The Recruitment Network

Enabling recruitment leaders to maximise their performance, productivity and profitability.

Quick update from TRN HQ


TRN
VELOCITY
The Ultimate Business Development Playbook for 2026



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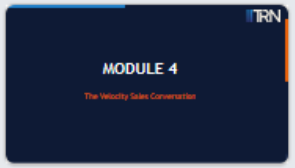
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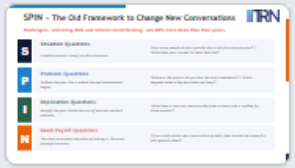
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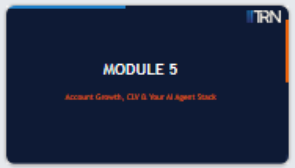
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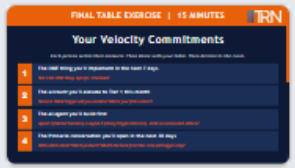
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The PINNACLE Programme

Converting 18% average margins to 35%+


SOCIAL
SCALING
PROGRAMME
4 Week Personal Branding
Development Programme

TRACTION

4 Week AI Development and Coaching Programme







Regional Roundtables











TRN
TRAILBLAZERS








TRN
RUMBLES

TRN JobSync

Live Vacancies Portal

Share the Role.
Find the Candidate.
Make the Placement.



TRN JobSync enables recruitment agencies to work together on live vacancies by connecting an agency with a client role to other members that have suitable candidates, while the posting agency retains ownership of the client relationship.

The **posting agency** creates the vacancy, provides the commercial terms and role information, selects participating agencies, shares a video briefing and manages all employer communication. Once the role is filled, it closes the vacancy and pays the receiving agency within 14 days.

The **receiving agency** reviews the opportunity, agrees to the terms, submits candidates through the platform and tracks their progress using the messaging facility.

TRN JobSync gives members a clear, controlled way to collaborate, extend their candidate reach and generate additional placement opportunities.

TRN EDGE

AI and Automation Programme

A 14-month, fully accredited Level 4 AI & Automation Practitioner apprenticeship

scan for more info

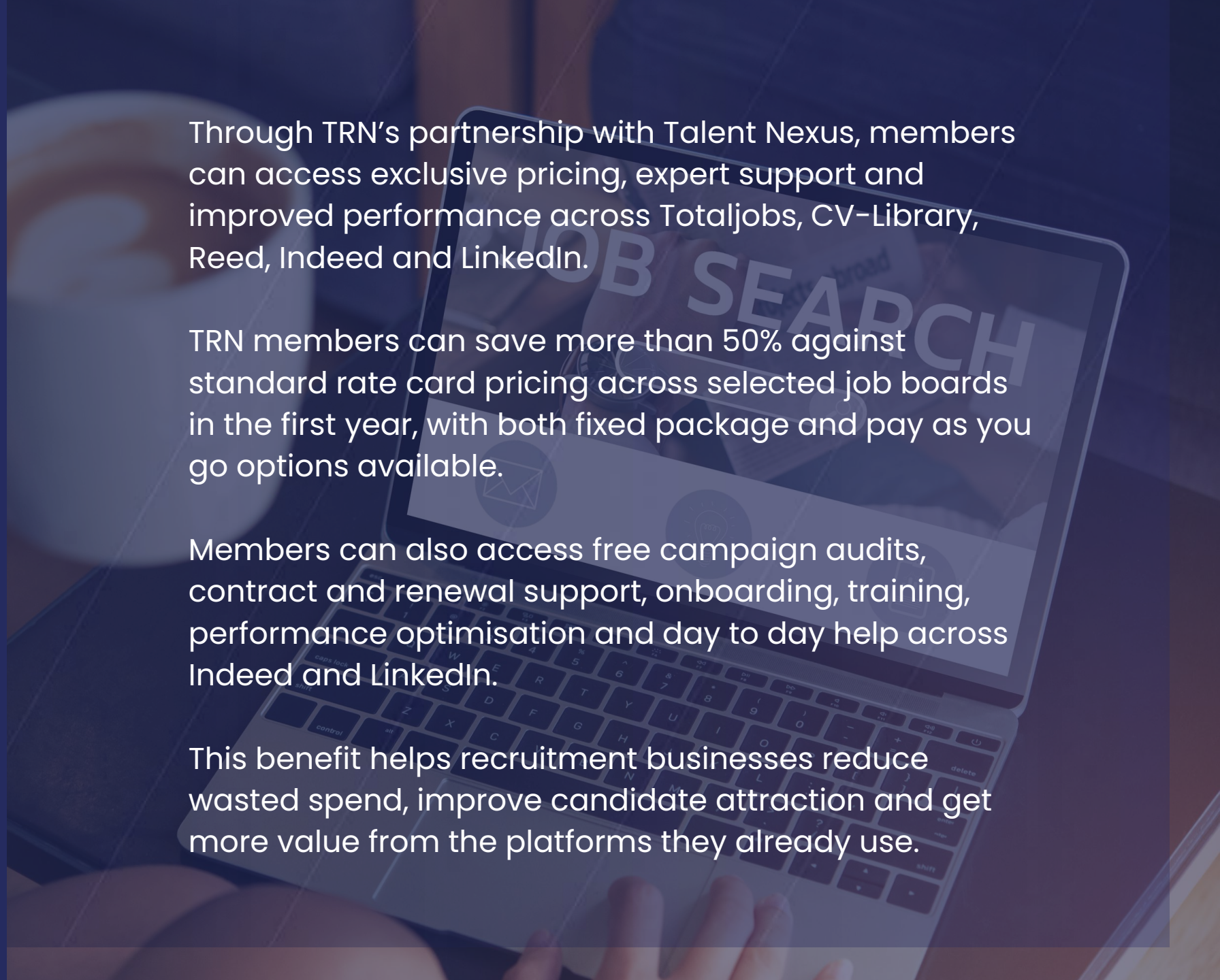
delivered by we are zenith Recruit. Develop. Retain. in partnership with TRN

TRN

Job Board Discounts

50% savings on all job boards!

Spend Less.
Perform
Better.

