

THE LEADERSHIP BLUEPRINT

COURSE CONTENT BREAKDOWN

PROLOGUE - GOAL SETTING - “A ship without a lighthouse will soon crash into the rocks” In our opener we show our delegates the most effective system to not only set but achieve their business goals over the next 12 months. See below:

- ***The recruitment time machine*** – an exercise where we ask our delegates to think twelve months in advance. They then ask themselves some questions “What does my role look like?” “What is the size of my team?” “What do they do (markets/contract perm etc)
- ***Smarten Up*** – Make you wants and needs SMART
- ***Plan*** – The bit that takes the time. Everything here from what they need to achieve right down to behaviors that they need to display
- ***Checkpoint*** – Break all of the above down into manageable 90 day chunks
- ***Execute*** – How to get going and keep going

2.FINDING THE TIME TO BE BRILLIANT - “The richest person in the world can’t buy 1 second of time” The Billing Manager role is the hardest in recruitment, A big reason for this is that every billing leader will tell you that they do not have enough time in the day to get everything done. In this module we show the delegates the best way to use their time and to leverage the infrastructure around them to allow them to be super effective. Topics covered below:

- ***Stop answering questions – save time and become a coach***
- ***Use Symbolism to define when it is your time***
- ***Use diary rocks to ensure that all of the really important stuff gets done***
- ***Create champions in your team – delegation is dead, create champions instead***

3. COACH THE COACH AND TRAIN THE TRAINER - "Stop telling, start asking" We all know that the quickest way to accelerate the growth of your consultant population is to regularly coach and train them. We also know that too often we feel forced to "tell" our people what to do rather than coaching them. When we get to this part of the course we cover the following:

- ***The difference between Training, coaching and mentoring.***
- ***The difference between on and off desk coaching***
- ***The best methodologies and systems for each***
- ***How and when to use all of the above.***

4. DATA LEAD DECISION MAKING - "Data is now more valuable than oil" There is more data available to the billing manager than ever before. In fact there is so much data available that there is a genuine risk that as leaders we may suffer "paralysis by analysis."

As a result, in this session we cut through the noise and ensure that our delegates look at the right data and even more importantly, make the right decisions for them and their team as a result of their analysis.

By the end of this session our students will be able to use data to help them drive peak performance consistently.

5. STATS, TRENDS, ACTION - How to fix the broken consultant. "The Power of 3" At J9, we are big believers in the power of 3 and this session is no different.

It is inevitable from time to time that one or more of our consultants will slip below the revenue standards that we set. So here we look at the underperforming consultant.

We believe that for every area that they are not performing in, there are 3 fixes. Our fix starts with a review of ratios and ends with 3 courses of agreed corrective action.

By the end of this part of our course, our students will have a playbook for actions that will fix the broken consultant.

6. HANDLING DIFFICULT SITUATIONS - "Improve your personal brand" As recruitment leaders, we need to be positive all of the time. This means though that when things get difficult we don't always handle the situation well.

We know that when you run a difficult meeting properly you can actually improve your personal branding and standing within the team so that is what we focus on here. Please see some of the detail below:

- ***Preparing for the difficult meeting***
- ***Tips and strategies for running the difficult meeting properly***
- ***How to follow up the meeting to get the best results***

7. DELIVERING GREAT 121'S AND MONTHLY BUSINESS REVIEWS - "If you are just ticking boxes then you are doing it all wrong" The monthly business review is a vital tool in driving consultant performance.

The challenge is that So many 121's just become a "tick box" exercise and this means leaders miss a vital opportunity to motivate their people.

In this part of our journey we look at MBR best practice and our delegates finish this session knowing exactly how to deliver world class 121 meetings.

8. THE ACCOUNTABILITY FRAMEWORK - "Let your infrastructure do the driving"

There are several tools in the business that will allow the leader to create a culture of accountability in their team.

At the start of this session we ask our delegates to look at their own environment.

Their job is to see which tools that they have within the infrastructure that can help them drive accountability within their teams. As an idea this accountability toolkit includes:

- ***The monthly business review***
- ***Sales (white boards)***
- ***Analytics packages and consultant dashboards We believe that there are around a dozen tools that the leader can use to help them drive accountability via their consultants.***

By the end of this session our delegates will have built their own framework for accountability and will be able to understand how to use it effectively.

9. BUILDING A HIGH PERFORMANCE CULTURE - "Culture eats strategy for breakfast" A session that is much bigger than the explanation that we give for it here.

The word "culture" might be overused in modern day sales environments but what does it really mean?

It is in this part of our course that we do two very important things:

- ***Help our delegates to understand what a high performance culture is***
- ***Show them how to build a high performance culture within their team that features both performance and behavior non negotiables***

10. LEAD A DAY TO DAY HIGH PERFORMANCE CULTURE - Consistently drive World Class Basics

This really is the part of the course where we ask our consultants to put everything together.

We must understand that once a high performance culture is built that it won't totally run itself. As a leader it is vital that we behave in the right way and drive the right metrics and team behaviors on a daily basis.

Everything that has been learned so far forms the basis of this session.