

Big Biller Secrets

Presenter: Jon Bartos – President and CEO, Jonathan Scott International

Jon Bartos is a writer, speaker and consultant on all aspects of human capital and achievement. As president and CEO of Jonathan Scott International in Mason, Ohio, he has achieved industry-leading success. He is one of an elite group of executive recruiters who have billed over \$1 million annually. Within a 12-year period he has cashed in over \$11 million in personal production. The office has won over 17 international awards in the MRI Network, including International Billing Manager of the Year and Top 10 SC Office.

About This Segment

In this session, you will learn how Jon started his career in recruiting and generated 1.2 million dollars by his second year. He will discuss with you his techniques and best practices which have made him a Market Master.

Week 1 and 2 Meetings: “Big Biller Secrets” by Jon Bartos

If you are reviewing this episode with a team, break this episode into two different segments. Pause the video at 27:04 in and resume the next week. After both meetings, ask the group for their key takeaways and thoughts pulled from the episode; review the following below to fill in the gaps. Between Week 1 and Week 2, have each associate read Jon’s article “From Recruiter to Trusted Business Advisor” (pages 3-5 of this Guide). After Week 2’s meeting, there is an additional article by Jon for additional insights!

CONDITIONING TRAINING: Such a simple statement, but such a powerful one – the purpose of training for Jon was to condition him to be on the phone rather than off the phone. How does a habit, or response, become conditional? By repetition, persistence, and accountability; think about if one was training for a marathon. The first few weeks of training must be brutal! The early mornings, the strict eating parameters, pushing your body and mind past where you thought possible – exhausting! Yet imagine if you consistently trained for that marathon, gradually increasing how far you ran – and then eight weeks later, you ran just the short distance you did on Day 1. Do you think it would feel like a breeze? Almost like a day off? The same goes for conditioning yourself to be on the phone, not off. The more days you push yourself for 30 more minutes, then 30 more – the more surprised you will be when you look back on what you used to typically accomplish versus now. Push yourself!

WILLING TO DO THE WORK: Make the calls, make the presentations, and make it work. Does it sound simple? Jon makes it sound so – but pick up on the sense of urgency in his general demeanor. Do you think he has a lot of downtime from call to call? Do you think he spends time on Facebook and YouTube? Do you think he comes in in the morning dragging, trying to figure out what he’s going to work on that day? Or do you think that every single move he makes, every person he dials, and every action he takes are all consciously moving things forward and closing for next steps?

WHY ISN’T EVERYONE SUCCESSFUL? The people who don’t spend four hours on the phone, never had enough volume to carry them through the slumps or the initial ramp-up time. Everyone wants to believe that they are “quality” instead of “quantity” – but don’t mistake the money to be made when you partner BOTH together. Big Billers typically work harder, and harder for a more consistent and longer period of time, than average billers. Jon is breaking down as simply as he can – and shares that hard work partnered with a burning desire to succeed can get you there.

ADD VALUE: Jon mentions that he pursued deeper relationships with the top three decision makers in each of his client companies. But pick up on something he said – that he knew enough to know what each of those three people were looking for. Back that up and apply it to you – do you know how each of the people you work with are measured? How are they evaluated, what pressures are put on them, what are their priorities in the role they are in? If you know enough to know what’s important to each of those decision makers individually, you might find that you can serve them differently and add value to each in ways that the others don’t care about. Each of those people – the VP of Sales, the President, and the VP of Marketing – each of those people are all measured differently and evaluated differently, and since Jon knew those key differences, he was able to add value in ways that each of them needed most. Take the time to get to know how your hiring managers are measured, what determines “success” in their role, how they are able to move up and be promoted, or what goals they have for the year. You’ll find that you can get what *you* want when you help others get what *they* want!

REVIEW ACTIVITIES: You cannot improve that which you cannot measure, and Jon mentions meeting each Tuesday to review both “activity” and “productivity”. Both are equally important – the “activity” can be things like dials and total connect time, and “productivity” are things such as first time face-to-face interviews, new fee agreements signed, or number of candidates recruited. If you aren’t tracking on a weekly basis your metrics, you are simply going by your “gut feel” as to how you “thought” you did for the week. Imagine a person who wanted to run a faster mile – imagine if that person trained and trained, yet never took a stopwatch and actually tracked the improvement of their pace day to day and week to week? The same holds true for our business – sales is a numbers game, plain and simple! Know your numbers, and track your numbers, in the spirit of being able to improve your numbers.