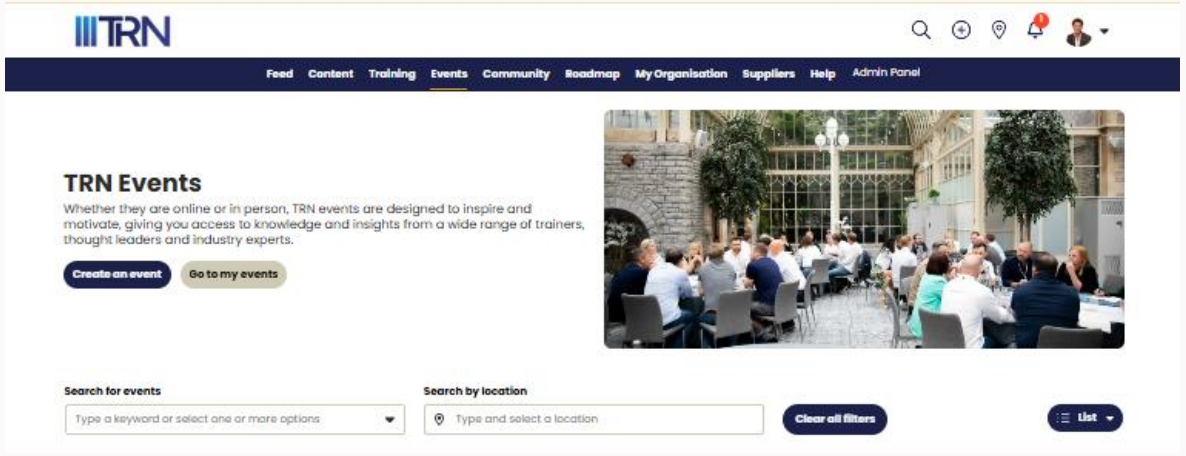


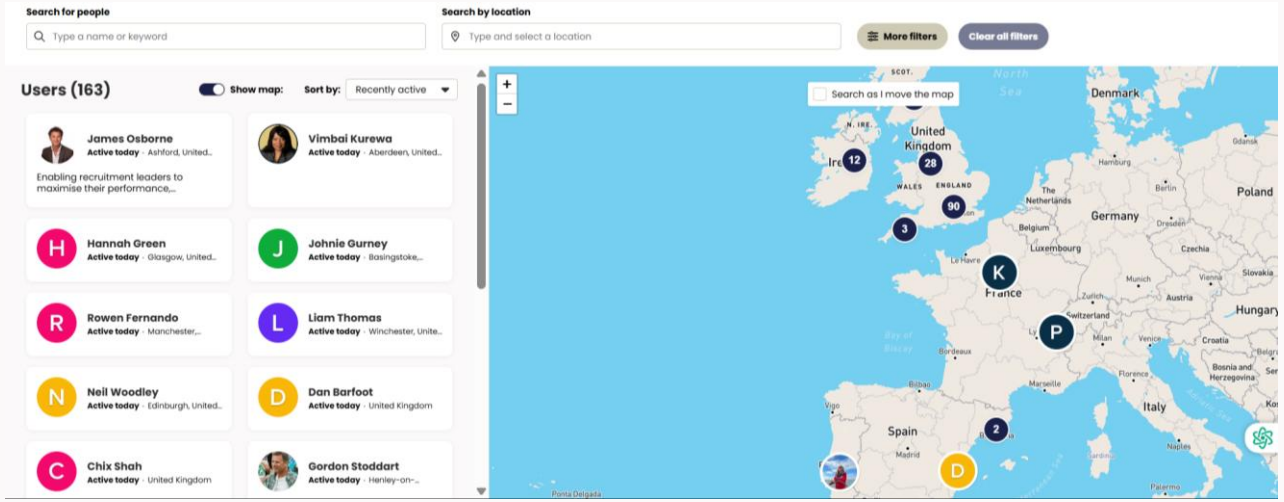
Through TRN's partnership with Talent Nexus, members can access exclusive pricing, expert support and improved performance across Totaljobs, CV-Library, Reed, Indeed and LinkedIn.

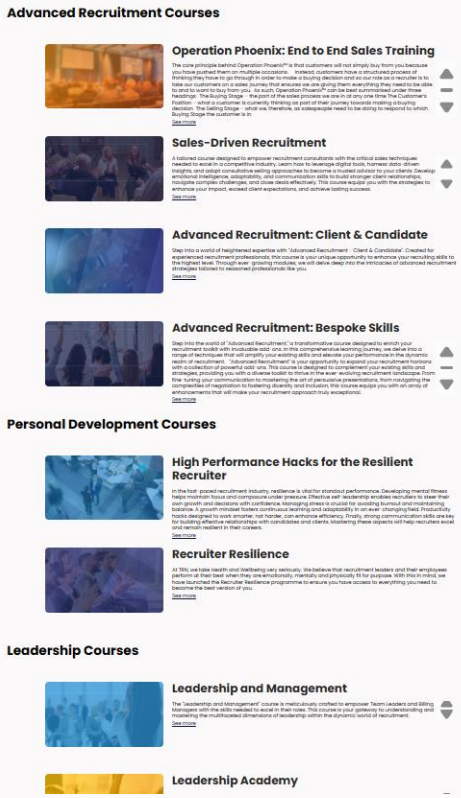
TRN members can save more than 50% against standard rate card pricing across selected job boards in the first year, with both fixed package and pay as you go options available.

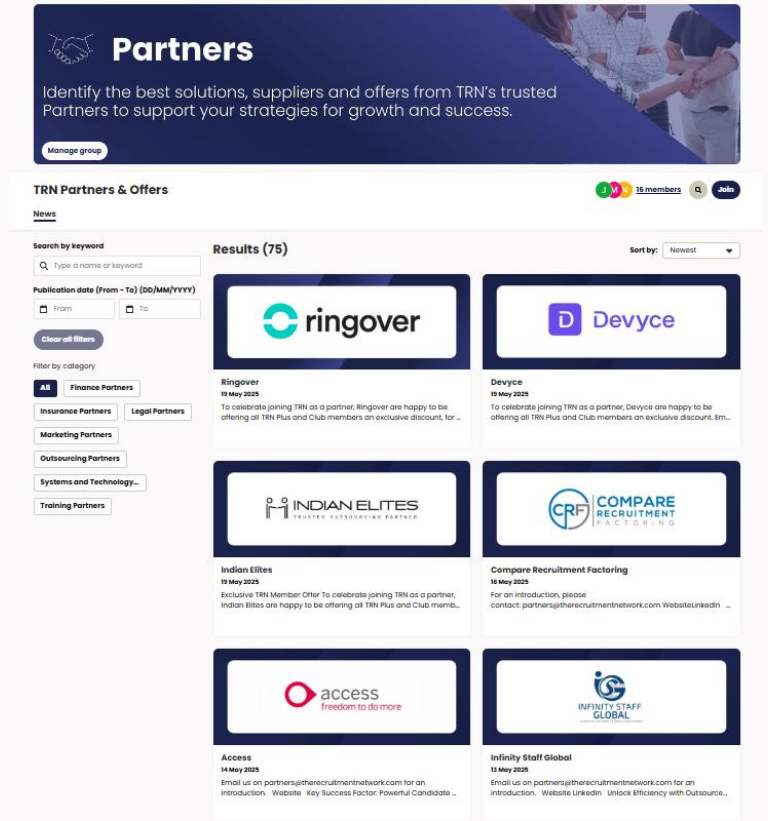
Members can also access free campaign audits, contract and renewal support, onboarding, training, performance optimisation and day to day help across Indeed and LinkedIn.

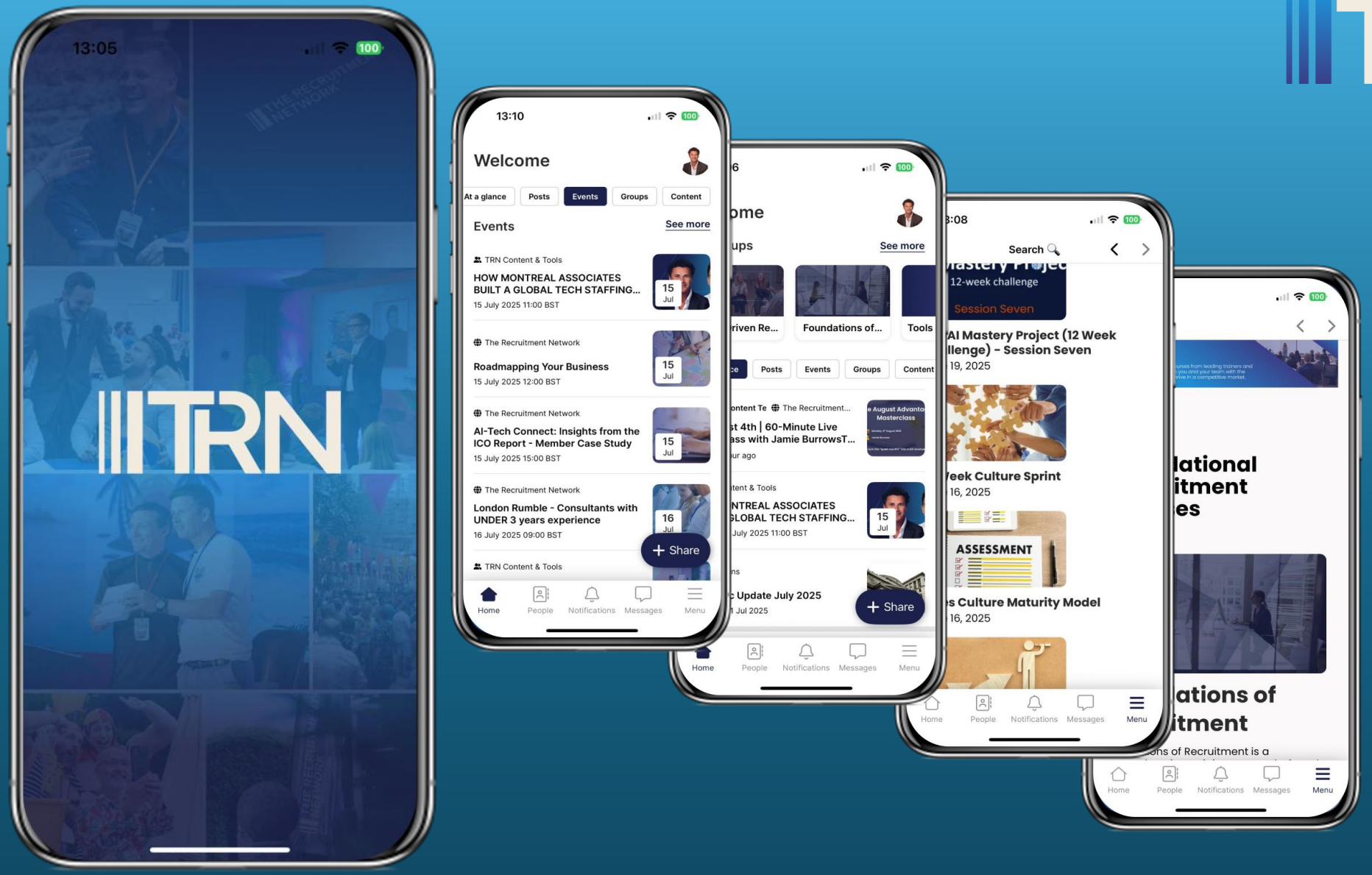
This benefit helps recruitment businesses reduce wasted spend, improve candidate attraction and get more value from the platforms they already use.


