service and investment needs for assets up to \$1 million. Your product and service guidance will cover wide-ranging transactions, including options, equities, mutual funds and fixed income trades and a host of other specialist areas. Whether counseling your clients via phone, or collaborating with other internal business partners to resolve particularly complex issues, your **superior communication** and **relationship-building skills** will shine through. Your **proactive** ability to anticipate clients' future needs will help enhance their financial success and at the same time, open up new business development opportunities.

At *Fidelity Investments*, your special talent for **building trust and respect** can make the kind of difference that takes your career to a new level of achievement – here's a workplace where **integrity, commitment and empathy** like yours is *truly* a high worth asset.

To qualify, you must have:

- 2-3 years' experience in customer or financial services
- Bachelor's degree preferred
- Series 7 and 63 preferred

Fidelity focuses on making our financial expertise broadly accessible and effect the lives they want – from the 23 million people investing their life savings, to managing their employee benefits programs, to the 10,000 advisors and instit technology solutions to invest their clients' money. We nurture your success service customers The Fidelity Way, integrating your innovative ideas into pr providing choice benefits and compensation packages.

To learn more about us and to apply please visit: [www.jobs.fidelity.com](http://www.jobs.fidelity.com).

*Fidelity Investments is an equal opportunity employer.*

After using  
Targeted  
Attraction  
Marketing™

High Net Worth  
Associate

Personal attributes  
valued in this job  
that would appeal  
to some and not  
others are  
highlighted.

We uncovered that the employees felt their empathy and trust building qualities were more valued here than where they worked previously. This was the inner hero of the job.



Your employer value proposition can drill down from what is distinct and special about your hospital to what is distinct in your specific roles.

Targeted  
Attraction  
Marketing™ at  
Hawaii Pacific Health.

  
Hawaii Pacific Health

# Empowered to do More

To think more.  
To say more.  
To count more.

Select your area of interest:

- nursing
- allied health
- other



Through our interviewing of managers and employees, we uncovered that the employees felt they were more empowered here compared to where they previously worked. Our research interviews probed deeper to uncover how that manifested specifically for important roles such as Pharmacist and Nurses.

Lou Adler \* is a recruiting guru, originator of Performance-based Hiring and author of The Essential Guide for Hiring and Getting Hired

Example of a Great Ad capturing the Intrinsic Motivator



Hawaii Pacific Health

NURSING OPPORTUNITIES



Lou Adler  
highlighted our  
nursing ad  
in his Recruiter  
Boot Camp  
Work Guide

# Extending the Hawaii Pacific empowerment EVP to the specific attraction of the Pharmacist role here.

ALLIED HEALTH: *"In every conceivable way, Hawaii Pacific Health shows me that I'm a critical part of the team."*

Here, physicians frequently tap into your knowledge about certain medications—before they prescribe.

*With so much new data coming down the pike, it's hard for physicians to remain as up-to-date as pharmacists about the latest studies, drug interactions and other critical information. That's why, in a progressive hospital like Hawaii Pacific Health, we rely on our pharmacists when there is a complex decision to be made. It makes the physician's job easier and yours so much more stimulating and rewarding.*

Straub cares for and comforts patients throughout the state at both the hospital and clinic. The department is responsible for compounding and dispensing pharmaceuticals, supplies drug information and education. Our Clinical Pharmacist ensures the appropriate use of drug/dosage patterns and potential adverse drug reactions as well as providing accurate nursing, and pharmacy staff.

care excellence. Our facilities include: Kapl'olani for Women and Children, Kapl'olani at P Hospital, and Wilcox Memorial.

#### Requirements

**Minimum Qualifications:** Must meet education requirements for Hawaii state licensing license. Two years inpatient pharmacist or related experience.

**Preferred:** PharmD degree and pharmacy residency training. Clinical pharmacist experience.

#### An Equal Opportunity Employer

Hawaii Pacific Health is an equal opportunity employer and does not unlawfully discriminate against anyone on the basis of race, color, religion, sex, national origin, age, disability, sexual orientation, or any other class protected by federal or state law. Concerns or complaints should be brought to the attention of the Director, Workforce Development at 808-535-7571.

Our pharmacist interviews uncovered that unlike most hospitals where pharmacists responded to Physician's requests, here they were empowered by often being consulted with on medication by the Physicians beforehand. This insight became the basis for our highlighted attraction message to the inner hero.



**Our Insight comes from your employees and managers.  
Some businesses prefer we use a web based survey  
Others prefer we use structured phone interviews  
We select the research approach that fits your organization**

**We rely upon either of these two comparable methods.**

- 1. Our HirePower™ Web Survey** uses our patent-applied technology HirePower™ to survey a sample of your employees and managers. **Part One** shows your distinctive differentiators in work culture between their current and prior jobs quantitatively. **Part Two** of this survey shows how those distinctions are manifested in your employees own words.

**OR**

- 2. Structured Phone Interviews** with the managers of specific job openings and others as needed. These interviews are conducted by I.O. psychologist trained interviewers and the content of these interviews is analyzed by I.O Psychologists to identify attributes valued in the job environment, thus providing insights for talent attraction and intrinsic motivation.