ARE YOU WILLING? Most people see the \$750,000 number that flashed on the screen and thought “MAN! I’d like to bill THAT!” And what Jon is telling you, quite simply, is how to do it. However, being interested in being a big biller, and being willing to work consistently and with sacrifice, are two different things. If you want to increase your billings? Talk with two additional people each day than you usually speak with. If your average is 10, make it 12. If your average is 15, make it 17. Now do that *every single day, every single week, for an entire year*. Are you willing to endure the pain of change, and of more effort, for the goals that you set for yourself? Being interested and being willing are two different things, and in Jon’s experience, few people are willing – which sets the average producers apart from the big billers.

BUILD LIFE-LONG RELATIONSHIPS: Those who view this business as a get-rich-quick scheme rarely find a long-term career. It’s perfectly acceptable, and absolutely necessary to be a successful recruiter, to open doors for candidates and clients where they may not have known a door needed to be opened – but it’s important to keep a balanced perspective and continue to keep the best interests of our candidates and clients in mind. The best way to build life-long relationships is to quite simply help people get what they want. Facilitate introductions, don’t sacrifice the basic goals of either party. Deals that are forced or negotiated in bad faith rarely end with an offer and acceptance in the long run.

Pause the video at 27:04. As homework, have each person read the article on the following pages by Jon Bartos regarding how to best move from “recruiter” to “trusted advisor”. Reconvene the following week, discuss takeaways from the article, and pick up the video where you left off.

FROM RECRUITER TO TRUSTED BUSINESS ADVISOR

Here today, gone tomorrow. Recruiters are often viewed by clients as being a dime a dozen . . . one is as good (or bad) as the next. But a select few, the very best of our industry, transcend the traditional role of recruiter to become a valued and trusted business advisor in the eyes of their clients. This elevated status is a hard-earned honor that brings multiple benefits to recruiters and recruiting firms.

When you become a true partner with your client, you are no longer viewed as an outsider, but as an integral part of the hiring culture. You have evolved from a tactical to a strategic professional relationship. You face little if any significant competition from other recruiters and you will be granted access to everyone, including the top officers in the organization. Your emphasis will shift from making a placement to managing multiple projects. And ultimately you will encounter very little fee resistance.

How can you make the all-important transition from outside recruiter to that of a trusted business advisor? A few words of wisdom may be able to help you establish this rewarding relationship.

It's not about the fee . . .

View the relationship as one-sided. It's all about them. It is not about you and your fee. Your client needs to know that your total focus is helping them to succeed. Always show them you have their best interest at heart. That means establishing open, honest and frequent communication. Work with them to define their needs and do whatever it takes to meet them. Engage them, talk to them and ask many questions. Discuss what type of talent is in the market place. Give them suggestions on how to improve their compensation plan. Point out ways they can streamline their hiring process. Don't be afraid to voice your opinion, it can change the dynamics of the relationship. They will begin to see you as a leader, an expert who offers value through knowledge and experience.

Establish a strategic partnership versus tactical relationship

Trusted business advisors forge strategic partnerships instead of tactical relationships. If the first time you learn about a hiring need in your client's organization is via a phone call - "I have openings that I need you to fill" - you may have a tactical relationship. In a strategic partnership, communication is well established. Both parties are familiar with the other's long-term goals and objectives. The client views you as critical to his success, and knows his success is critical to yours. In such a partnership, you each understand where you are going, and how and when you plan to get there.

To take the first steps toward creating this kind of partnership: sit down with your clients. Learn their short- and long-term business objectives. Be ready to show clients how you can add value to the process. How you can help them avoid the obstacles other organizations have run into. How your expertise will allow them meet their goals.



Work with the decision-makers

Becoming a trusted business advisor has a lot to do with the people who take your phone calls. Who are you talking to? If it's HR and a few hiring managers, you are probably positioned firmly as a tactical recruiter in the eyes of your client. That isn't acceptable. You want to be perceived as someone who is critical to the client's success - and to do that you need to be talking to the right level of people: the people who actually make decisions and formulate strategy.