TRN
Feed
Content
Training
Events
Community
Roadmap
My Organisation
Suppliers
Help
Admin Panel
TRN Events
Whether they are online or in person, TRN events are designed to inspire and motivate, giving you access to knowledge and insights from a wide range of trainers, thought leaders and industry experts.
Create an event
Go to my events
Search for events
Type a keyword or select one or more options
Search by location
Type and select a location
Clear all filters
List
Past
Upcoming
Next 7 days
Next 30 days
Events (23)
21 London - Recruitment Leaders Regional Mee...
Date: 21 May 2025 09:30 - 12:30 BST
Location: Temple Pl, London WC2R 2PH, UK
22 Manchester Rumble - Consultants with...
Date: 22 May 2025 09:00 - 12:30 BST
Location: Novotel Hotel, 21 Dickinson St,...
22 Roadmapping your Business
Date: 22 May 2025 12:00 - 13:00 BST
22 LinkedIn Live: Smarter hiring and happier...
Date: 22 May 2025 12:30 - 13:00 BST
Online event: https://www.linkedin.co...
22 Manchester Rumble - Consultants with OVE...
Date: 22 May 2025 13:30 - 17:00 BST
Location: Novotel Hotel, 21 Dickinson St,...
27 LinkedIn Live: Scaling a Recruitment Business...
Date: 27 May 2025 12:30 - 13:00 BST
Online event: https://www.linkedin.co...
27 High Performance Mindset - High...
Date: 27 May 2025 15:00 - 16:00 BST
28 Hot Flashes, Cool Strategies: Navigatin...
Date: 28 May 2025 09:00 - 10:00 BST


Search for people
Type a name or keyword
Search by location
Type and select a location
More filters
Clear all filters
Users (163)
Show map:
Sort by:
Recently active
James Osborne
Active today · Ashford, United...
Enabling recruitment leaders to maximise their performance,...
Vimbai Kurewa
Active today · Aberdeen, United...
Hannah Green
Active today · Glasgow, United...
Johnie Gurney
Active today · Basingstoke,...
Rowen Fernando
Active today · Manchester,...
Liam Thomas
Active today · Winchester, Unite...
Neil Woodley
Active today · Edinburgh, United...
Dan Barfoot
Active today · United Kingdom
Chix Shah
Active today · United Kingdom
Gordon Stoddart
Active today · Henley-on-...
Search as I move the map
United Kingdom
France
Spain
Italy
Germany
Denmark
Poland


Advanced Recruitment Courses
Operation Phoenix: End to End Sales Training
Sales-Driven Recruitment
Advanced Recruitment: Client & Candidate
Advanced Recruitment: Bespoke Skills
Personal Development Courses
High Performance Hacks for the Resilient Recruiter
Recruiter Resilience
Leadership Courses
Leadership and Management
Leadership Academy


Partners
Identify the best solutions, suppliers and offers from TRN's trusted Partners to support your strategies for growth and success.
Manage group
TRN Partners & Offers
16 members
Join
News
Search by keyword
Type a name or keyword
Publication date (From - To) (DD/MM/YYYY)
From
To
Clear all filters
Filter by category
All
Finance Partners
Insurance Partners
Legal Partners
Marketing Partners
Outsourcing Partners
Systems and Technology...
Training Partners
Results (75)
Sort by:
Newest
ringover
Ringover
15 May 2025
To celebrate joining TRN as a partner, Ringover are happy to be offering all TRN Plus and Club members an exclusive discount, for ...
Devyce
Devyce
15 May 2025
To celebrate joining TRN as a partner, Devyce are happy to be offering all TRN Plus and Club members an exclusive discount. Em...
INDIAN ELITES
Indian Elites
15 May 2025
Exclusive TRN Member Offer To celebrate joining TRN as a partner, Indian Elites are happy to be offering all TRN Plus and Club memb...
COMPARE RECRUITMENT FACTORING
Compare Recruitment Factoring
15 May 2025
For an introduction, please contact: partners@therecruitmentnetwork.com WebsiteLinkedIn ...
access freedom to do more
Access
14 May 2025
Email us on partners@therecruitmentnetwork.com for an introduction. Website Key Success Factor: Powerful Candidate ...
INFINITY STAFF GLOBAL
Infinity Staff Global
13 May 2025
Email us on partners@therecruitmentnetwork.com for an introduction. Website LinkedIn Unlock Efficiency with Outsource...


13:05
100
TRN
13:10
Welcome
At a glance
Posts
Events
Groups
Content
Events
See more
TRN Content & Tools
HOW MONTREAL ASSOCIATES BUILT A GLOBAL TECH STAFFING...
15 July 2025 11:00 BST
15 Jul
The Recruitment Network
Roadmapping Your Business
15 July 2025 12:00 BST
15 Jul
The Recruitment Network
AI-Tech Connect: Insights from the ICO Report - Member Case Study
15 July 2025 15:00 BST
15 Jul
The Recruitment Network
London Rumble - Consultants with UNDER 3 years experience
16 July 2025 09:00 BST
16 Jul
Share
TRN Content & Tools
Home
People
Notifications
Messages
Menu
Foundations of...
Tools
Posts
Events
Groups
Content
Share
Search
12-week challenge
Session Seven
AI Mastery Project (12 Week Challenge) - Session Seven
19, 2025
Week Culture Sprint
16, 2025
ASSESSMENT
Culture Maturity Model
16, 2025
Home
People
Notifications
Messages
Menu


Date announced!
Tuesday 26th January

We are welcoming new members every month - come and join us.

