

REPLACING
- THE -
RAINMAKER

WORKSHOPS

STAFFING

This workbook accompanies the audio workshop. It includes speaker's notes, which summarize the content covered in the workshop. It also includes activities, which you'll complete during the workshop, and a continuing education assignment, which you'll complete after the workshop. The continuing education assignment gives you a chance to apply the theory you learned in a practical setting. At the end, there's a quiz to test what you've learned as well as space to make notes and information on where to go to learn more.

SPEAKER'S NOTES

Learning outcomes

- You'll learn about the role of business development champion.
- You'll learn about the role of business development coach.
- You'll learn about the role of business development coordinator.

Staffing

- The business development champion is in charge of leading your business development efforts.
- The business development coach helps you improve your business development results.
- The business development coordinator manages the "behind the curtain" business development work.

Develop a culture

- A firm-wide commitment to business development is essential if you hope to enjoy repeated success over the long haul.
- The key tenets of a business development culture are process, performance and people.
- Hiring the right people in the right roles can propel you to business development success.

Process, performance, people

- To enjoy business development success, develop firm-wide and individual business development plans.
- Track and report progress and ensure that contributions are recognized and celebrated.
- Ensure that your firm's partners are aligned in their commitment to your plan.

Know your priorities

- Without a dedicated staff in place, business development becomes an afterthought.
- You need an individual or team to be in charge of bringing constant attention to the cause.
- Bad things happen when business development slips down your list of priorities.

Alternate universe

- Without a business development team, you won't have a consistent advocate for business development.
- Your staff members will be left to their own devices to figure out what works and what doesn't.
- You'll lack the support staff to perform advance research and client outreach.

Choose your champion

- The first role to fill is your business development champion.
- Choose someone from within your firm who has been a prolific source of new business for many years.
- This has to be a person who leads from the front by example.

Job requirements

- Your champion should have a considerable book of business.
- Your champion should be able to draw on a significant professional network to drive referrals.
- Your champion will have already succeeded in cultivating center and wheel of influence contacts.

Job requirements

- Your champion should have played a significant role in launching and driving a service or industry niche.
- Developing niche expertise can help you close more new business and command higher prices.
- Your champion should be a charismatic and engaging communicator.

The face of business development

- The business development champion will be the face of the firm's business development efforts.
- They'll serve as the partners' business development liaison.
- It's the champion's job to keep everyone invested in the business development effort.

The voice of business development

- The champion also serves as the voice of business development across the firm.
- The champion should play a key speaking role at staff and business development meetings.
- Staff meetings are an unparalleled opportunity to establish business development as a firm-wide priority

A guiding star

- The champion should mentor others at the firm, both individually and by training other mentors.
- Mentoring is a great way to build like, trust and credibility among colleagues.
- The champion is in charge of overseeing the other members of the business development team.

Choose your coach

- The business development coach will often be someone from outside of the firm.
- Ideally your coach will bring a fresh perspective on how the non-accounting world drives business.
- Your coach should be able to offer ideas to help you escape the old accounting industry paradigm.

Put me in coach

- The business development coach is responsible for coaching individual business development contributors.
- Coaching usually involves conducting monthly or semi-monthly sessions with each contributor.
- The coach's role is to ask questions and provide expertise and ideas.

A training regime

- The coach is in charge of running group training sessions.
- These sessions should be participation-driven, interactive and engaging.
- The goal in these sessions is to develop each individual's business development skills.

Set the course

- The coach is also responsible for developing business development plans for the firm and for individual contributors.
- A firm-wide business development plan forecasts new business revenue by type and lays out strategies to pursue.
- The plan should guide your business development efforts throughout the year.

Set the course

- The coach should assist each contributor in understanding their role in achieving the firm's plan.
- The coach should help each contributor set the targets they need to hit.
- The coach should follow up with contributors at least monthly to see how they're doing.

The taskmaster

- The coach coordinates and leads the business development meetings.
- The coach performs business development analysis and reporting, which may include benchmarking.
- The coach conducts business development performance evaluations for individual contributors.

Money talk

- Typically your business development coach is paid hourly or put on retainer.
- The cost isn't necessarily significant but the benefit should be exponential.
- Their contributions should help to directly drive revenue and should offset at least some of their fees.

Choose your coordinator

- The business development coordinator is pivotal for managing all the "behind the curtain" work.
- Hiring a business development coordinator demonstrates commitment to the business development cause.