Be an information provider

To gain access to the decision makers in any organization, you must offer superior value. Know your stuff. Ask questions, research the organization and talk to others in their space. Show them you have an in-depth understanding of their industry and their market. Be an information provider, conversant in facts and trends, and able to provide unique insight into important industry happenings. This doesn't happen overnight. It takes real industry knowledge and experience to impress the decision makers. Research, read, listen, talk . . . all with the goal of providing integral value to your clients.

The only way to add real value is to thoroughly understand a client's goals and objectives. Remember, even within the same organization, different people will have very different professional priorities. The vice-president of sales and marketing will have goals distinctly different than that of a CFO, CIO, or CEO. As a trusted business advisor, gaining an understanding of every individual's goals and objectives will help you successfully define your role in the organization. Your value is your ability to meet a company's needs at every level.

The client must see what you have to offer as essential to his success. This might result from industry/market information you share, processes you have established, or your experience and professional track record. Think of ways to illustrate the value you and your organization bring to the table to gain their trust and respect. But remember, it's all about helping them achieve their goals - not yours.

Diagnose before you prescribe

The trusted business advisor/client relationship must be taken seriously. In some ways, it is like a doctor/patient relationship. If you walk into your doctor's office with a headache and he writes you a prescription before asking a question, or even hearing your symptoms, what do you think? I just threw my time and money away on a quack. I need a new doctor. Unfortunately, recruiters are notorious for this. They hear of an opening, get a few basic job specs, don't go in-depth to explore the problem, and start the search. A trusted business advisor proceeds to the tertiary level of questioning: three questions deep to get to the root of the problem.

A couple of years ago, a client called and said he needed to hire a new purchasing manager. He said they were losing \$25 million annually due to bad purchasing. I could have reacted as a tactical recruiter and taken the job specs and been on my way immediately. Instead, I asked him to spend some time explaining the exact reasons he felt he needed a new purchasing manager. After listening to his description of the problem, I asked very in-depth questions, tertiary level questions. After this active listening phase, I voiced my opinion and it changed our relationship forever.



I suggested the problem was bigger than a purchasing problem - it was an entire supply chain problem. I convinced him to change the position description from purchasing manager to director of supply chain. Within one month, we had put on board a director of supply chain who had solved similar problems with a Fortune 100 organization. In the first year, he saved the company over \$50 million in costs. The second year, those savings surpassed \$75 million. For \$25,000 more in compensation, the company saved millions. And I gained valued business advisor status with a major corporation.

Get ahead of the solution

Positions are sent to tactical recruiters - and they fill them. There is nothing wrong with that; it's a way to make money. But a trusted business advisor gets in front of the solution, anticipating a client's talent needs before they are even articulated. This is a natural byproduct of working closely with clients, being involved in strategic planning, helping to determine the best way to attain corporate goals and objectives. Work with clients to define areas that may require additional talent due to growth or non-performance. Be in tune with a company and its people. Stay on top of demand. Know when quarterly meetings are scheduled to go over a company's forecasted critical needs. This will help you avoid unpleasant surprises where talent is concerned.

Some questions you can ask to get ahead of the solution:

- Can we meet to go over your quarterly hiring objectives and review our recruiting efforts for the last quarter?
- What staffing objectives are you trying to reach in your next 12 months?
- Looking at the next six months, what changes in your staffing do you see coming?
- How will it affect your 2007 objectives if you do not have the right talent on board?
- What are your biggest challenges you face in recruiting talent in the next 12 months?

Perform

Obviously none of the above can happen if you or your organization don't perform. Performance means delivering great talent in a timely manner - repeatedly. Without results, there is no chance for you to ever be more than a name on a vendor's list. Many recruiters get in the bad habit of sending a few "B" and "C" players over - because they haven't delivered what they promised. I strongly discourage this practice. The level of talent you send to a client is a direct reflection on you. If you've worked hard to become a trusted business partner, don't undermine that relationship with sub-par talent. The first time you send a marginal candidate over - without forewarning the client - your reputation is diminished. The second time - the client wonders about your intelligence. The third time - if there is a third time - you are demoted to the status of just another recruiter. Permanently! When you consistently bring great talent to clients within the agreed-upon timeframe, you can set yourself apart as an invaluable business advisor.

You can impress your clients with well-researched information, with your record-breaking year, with a successful deal you made, but in the end what matters is the people you bring to the table. Do what you promise. By honoring your word, you create a strategic relationship based on trust, not transactions.