Solo • Plus • Club • Exec Forum

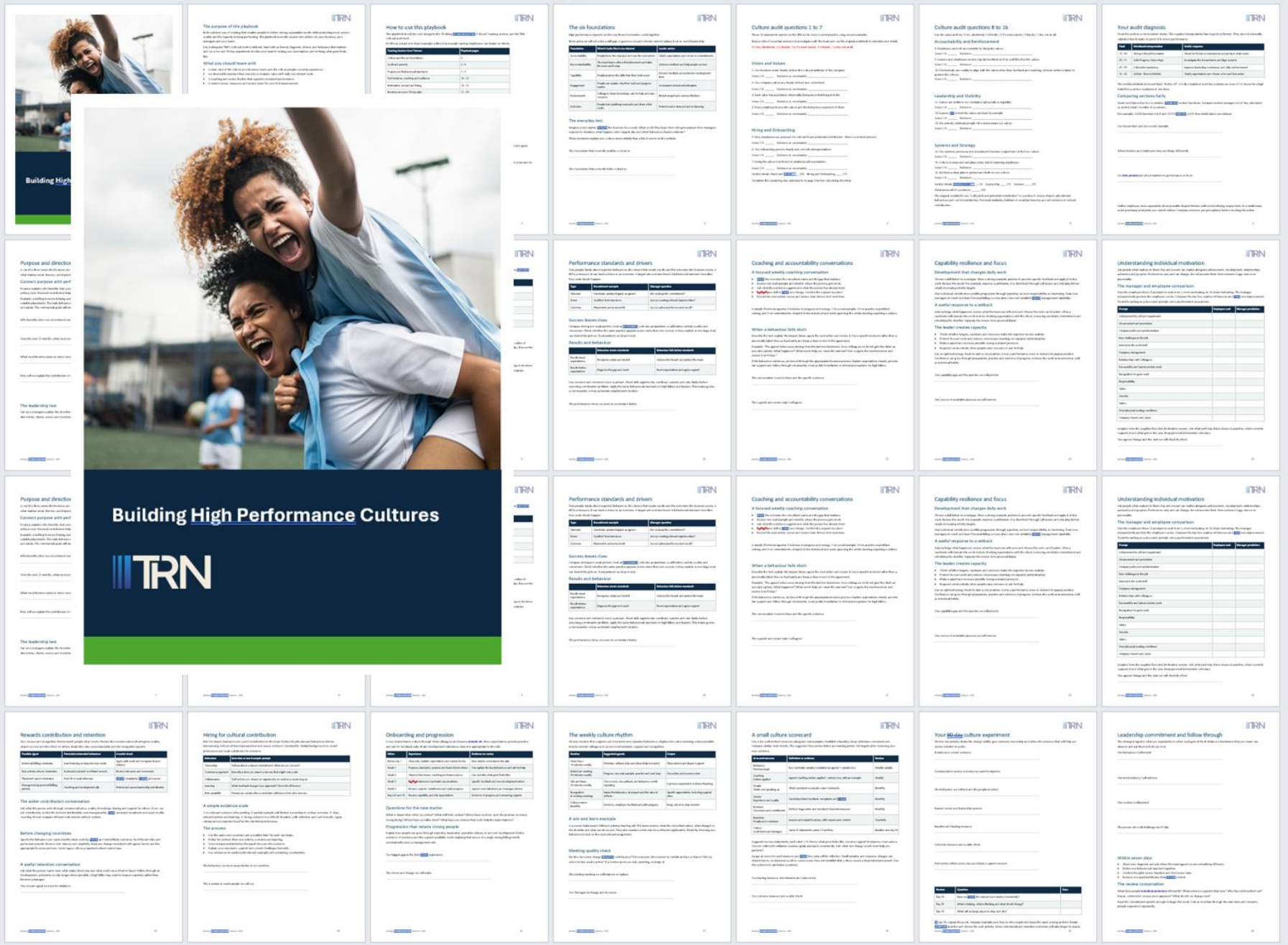
BUDGET SPECIAL
10% discount for new members in October

Today’s session

Use this alongside the TRN High Performance playbook

1 Culture and the six foundations	2 The Culture Audit and your priority
3 Purpose and behavioural standards	4 Performance, coaching and resilience
5 Motivation, reward and hiring	6 Routines and your 90-day plan

Use the playbook alongside the TRN Culture Audit tool: start with an honest diagnosis, choose one behaviour that matters and run a focused 90-day experiment.



The High Performance playbook

The TRN Cultural Audit

Cultural Audit – Assessing the Strength of Your Company Culture	
Your company culture is either your greatest asset or your biggest barrier. This audit helps you assess how clearly your values are defined, how consistently they're lived across the business, and how deeply they're embedded into daily behaviours, leadership, and systems.	
	5 = Yes, absolutely *4 = Mostly* *3 = To some extent* *2 = Rarely* *1 = No, not at all*
1. Vision & Values	**13**
Our business vision clearly defines the cultural ambition of the company	4
Our company values are clearly defined and understood	2
Each value has associated, observable behaviours that bring it to life	3
Every employee knows the values and the behaviours expected of them	4
2. Hiring & Onboarding	**11**
New employees are assessed for cultural fit and potential contribution – there's a defined process	4
Our onboarding process clearly sets out cultural expectations	2
Living the values is included in employee job descriptions	5
3. Accountability & Reinforcement	**9**
Employees are held accountable for living the values	2
Leaders and employees receive regular feedback on how well they live the values	2
If individuals are unable to align with the values after clear feedback and coaching, decisive action is taken to protect the culture.	5
4. Leadership & Visibility	**11**
Values are visible in our workplace (physically or digitally)	4
Leaders role model the values and lead by example	3
We actively celebrate people who demonstrate our values	4
5. Systems & Strategy	**11**
Our systems, processes and investment decisions support and reflect our values	5
Culture is measured and plays a key role in retaining employees	5
We have a clear plan to protect and build on our culture	1
Total Score / 80	**55**

Results Summary	
1. Vision & Values	13
2. Hiring & Onboarding	11
3. Accountability & Reinforcement	9
4. Leadership & Visibility	11
5. Systems & Strategy	11
TOTAL SCORE / 80	**55**

See page 2 for a detailed interpretation of your score and suggested actions.

Results Summary	
1. Vision & Values	0
2. Hiring & Onboarding	0
3. Accountability & Reinforcement	0
4. Leadership & Visibility	0
5. Systems & Strategy	0
TOTAL SCORE / 80	**0**

72–80: Strong Cultural Foundation
60–71: Solid Progress, Some Gaps
45–59: Cultural Inconsistency
Below 45: At Risk – Time to Rethink

Final Thought:

Culture isn't what you say - it's what you tolerate, celebrate and embed.

Companies with highly engaged teams show 21% greater profitability than their competitors

(Gallup).

Alignment is the multiplier.

“If you could get all the people in the organisation rowing in the same direction, you could dominate any industry, in any market, against any competition, at any time.”

Pat Lencioni – Author and Leadership Guru

The culture your business needs vs the culture people currently experience

How would you define your team culture right now?

It is a “nice place to work”?!

Is it fit for purpose for what you need?

The everyday test

Imagine a new starter watches your business for a week. What would they learn from…

01

Who gets praised

02

How managers respond to mistakes

03

What happens when targets slip

04

Which behaviours leaders tolerate

Those moments explain your culture more reliably than a list of words on the website.

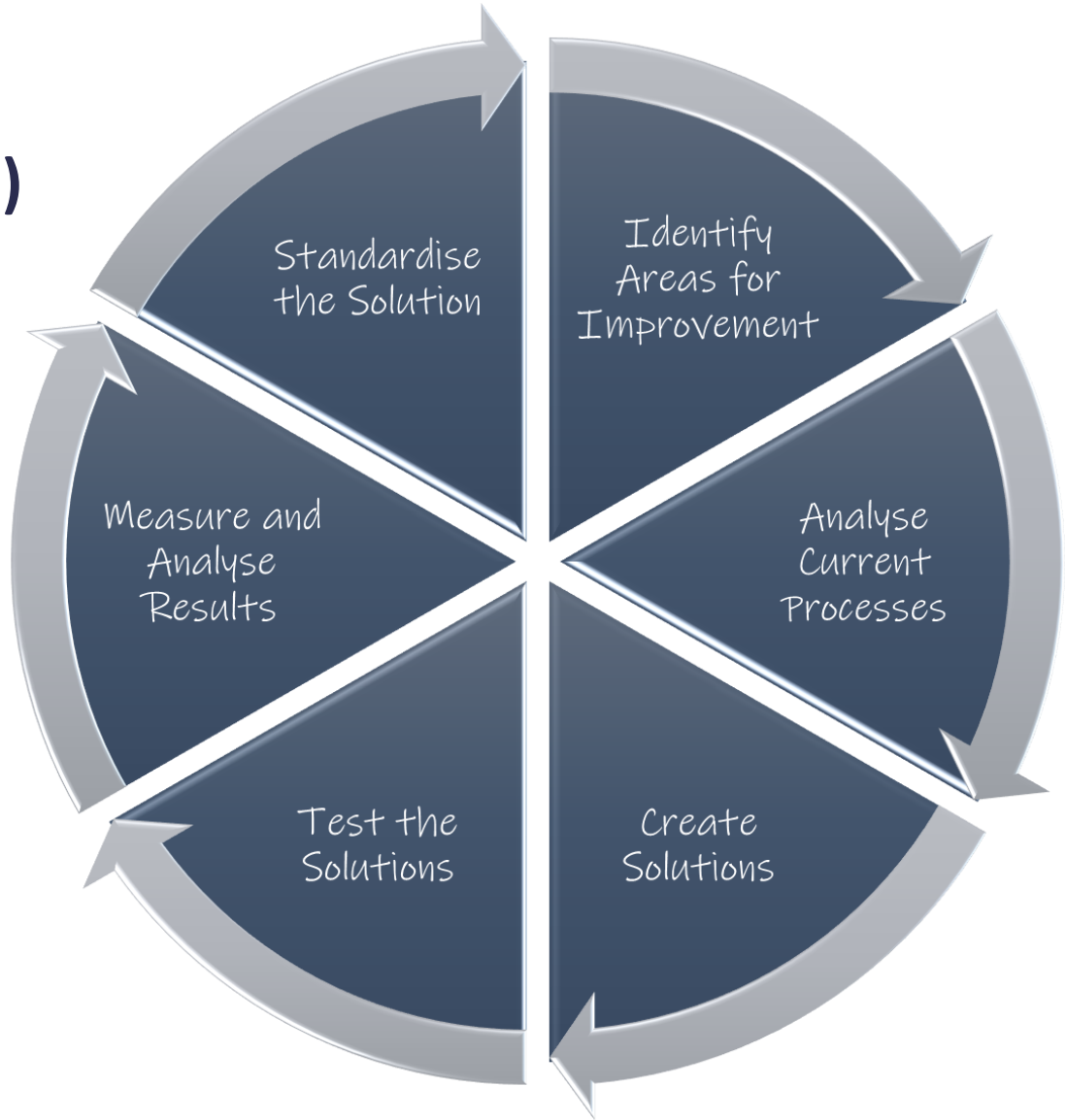
Three concepts that have the biggest impact on high performance cultures…