- If the coordinator becomes overrun with work, consider hiring a marketing intern or paid part-time assistant.

Job requirements

- As with your coach, you'll probably hire from outside the firm to fill this position.
- Your coordinator should be organized, attentive to detail and able to juggle multiple projects at once.
- Your coordinator should be dedicated to providing the highest levels of client service.

Report cards

- Your business development coordinator will perform a whole host of support functions.
- The coordinator often manages and maintains your firm's sales database.
- As part of this, the coordinator will in charge of generating relevant reports.

Streamline proposals

- The coordinator can also help generate customized proposals.
- Writing proposals can be a time-consuming task so create as many generic templates as you can.
- The coordinator can then do a lot of the work customizing these templates.

Manage your commitments

- The coordinator should play a big role in organizing firm-sponsored events.
- The coordinator can help with the invitations and event promotion and compile attendee bios.
- The coordinator should also maintain the firm's business development event calendar.

Take the baton

- The coordinator will orchestrate your firm's business development meetings.
- The coordinator should prepare and polish any presentation materials and circulate the agenda.
- Ask your coordinator to speak at the meeting to give them a chance to showcase their contributions.

Dig up the dirt

- The coordinator can conduct post-mortem research.
- To do this, the coordinator follows up with prospects and clients to understand their decisions.
- The coordinator can help facilitate client-centered business development initiatives.

The list goes on

- This is only a small sampling of the tasks your business development coordinator can perform.
- The coordinator should be in charge of distributing and maintaining sales and marketing collateral.
- The coordinator can also assist with performing research on clients and competitors.

Help from the outside

- There's one more role you can consider — outside sales rep.
- This role will work better for some firms than others, and it's not one that you're required to fill.
- An outside sales rep is someone from outside of the firm who is paid to bring in new business.

A proven salesperson

- When hiring an outside sales rep, look for someone who has proven they know how to sell.
- Your outside sales rep should be skilled at advocating solutions based on customer needs.
- They should have a track record of integrity, trust and credibility.

It starts at the top

- Start by appointing your champion, who will then hire your business development coach.
- The champion will have the most say in the structure of the other roles.
- Craft clear job descriptions for each position to avoid overlap.

Work as a team

- Once your team is in place, meet and speak regularly as a team.
- Debrief regularly so you can learn what you do well and how you can improve.
- Keep learning and stay on top of the latest business development and industry trends.

Summary

- The business development champion has a proven record of business development success.
- The business development coach guides your efforts and helps train staff.
- The business development coordinator manages all your efforts.

ACTIVITIES

If you're completing these activities on your own, please write down your answers in your workbook. If you're completing these activities in a group, please write down your answers individually. Then share your responses with up to two other people. Look for commonalities among everyone's responses and discuss any differences.

Activity 1

Outside of hiring people to drive the business development culture in your firm, what ideas do you have for creating a more business development-centric culture in your workplace?

Activity 2

If you had a business development coach, what types of things would you want them to help you with/do for you?

CONTINUING EDUCATION

Contribute to the staffing conversation in your organization. Help appoint a champion, create criteria for hiring a coach or business development coordinator and suggest ways to maximize each's utility in your firm.

QUIZ

1. Without a dedicated team in place, business development slips to a distant third behind the work and the day-to-day responsibilities and obligations that go with running and operating any business.
2. Your business development champion should lead from the front by example.
3. The voice of business development across the firm shouldn't be the business development champion.
4. The business development coach should assist each individual contributor in understanding their role in achieving the firm's broader business development plan.
5. The business development coordinator is pivotal for managing all the "behind the curtain" work that is necessary for maintaining a business development culture.
6. Your business development coordinator doesn't need to be organized, attentive to detail or capable of juggling multiple projects at once.
7. Your business development coordinator should orchestrate your firm's business development meeting.
8. The responsibilities of an outside sales rep include meeting sales targets, assisting with business development campaigns, maintaining an active involvement in appropriate industry associations and attending relevant B2B marketing events.
9. For your team to be effective, it's important to craft clear job descriptions for each position to avoid overlap.
10. The business development bar remains fairly constant so continuous learning and staying on top of industry trends are non-essentials.

NOTES

FOR MORE INFORMATION

For more information about additional workshops, or other Replacing the Rainmaker products and services, please visit ReplacingTheRainmaker.com.