

Big Biller Secrets

Presenter: *Chris Watkins, Founder and Managing Partner of Cornerstone Global Partners*

Chris Watkins is the Founder and Managing Partner of Cornerstone Global Partners where he brings 20+ years of experience providing C-level and Advisory Board services to Chinese and MNC operating in China and the U.S. Prior to Cornerstone Global Partners, Chris was Managing Director in China within a global recruiting network where he led the firm to winning the "Recruitment Firm of the Year, China" in 2006, 2007, 2009 and 2010. During his tenure, Chris and his teams completed over 2,500 C-level to mid-level roles for their clients. Before Chris' career in search, he spent 10 years in the retail industry and was part of the IPO team that resulted in one of the most successful IPO's in U.S. history.

In this presentation, Chris shares the two major questions you must answer when you decide to become a million dollar per year recruiter. He'll show you the different models to reach a million-dollar desk and the three key areas of focus to achieve this level of performance.

Meeting: "Big Biller Secrets" by Chris Watkins

If you are reviewing this episode with a team, watch the entire Episode. Use the notes below to implement the best practices provided.

DAILY GRIND: There is a theme throughout Chris' presentation, did you pick up on that? He is a metrics junkie, plain and simple. He follows a formula, and it works. This is the difference between professionals and amateurs, or the difference between good recruiters and big billing recruiters. It comes down to having passion for what you do, day in and day out.

A world-renowned athletic coach was asked once what the difference was between the best athletes and everyone else – what the really successful people do that most people don't. Of course, there were the typical responses of genetics, luck, and talent. But there's an added element that most don't think of; it's their ability to handle the boredom of training every day and doing the same lifts and drills over and over again.

Think about it this way – it's not that big billers have some insane passion or willpower that others don't have; it's the exact opposite. Big billers can feel the same boredom and lack of motivation that everyone else feels – they aren't immune to the daily grind. The difference is that Chris, and other million dollar producers, stick with their plan and don't let their emotions determine their actions. Big billers find a way to show up, to work through the boredom, and to embrace the daily practice that is required to achieve their goals.

According to this coach, it's this ability to do the work when it's not easy that separates the top athletes in the world from everyone else. That's the difference between professionals and amateurs – and it's the difference between \$300k and \$1mil.

PIPELINE MANAGEMENT: Chris shared the formula for a balanced pipeline that was one of the secrets to his breaking through to the next level – consider adding this to the way you monitor and adjust your workflow. This balance can help alleviate some of the highs and lows that can frustrate many recruiters. For Chris, this looked like a total of 12-15 open positions, but all staged differently. 3-5 of those roles would be in the initial search stage, 3-5 would be in the interview stage, and 3-5 would be in the final stages. This ensured he had 1-2 placements per month, but he did not leave this to chance. Every single day he made new client development calls. Every. Single. Day. That's the difference between \$300k and \$1mil.

END RESULTS: Chris shared that he was committed to bringing in one new retained search per week. He did not wait for old clients to come back around, he did not hope that the phone would ring or that an email campaign would generate results, he made proactive outbound marketing calls each day with the deliberate intention of securing an engaged search. If this is a stretch for you, reverse engineer the math and work backwards. Know your individual ratios for marketing presentation to signed agreement, and ask yourself if you are willing to make the volume of presentations necessary in a week to likely land a new search. Wanting Chris' results is one thing – willing to work the metrics is another.

INVESTMENT: Chris took ownership of his career and success. He did not wait for someone to give him books to read – he went to the bookstore and became a sponge. He did not wait for someone to tell him how to break through to securing executive level work – he hired a coach who was an expert in that area.

Sometimes, you must release your grip on your current identity in order to allow yourself to transform. You simply cannot be the person you *want to be* and the person you *currently are* at the same time.

What holds most back from investing in themselves, as Chris has, is that it will result in change, and most people react to any change with fear. Change shifts our comfort zones, where we find security and stability, so fear is a naturally occurring reaction. Fear gains strength when you focus only on the negative possibilities of a situation or event. The answer is to concentrate on just two or three changes at a time - perhaps only just one! As your new habits embed themselves into your personality and habitual behaviors, you can add additional changes to your routine. This creates a managed process of change.

Spend a moment thinking through the following questions, and then think through who in your life (or who you could hire) to help you get where you want to go?

What strengths do you have that can also at times be a weakness? _____

Think of others within your organization or industry you respect; in what ways do you want to be more like them? _____

What are the differences in responsibilities or strengths/skills between yourself and the person you report to? How can you start to take on those responsibilities or learn those strengths? _____

Is there anything in your life that you should walk away from completely? _____

What of your habits are you truly prepared to change? _____



There will be some things you won't be good at for a while; what are they? _____

What do you finally need to delegate to others? _____

What issues are you prepared to tackle *now*? _____

The biggest question: Why don't we do it? It's simple: the rewards of these changes are in the future, when the discomfort and discipline are right here and right now. When there's an absence of a compelling reason, or drive, you will be a thermostat. You'll work as hard as necessary to keep the temperature comfortable – and when it reaches that temperature, you'll turn off until needed again. Discussing change and goals can be inspiring, energizing, and stimulating! Yet it feels tough, awkward, annoying, frightening, and completely unpleasant to discuss the discipline needed to reach those goals. There is no shame in being average or competent if you are unwilling to pay the price of excellence! Simply ask yourself if you are willing to pay that price, and what the price looks like for you.

NEXT LEVEL: Chris provides a comprehensive list of questions to work through over the coming weeks, months, and perhaps years as your business continues to evolve. Instead of ending up wherever the road may take you, consider putting together a true blueprint and business plan for how you will grow from current production to desired future results. This is not a quick fix, and there are many steps that are necessary between creating a set of architectural plans and actually constructing a building – but starting with a solid blueprint and foundation is key. Chris helps you get started!

What type of level roles do I enjoy? _____

How much of a market master am I? Do I even need to actually do a search to identify the right candidate or am I such an expert that I do not want the retained search obligation? If I'm not yet there, what do I need to do to improve my market mastery and knowledge of all key players and companies? _____

Do I prefer working with senior level or more middle management candidates? _____

Do I prefer a candidate centric contingent approach? _____

Do I enjoy doing the extra reports and follow up with the client on the retained searches? _____



Do I prefer to work alone or do I want to develop junior individuals under me? _____

Am I prepared to follow the metrics and allow them to guide my daily and weekly workflow to hit my goals? _____

AM I REALLY? _____

What am I prepared to do if or when I stop following the metrics? _____

Would I enjoy making more mid-sized placements or doing fewer bigger fee placements? _____

Do I have the confidence to engage hiring managers and candidates that are VP and above? If not, what can I do to increase (if desired to work at that level)? _____

Do I really believe I can put in the commitment to go to the NEXT LEVEL? _____

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