Kaizen

You need personal responsibility (at every level)
You need to develop the art of problem solving
You need a culture of continuous improvement

改善

Kai = Change Zen = Good



The power of Marginal Gains



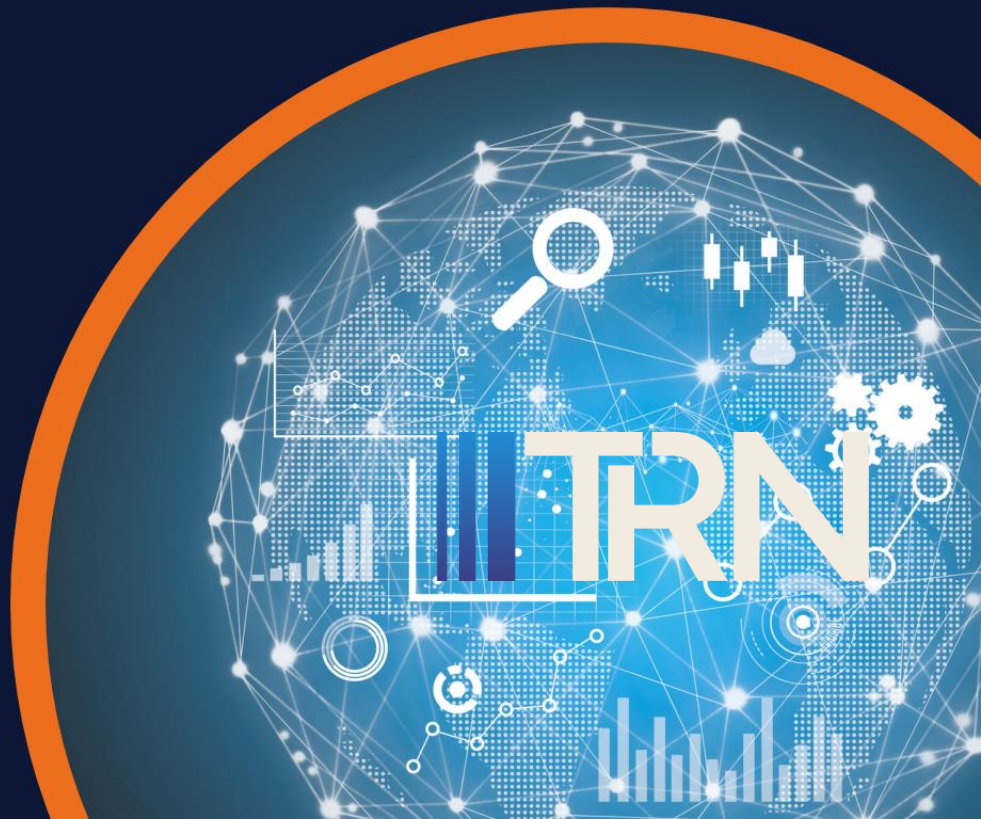
The 80/20 High Performance environment:

20% looking back
80% looking forward

20% on people's weaknesses
80% on people's strengths

20% on what they can influence
80% on what they can control

What creates High Performance?



The TRN framework

A. Accountability

B. Bouncebackability

C. Capability

ENVIRONMENT

ENGAGEMENT

EVOLUTION

REWARDS AND PERFORMANCE MANAGEMENT

The six foundations in practice

High performance depends on the way these foundations work together

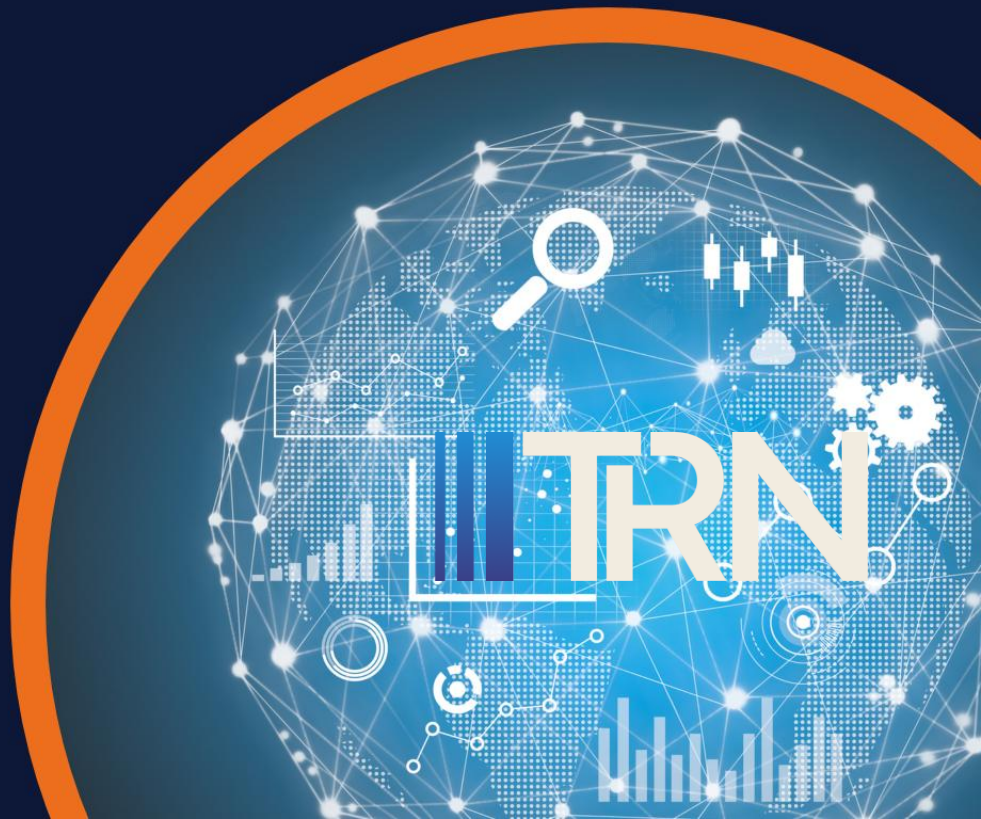
Foundation	What it looks like in recruitment	Leader action
Accountability	People know the standard and own the next action	Clarify expectations and return to commitments
Bouncebackability	The team learns after a lost placement and takes the next useful step	Address workload and help people recover
Capability	People practice the skills their desks need	Provide feedback and protected development time
Engagement	People can explain why their work and progress matter	Understand individual motivation
Environment	Colleagues share knowledge, ask for help and raise concerns	Model respect and remove blockers
Evolution	People test small improvements and share what works	Protect review time and act on learning

More pressure will not solve a skill gap. A generous reward scheme cannot replace trust or useful leadership.

Which one(s) of the above need work?

Diagnose before you prescribe

The TRN Culture Audit



The TRN Culture Audit

16 statements across five areas, each scored 1 to 5 using recent examples

Vision and Values	Hiring and Onboarding	Accountability and Reinforcement	Leadership and Visibility	Systems and Strategy
Q1 to 4 · /20	Q5 to 7 · /15	Q8 to 10 · /15	Q11 to 13 · /15	Q14 to 16 · /15
e.g. "Each value has observable behaviours that bring it to life"	*e.g. "Our onboarding clearly sets out cultural expectations"*	*e.g. "People get regular feedback on how well they live the values"*	*e.g. "Leaders role model the values and lead by example"*	*e.g. "Culture is measured and plays a key role in retention"*

5 = Yes, absolutely	4 = Mostly	3 = To some extent	2 = Rarely	1 = No, not at all

Total out of 80. Note the evidence, or your uncertainty, against every score.