**You can choose which method you prefer to fit your organization.**

**Either method will give the needed insight.**

**You receive the Unique Recruitment Proposition, Inner Hero, and Hidden Motivator insights for each job.**



# If you take the choice of selecting the HirePower Web-based Survey, the next 4 slides will illustrate this process in more detail.

**The HirePower™ survey is quick, easy, and seamless and provides significant insight.**

The next 4 slides will show you this survey process in more detail.

**Part One** shows your distinctive differentiators quantitatively, and what should be emphasized to attract the right candidates.

The next two slides show you the attributes for which the algorithm is applied, and the resultant job and company quotient data.

**Part Two** shows how those distinctions are manifested in your employees' own words and why those distinctions are so important as well as how to communicate them.

The following two slides show you sample insight responses and the resultant insight reported.

Within days of the survey submission, we learn what makes working in each department in your organization distinctive and most appealing for right-fit candidates.



# The algorithm behind Part One uncovers the most significant differences between each of your jobs vs. your competition

Please evaluate each statement below. Select the response that tells us how closely the statement describes the work environment of your current position. Then consider the statement again and select the response that tells us how closely it describes the work environment of a previous, similar position you held at another company. There are no good or bad, right or wrong selections, just your perceptions.

1. As long as employees complete projects successfully and on time, they are given the autonomy to manage their own work without oversight.

	Describes totally	Describes a lot	Describes a little	Does not describe
Current Job:	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Previous Job:	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. Employees are given a clearly defined purpose within their role.

	Describes totally	Describes a lot	Describes a little	Does not describe
Current Job:	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Previous Job:	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. The preferred way to work on a project in this organization is by collaborating with peers rather than by solving the problem independently.

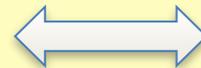
	Describes totally	Describes a lot	Describes a little	Does not describe
Current Job:	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Previous Job:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>



# The results of Part One of our HirePower survey quantifies your organizational and job differences from your competitors

Our algorithm rates answers to carefully chosen questions, to measure the relative differences in their responses between their experience in their current job and organization, and what was true for them in previous, similar roles.

Entire Organization			
Attribute I.D. #	Attribute / Characteristic	Difference	More
1	Working predominantly on your own is highly valued.	0.353	>
2	Repetitive tasks are conducted following a system of structure and routine without deviation.	0.235	>
3	Nearly every assignment is complex, demanding and loosely defined.	0.176	>
4	I am constantly encouraged to experiment with new or different methods and procedures and to actively explore alternatives even if it takes a little longer.	0.176	>
5	Winning, being the best and doing better than those around you is the only way to get ahead here.	0.118	>
6	There are often times when the best		



Mechanical Engineers (Houston)			
Attribute I.D. #	Attribute / Characteristic	Difference	More
4	I am constantly encouraged to experiment with new or different methods and procedures and to actively explore alternatives even if it takes a little longer.	0.300	>
2	Nearly every assignment is loosely defined.	0.235	>
7	Good humoredly withstanding the pressure of demanding assignments over long periods is essential.	0.150	>
1	Working predominantly on your own is highly valued.	0.150	>
5	Winning, being the best and doing better than those around you is the only way to get ahead here.	0.118	>
6	There are often times when the best		

Ques id	Question	Avg ratings at CURRENT job	Avg ratings at PREVIOUS job	Difference
11	Employees are given autonomy to manage their own assignments.	19	10.667	8.333
9	Employees are expected to embrace emerging technology.	12	10.667	1.333
5	Management insists upon meticulous attention to detail.	9.333	19	-9.667



# Qualitative insight in Part Two articulates the distinctive nuances in your workplace cultures

Respondents provide statements **in their own words** describing the significant differences in their current job compared to where they previously worked.

## Sample Insight Responses

**Respondent #317: Mechanical Engineer (Houston, TX)**

**Insight Response**

-- No Attribute I.D. # --

At my previous company, we had a very strict chain of command. I had to get several approvals before getting to the person in “the trenches” with the answer. Here, I can go directly to the right person – the formal chain of command is flexible enough to bend without breaking. ***I get my job done faster this way.***



# The results of Part Two provide clear and compelling insight you can use to communicate through job posts and interviews

## HirePower™ Insight Report for CRM

This report discusses characteristics of the **Central Relationship Manager (CRM)** at XXX.

**The Inner Hero of Job**--Independence, tenacity, self-determination, a hard work ethic, confidence, and caring for clients; all answers to the question of the inner hero. The attribute that everyone seems to share is tenacity, a stick-to-it, grab hold and don't let go quality.

XXX allows CRMs to fully use their core attribute of tenacity. They must show tenacity in the face of refusals by clients to talk to them when they are called. They must also show tenacity in the face of client refusals to purchase a product or service they are offered. CRMs must shake off a refusal and go on to the next customer with a good attitude so they can engage them.

**Unique Recruitment Proposition of Job** --CRMs find that relating to customers is the quality most valued at XXX. This allows the CRM to build trust and respect with their customers. It also allows them to sell more products and services to the customer because the CRM can figure out exactly what the customer needs. Since the customer trusts the CRM, they are more likely to follow their advice.

**Hidden Motivators of Job** -- CRMs find the major attribute at XXX, which was unexpected, is being able to take the time to build rapport with clients. This makes it easier to sell them products and services. It also makes it easier to get them to come into the office for appointments. Finally, it makes it more pleasant to deal with customers.



# Let's connect



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