As with any relationship, the good ones take work. You can make the transition from outside recruiter to hiring partner, industry expert, and business advisor. But you must be willing to invest time and energy to grow the relationship from transactional to strategic partnership. It won't happen with every client, but when it does, you will be richly rewarded not only financially but also with life-long professional friendships based upon mutual respect.

Week 2 Meeting: “Big Biller Secrets” by Jon Bartos

If you are reviewing this episode with a team, break this episode into two different segments. Pause the video at 27:04 in and then resume the next week. After both meetings, ask your group for their key takeaways and insights that they pulled from the episode. Review the following below to fill in the gaps.

CLOSE THE BUSINESS: Jon’s big lesson learned was to never let an offer go out without knowing it’s going to be accepted. Theoretically, that sounds great! But how do you *actually* do that with your candidates? Jon gives three questions that should be asked at certain points in the process:

- What’s the dollar amount we can accept on your behalf?
- Are there any concerns that we need to be aware of, or address, prior to the formulation of an offer?
- So if I get you the \$110,000 plus the \$25,000 bonus that you stated you needed, can I accept the offer on your behalf?

There are six primary areas that need to be pre-closed prior to the extending of an offer, and they are covered thoroughly in Module 16, Chapter 3 of the Rookie Training Program on the Exchange if you would like additional content in this area. Relocation, family and personal situation, motivations, timeline and agenda, compensation, and counteroffer are all critical components to address. Dig in to each area with that second question – “are there any concerns or issues” – to make sure that you are narrowing down the context of your questions and, therefore, the answers. Remember – after asking the question – **stop talking** and let your candidate process their answer!

TAKE IT AWAY: Jon talks about pre-qualifying and then re-qualifying, which all comes down to implementing the “Take Away Close” effectively. The reason this is so difficult to do, especially when you are newer in your career, is that you don’t have a lot of candidate, client, or interview activity starting to come together yet. And what this requires you to do is to pull the *ONE* candidate that you have in process right now, pull that candidate from consideration, just because he’s wavering on if he wants to accept an offer? Or it requires you to tell a prospective candidate that you are going to pull them from your short list, because you haven’t yet received their resume after numerous requests? You want to hold on to that hope – to the belief that they just need time, they’ll come around – and you are so adverse to taking the opportunity away. However, I’ll remind you of the classic quote about love – if you love someone, set them free – if they don’t return to you, they were never yours to begin with. If you execute the take away close, and the candidate or client actually allows the situation to be taken away – it was never going to come together regardless of how much longer you held on.

This close can be used at all stages of the process – even the very beginning. If you are waiting on a resume from a candidate who initially expressed interest in your position, you can leave a final voicemail stating:

“You haven’t returned any of my calls in the last week, so based on this lack of response I’m going to have to advise my client to move forward with the other candidates they have in front of them, and remove you from consideration at this time. If for any reason I’m mistaken in my assumption that you aren’t interested, please call me by the COB today.”

Again, if the candidate is interested in the opportunity, they will fight for it. If there is a concern or issue that you have not yet considered, they'll let you know when you take the opportunity away. On the other end of the spectrum, you can use this close with a wavering candidate or client.

"I know you wanted some time to discuss this decision with your spouse, but you yourself in (hiring manager)'s shoes. He committed himself and to his team to having someone on board as soon as possible. As you must know, he places a lot of weight on hiring a decisive individual who really wants to work for him and his company. If you can't tell him 'yes' today, I really have no other alternative than to tell him to extend the offer to the other candidate under consideration. I'm fine with either course of action, but I need to tell him something today. What should that be?"

It is important when using this technique to do so with the full intention of carrying out the action suggested. Don't make empty threats, and don't imply that there is impending doom and career failure for not moving forward in the process with you! Even if this candidate is pulled from the process, or a client decides to move in a different direction, that doesn't mean that you need to destroy any further chances of working together – you are simply trying to make sure that you aren't wasting your time babysitting deals that are ultimately never going to close – no matter what you do.

BE A TRUSTED ADVISOR: Understand hiring at a higher level than your hiring managers do, understand who would work in their organization and who wouldn't work, understand how to manage expectations, and be well-versed in areas that your hiring managers don't take the time to be well-versed in. You will be perceived as a truly trusted advisor – instead of simply a recruiter who sends over resumes from time to time.