Reading your results

72 to 80	**Strong Cultural Foundation** Check for hidden inconsistencies and protect what works
60 to 71	**Solid Progress, Some Gaps** Investigate the lowest items and align systems
45 to 59	**Cultural Inconsistency** Improve leadership consistency and daily reinforcement
16 to 44	**At Risk: Time to Rethink** Clarify expectations and choose a focused first action

Compare sections fairly

Vision and Values has four questions; the others have three, so compare averages out of five.

12/20	12/15
3.0	**4.0**

Never let a high total hide a serious weakness in one item.

The bands are for reflection. They are not external benchmarks or proof of business performance.

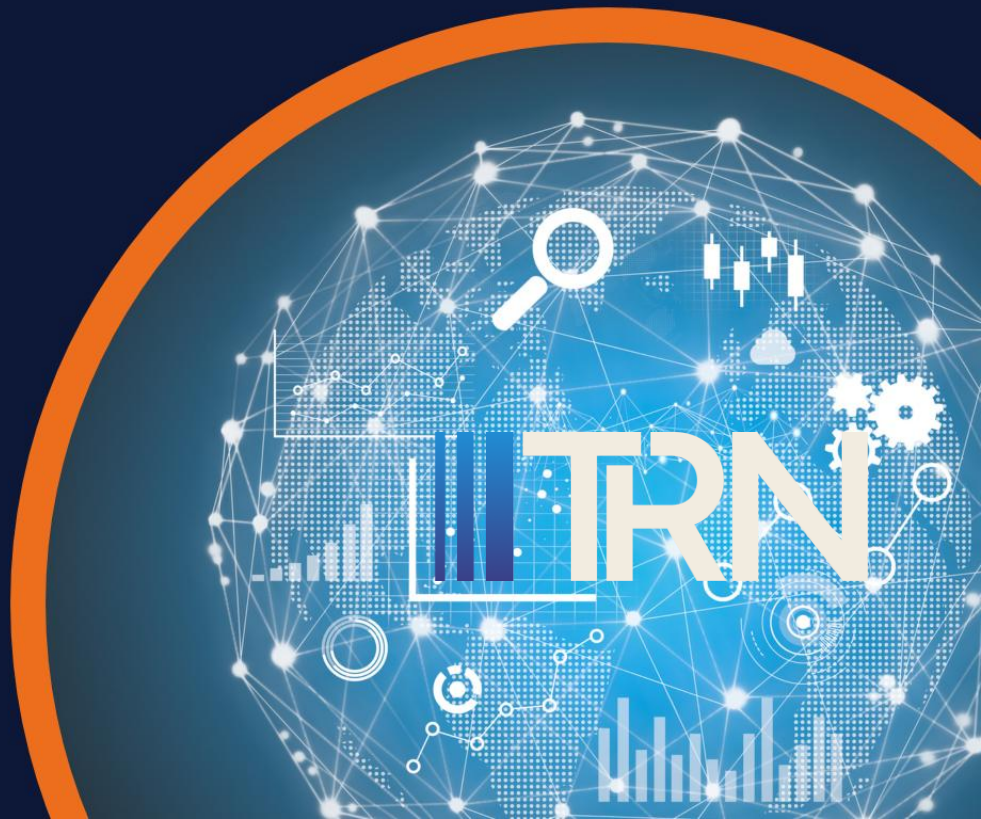
Diagnose honestly.

Choose one area that really matters.

Run a focused 90-day sprint.

Purpose and Standards

Making values observable



the Purpose Motive vs the Profit Motive

Self-Determination Theory (Deci and Ryan).

The aim is to understand what people love and help them fall in love with what they do.

People engage with an activity or behaviour because it is inherently interesting - there isn't necessarily the expectation of a tangible reward



People engage with an activity or behaviour for the purpose of receiving a tangible reward such as money, recognition or avoiding punishment

Connect purpose with performance

A useful culture serves the business you are building now

PURPOSE

Who benefits from your work and why it matters

›

DIRECTION

What the business needs to achieve next

›

CONTRIBUTION

How each person's work makes that possible

Example: a staffing business helping care providers maintain reliable cover connects its purpose to dependable, suitable placements. Daily behaviours: raising availability risks early and completing handovers accurately. Commercial goals still matter, alongside service quality.

The leadership test

Can every manager explain the direction in the same plain language? Can the team connect it to decisions about time, clients, service and investment?

There are 2 ways to be a high performer…

lower your expectations
or
improve your standards.

If you don’t clearly define the standard, people default to their own.

From value to behavioural standard

A specific moment: observable by a colleague, coachable by a manager

VALUE	TRIGGER	BEHAVIOUR	EVIDENCE	LEADER SUPPORT
Ownership	Agreeing a next step with an active candidate	Agree when the next update will happen, record it and update when promised	Sample of due commitments vs actual updates, plus candidate feedback	Realistic caseloads, clear cover and an easy way to record the promise

Replace "be positive", "work harder" or "show commitment" with something specific and observable.

The test of a good standard: could a colleague observe it, and could a manager give useful feedback on it?

A team agreement people can use

Shared ownership makes challenge easier; leaders stay responsible for the environment

Area	Example agreement
Candidate experience	We agree update timings and keep or renegotiate the promise
Client advice	We explain material concerns before the client makes a decision
Collaboration	We share relevant information and agree credit before joint work
Accountability	We raise a missed commitment early and agree a recovery action
Learning	We review a real example and test one improvement each week
Respect	We challenge the work constructively and treat people respectfully

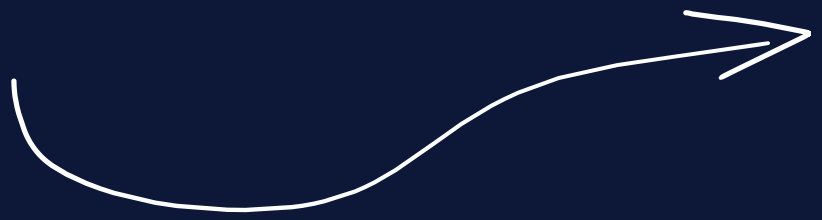
How to build it

- Ask for examples of the team at its best, and moments that made work harder
- Choose a small number of priorities
- Define what good looks like, the support needed and how we respond when it slips
- Reference one behaviour in weekly reviews and recognition


TEAMSHIP
THE RECRUITMENT NETWORK
THE RECRUITMENT NETWORK

Set clear / measurable performance goals with each employee.

Review progress against those goals.

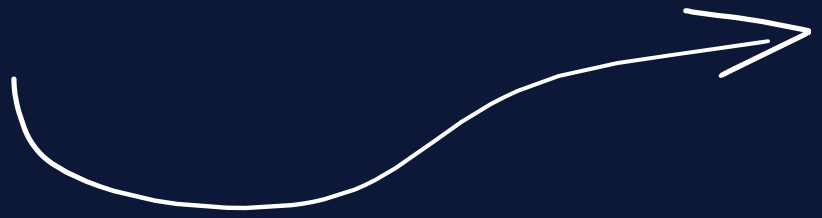




OBJECTIVES	KEY RESULTS		LOOKBACK
What	Win	When	Status / Comments
Goal #1			
What do you want to achieve?	What does success look like?	When do you want to achieve it? MM/DD	Review what was achieved
Goal #2			
What do you want to achieve?	What does success look like?	When do you want to achieve it? MM/DD	Review what was achieved
Personal Development Goal			
What do you want to achieve?	What does success look like?	When do you want to achieve it? MM/DD	Review what was achieved

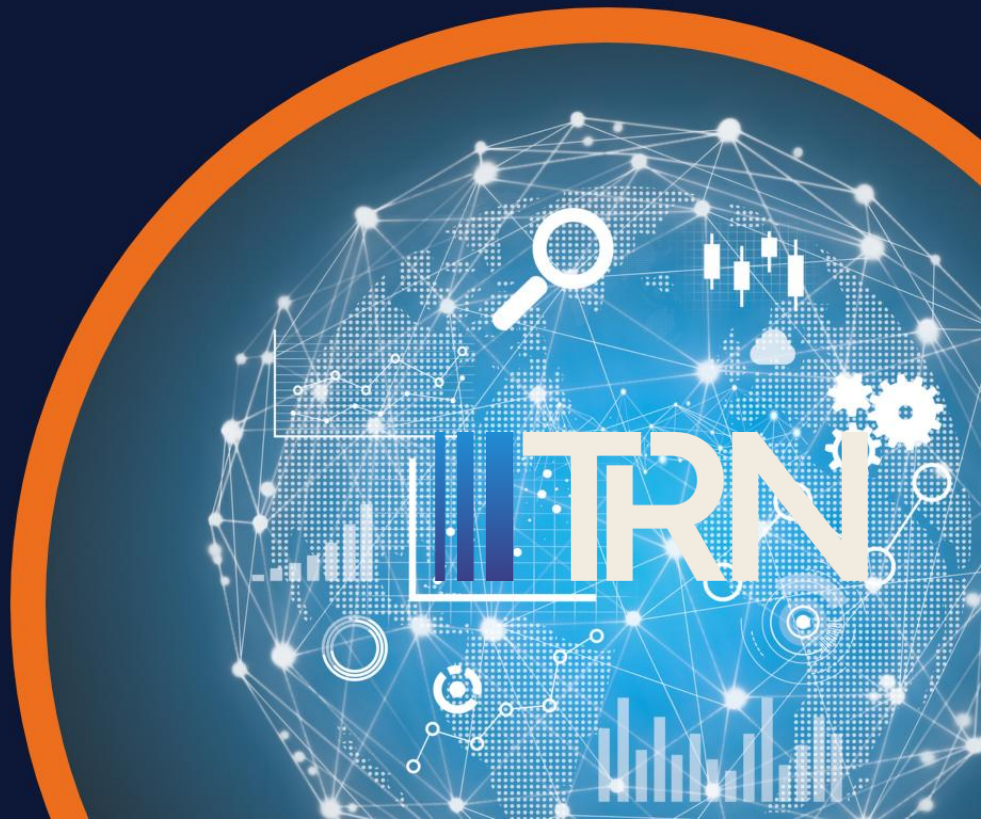
Set clear / measurable performance goals with each employee.

Review progress against those goals.



Activity	Month 1	Month 2	Month 3
Recruitment Activity	10 CVs sent 5 1st Interviews booked	15 CVs 8 1st Interviews 1 Client Meeting 1 Job	12 CVs 10 1st Interviews 2 client meetings 3 Jobs
Sales Performance	£5000	£5000	£5000
Billings Invoice			£10000 at the end of 3 months
Testimonials			1 published to pass probation
Video Adverts		Complete 6 job adverts	Complete 6 job adverts
Market Platform	Add 20 companies and 4 contacts for each client	Add 20 companies and 4 contacts for each client	Add 20 companies and 4 contacts for each client
Candidates	Meet 3 candidates in sector	Meet 6 candidates in sector	Meet 6 candidates in sector
New clients	Know our USP's with FAB	1 New Client ts and cs (quality standard)	2 New clients (quality standard)
Specialist technology knowledge		Identify 5 points of contact at original manufacturer in your sector	book a meeting with these contacts, with your manager
Channel partner development number of these and performance		Session given to all new starters on technology market channel and end clients	Create presentation on your vertical market sector including end users and also partner channel. All influencers.
Blog for team brand		Write a blog / white paper article (any length) working with marketing to build your brand and conversation in your market	

Accountability



It all starts with the data…

Accountability is driven by the data

- Recruitment is, by its nature, an information business
- If you don’t understand what drives your business you can’t replicate it
- If you don’t understand what doesn’t drive value, you risk repeating dysfunctional behaviours
- Not all KPIs are equal, some matter a lot more than others
- What’s right isn’t always intuitive, what’s intuitive isn’t always right
- Macro success is simply many micro successes in aggregate

Minimum Standards Vs KPIs (there's a difference?)

Standards, drivers and outcomes

A KPI is a measure. A target sets a level. A standard describes how work should happen.

STANDARD	DRIVER	OUTCOME
Candidate updates happen as agreed	**Qualified first interviews**	**Placements and gross profit**
Manager question	**Manager question**	**Manager question**
Did we keep the commitment?	*Are we creating relevant opportunities?*	*Are we achieving the required result?*

Success leaves clues

Compare strong and weak periods: opportunity, role mix, preparation, qualification, activity quality and conversion. Check whether the same practice appears across more than one success. A busy market or one large deal can distort the picture, so treat patterns as ideas to test.

Are you thinking in terms of Productivity Drivers across each of your Workflows?

Standard Metrics		Productivity Drivers
BD Calls	VS	Clients Without Call in Past 60 Days
New Jobs Added	VS	Jobs with less than 3 interviews in 7 Days
Placements	VS	Starters With No Contact in 7 Days
Contractor Redeployment Rate	VS	Contractors Finishing with No CV Sent or Int

Productivity drivers are the leading indicators that sit behind the standard metrics. These are what managers should coach to.

Results and behaviour

	Behaviour meets standards	Behaviour falls below standards
Results meet expectations	**Recognise, retain and stretch**	**Address the issue and protect the team**
Results below expectations	**Diagnose the gap and coach**	**Reset expectations and agree support**

Use evidence and context in every quadrant

- Check skill, opportunity, workload, systems and role clarity before assuming a motivation problem
- Apply the same behavioural standards to high billers and leaders
- A guide for a conversation, not an automatic employment decision

The top-right box is the culture test most businesses fail: the high biller whose behaviour falls below standard. What you tolerate there is what everyone learns.

A focused weekly coaching conversation

25 minutes. One real example. One agreed action.

3 min	7 min	10 min	5 min
Progress	A real example	Practice or problem solving	Commitments

1

Agree the outcome the consultant wants and the gap that matters

2

Review one real example and find where the process gets stuck

3

Ask what the evidence suggests and what has already been tried

4

Practise one skill or agree one change, and confirm the support

5

Record the next action, owner and review date, then return to it

Adapt it to the individual, and avoid spending the whole meeting reporting numbers.

When a behaviour falls short

1

FACT

Describe the specific incident

2

IMPACT

Explain the effect on others

3

LISTEN

Ask what happened

4

AGREE

Agree the next action

5

REVIEW

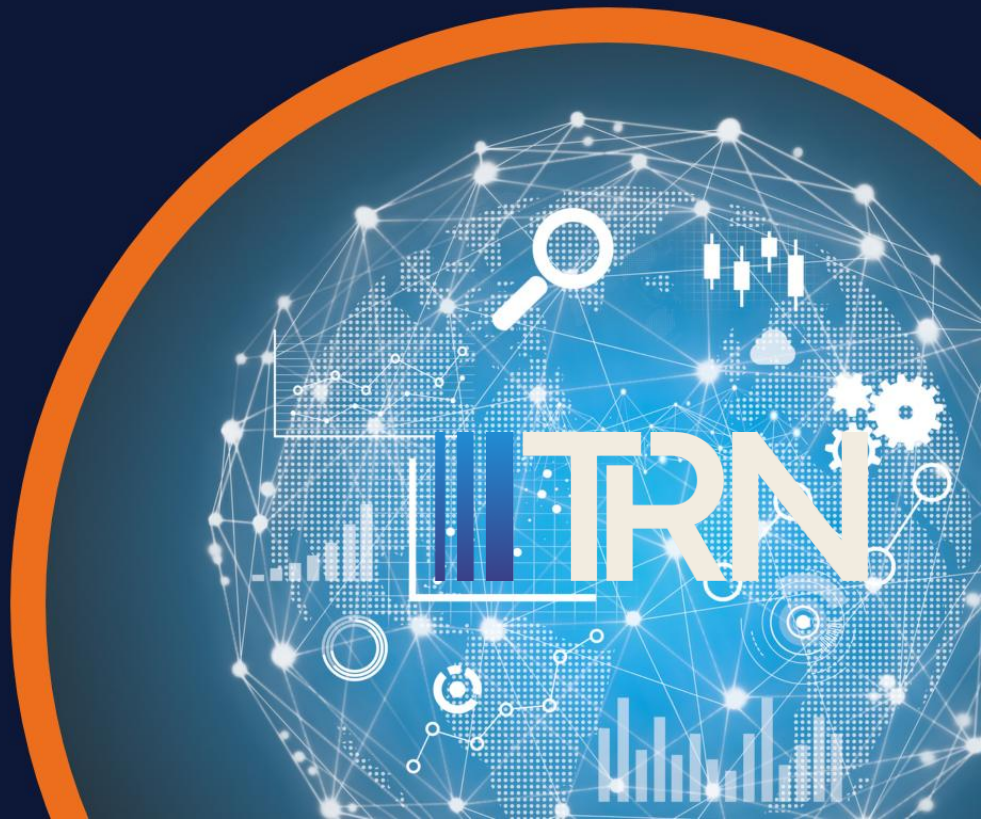
Set a date and return to it

"The agreed notes were missing from the last two handovers. Your colleagues couldn't give the client an accurate update. What happened? What would help you meet the standard? Let's agree the next handover and review it on Friday."