WHY ARE YOU OFF THE PHONE? Set "Golden Hours" – the times when nobody distracts you, and execute your plan block by block, hour by hour. If you are in the office from 7 to 7, your day could look something like this:

- From 7 – 7:30 is your time to get in, turn on your computer, pull up your plan, get some coffee, check your email, check your bank account, check the sports scores from yesterday, look at Facebook, and get warmed up for the day.
- At 7:30, close out everything but your plan and get on the phone. Don't get up, don't allow anyone to interrupt you, don't respond to texts on your cell phone – and do this for a solid 40 minutes.
- At 8:10, open your email back up, go to the restroom, check your voicemails, talk to some colleagues, and take a quick break.
- At 8:30, close out everything but your plan and get on the phone.

Repeat in hour chunks throughout the day. Certainly leave time for meetings, for admin time, and definitely for planning. This sounds pretty simple and straightforward, but if it was easy, everyone would be on the phone 6 hours each day!

PICK UP THE PHONE: If you are about to send an email, pick up the phone! Business is done by trusted relationships and professional recommendations – not by email and text-based communication.

IN CONCLUSION: Do you think Jon values being on the phone?



WANT HIGHER FEES AND MORE RETAINED WORK?

It's a basic principle of selling and recruiting. If you want to command higher fees than the next recruiter, you'd better be able to explain why you deserve them. It can mean the difference between struggling for 20-percent fees and winning more retained work than you can handle.

The secret is a strong value proposition, and if you don't have one, you'd better establish one.

Beyond Fees

A few years ago, I decided there were better ways to spend my free time than mowing my lawn—all five acres of it—for six hours every Saturday. I set up appointments with five local lawn-service companies. I asked for a bid from each company to not only mow my lawn, but to keep it the way it should look – green. One by one, they came out, looked at my lawn with little or no discussion, gave me a “competitive” bid, and left. Four companies came in at around the same price. The fifth company's representative said he couldn't give me a fair estimate until the next day.

I was shocked that he wasn't prepared to give me a quote on the spot. He said he needed time to complete a thorough analysis of my lawn-care needs. The next day he was back – with a detailed proposal. He knew exactly how his company was going to fulfill my requirements. He presented a detailed mowing, maintenance and treatment schedule for the entire year to insure that our lawn would have the best look and design in the neighborhood.

By the end of his presentation, there was no question who would get my business. The sale was made – before we even talked price. And the same is true in recruiting: with a strong value proposition – the sale is made before you even talk fees.

Understanding your customer very well, and knowing what you bring to the table and what differentiates you from your competitors are key components of your value proposition. They are the critical reasons a client would choose to do business with you, as opposed to all other alternatives.

The best recruiters in the world have developed winning value propositions. That is why some recruiters and recruiting organizations command the highest fees and secure more work than they can handle; because the perceived value of their services far exceeds the amount of money their customers are paying.

You Get What You Pay For

It's the truth: people are willing to spend more money on a product or service if the perceived value is greater than the price. It is basic economics, and it happens every day in every industry in the world. Recruiters and recruiting firms must bring real value to the table: value greater than that of their competitors. That is the foundation of a strong value proposition.

Create A Winning Value Proposition

1. Know the target market or niche you are going after.

The more specific the market, the more added value you can offer. This is the reason many individual recruiters and firms focus on niche markets. Through in-depth knowledge of a market or niche, you become the go-to person or firm. You possess the expertise to truly understand human capital needs and to present real solutions.

2. Define the specific needs you can meet or problems you can solve.

Focus. Go after one vertical market and identify horizontal positions you wish to fill. The more you focus on a specific market, the more you get to know that market intimately. That knowledge and experience increases the value you can add. One warning: Don't get so specific that your market is too small to generate the volume you need to achieve your recruiting goals.

3. Explain the benefits your clients receive from your recruiting solutions.

The client needs to derive some very tangible benefits from partnering with you. Will you save them time and energy? Will you provide significantly higher quality candidates than anyone else? Are they buying your expertise, your in-depth industry knowledge, or your skill at uncovering hidden top talent? Every recruiter and recruiting firm possesses unique strong points. Know them and quantify them. Many successful recruiters track the results of placements they've made. For example, I placed a super star in a document management company. He saved the business \$50 million in his first year of employment. This has become an integral part of my value proposition. When potential clients hear huge results like that - directly in their industry - you can bet they sit up and take notice. It is vital that you let prospective clients know just how good you are and what superior results you and your candidates have achieved.

4. Know why you are better than your primary competitor.

Here it is. The secret to success. What differentiates your offering in the eyes of the client is ultimately what wins the game. Know why you are better than your competitors. Explain your unique strengths and accomplishments that make clients want—need—to do business with you. There are thousands of executive recruitment firms out there. You've got to break away from the pack. Whether it's through your vertical market, your expertise, your search level, time to fill, quality of candidates... establish what it is you do best. Based on your differentiation – if the perceived value of your service outweighs the price the client has to pay – fees will no longer be an issue.

Get your message out there loud and clear. If you remain just another recruiter or recruiting firm to potential clients, your perceived value is basically nothing. Fees will always be a problem. That's why recruiters who command the highest fees get more retained work than they can handle. And why some are still haggling over 20 percent and struggling to find any good work at all.



Making it Happen

Once you've established your winning value proposition, how do you make it work for you?

Earn their respect. A typical recruiter in a phone conversation with a hiring authority starts talking about fees before even explaining why he called. Wrong approach. For too long, our industry has accepted the premise that no one should pick up the phone for less than a 30-percent fee. This is the most ridiculous trend in recruiting today. Good hiring managers and seasoned human resources professionals eat these over-eager recruiters for lunch. You have to work for their business. Show them why you are worth more. Help them understand what you do and how you do it better than everyone else.

To truly get the most from your value proposition, you must have a real understanding of your clients and your markets. Be an active listener and interviewer. Conduct an in-depth needs analysis of the client and the position. Ask great questions and get detailed answers. Ask why often! Go three questions deep on important subjects.

Give yourself time to prepare a search strategy. After your initial contact, always set up an appointment later that day or the following day. Why a second call? Because you need to go back and do your homework. Reexamine your information, come up with new questions, and discuss the specific search requirements with your team. Can you fill this search? Do you have the resources and the time? You want the client to know that solid research is being done. This establishes you as not just another recruiter arguing about fees without any justification as to why.

If the hiring manager requests a service fee quoted off the cuff say: "I would love to be able to do that, but I can't. I need to consult with my team. We will do some research on our side to evaluate the market and the difficulty level of the search. We take into consideration our pipeline of critical jobs to fill, and the time commitment filling your position will require. We can then determine how to allocate our resources to give you the best results within your timeframe. Only then can I quote you an accurate service fee based on a fair ROI (return on investment). Can we talk at 9:00 a.m, tomorrow morning – and I will have everything clarified?"

This accomplishes a few things. It gives you a chance to turn this job into a search assignment by further qualifying and positioning yourself correctly as a professional. It allows you time to do your due diligence. It puts you in control, letting you determine the viability of this particular search at this time. It lets you decide whether this search is one you want to undertake based on the specific requirements and your available resources. Most importantly, it gives the perception that you are best recruiter in this business.

The call back is like the all-important second date. Both of you will be evaluating whether the relationship should continue. Review the job specifications in detail with the client to make sure nothing has changed. Let them know you and your team have conducted considerable research. Then make your proposal. Explain with confidence the specific steps you will take to fill this search in the agreed amount of time. Talk about your value proposition again. Once you've convinced the client of your value and secured their agreement on your search plan, then and only then, you discuss the fee.



Have the Courage of Your Convictions

Your value proposition is not just for your clients. Once you take the time to develop and articulate your key differentiations, it can change your career. This isn't just a generic sales pitch or a script you are reciting. It is your unique story, the successful recruiter or recruiting organization's touchstone. Believe in your professional worth: never let a vice-president of human resources or a hiring manager bully you into lower fees.

You have shown them the value you bring to the table. Any service fee is based on a favorable return on their investment. If you have someone persistently badgering you to lower your fee, don't waver. Say, "I've explained our search strategy. Which step shall we skip?" I am so confident in my own value proposition that I will not be swayed—even by a talented negotiator—and neither should you. Remember, it is a fair price based on the service you will deliver.

Recruiting is not for the meek. You have to be sure of yourself and your value. This isn't empty self-esteem mumbo jumbo. It is confidence built upon hard-earned professional equity. Develop a winning value proposition today to earn higher fees and more retained work tomorrow.