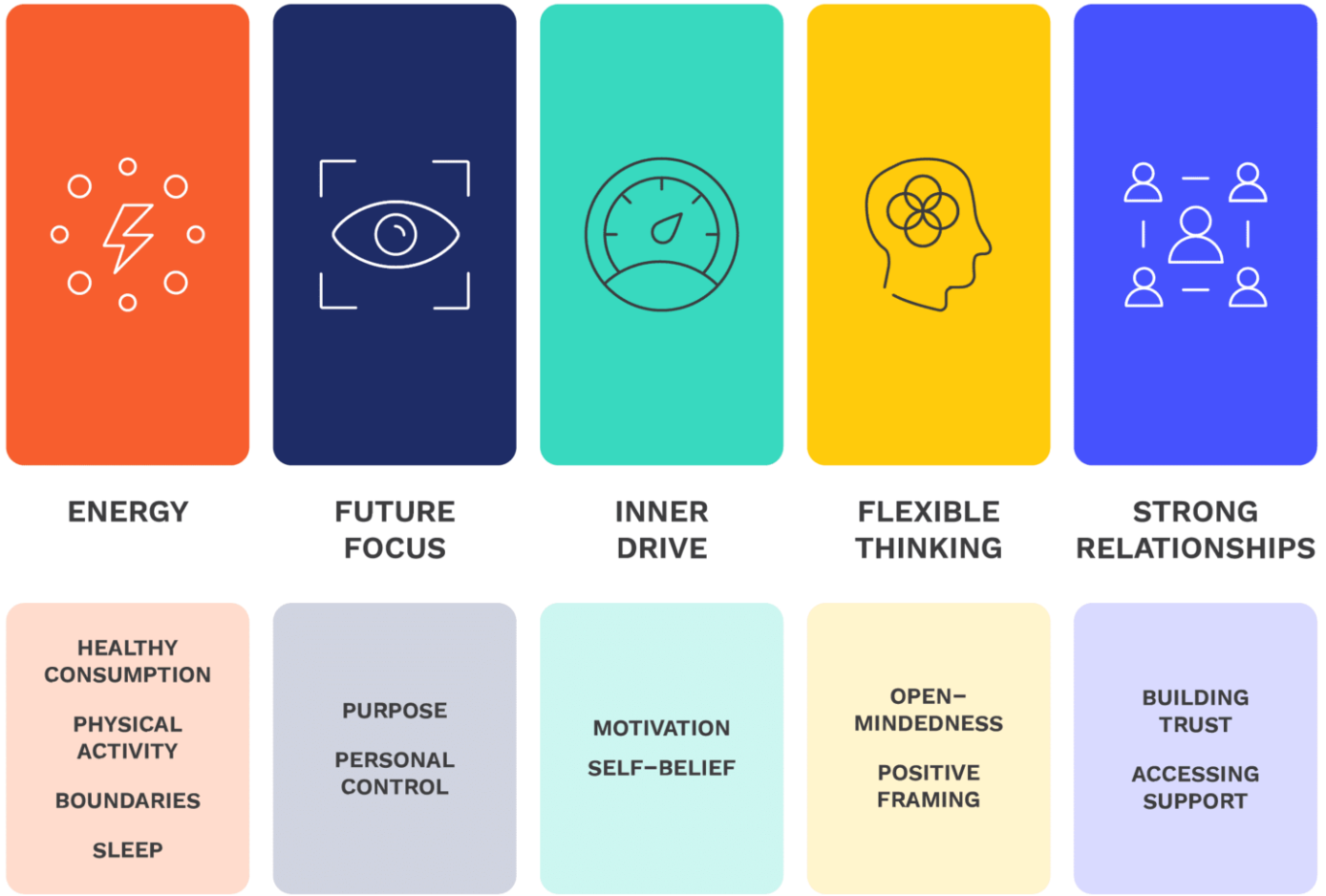
Use a specific incident. Discuss it privately and keep a clear record.

If it continues, use the appropriate business process. No public humiliation, and no informal exceptions for high billers.

Bouncebackability (aka Resilience)



The 5 Pillars of Resilience



Resilience is as much environmental as it is individual

Source: the Wellbeing Project

Resilience is built by leaders, not just individuals

A useful response to a setback

1. **Acknowledge what happened**
2. **Review what the team can influence**
3. **Choose the next useful action**

After a candidate withdrawal: check expectations with the client, review candidate commitment and rebuild the shortlist.

Separate the review from personal blame.

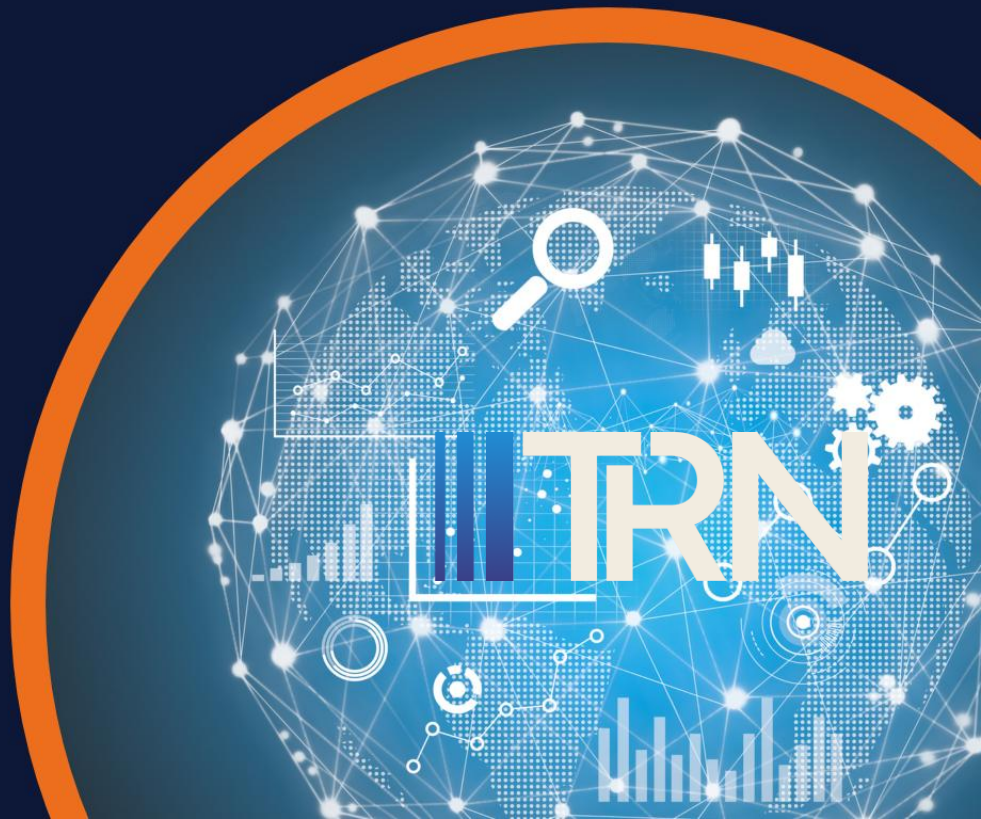
The leader creates capacity

- Check whether targets, caseloads and resources make the expected service realistic
- Protect focused work; remove unnecessary meetings and repeated admin
- Make support and recovery possible during sustained pressure
- Respond constructively when people raise concerns or ask for help

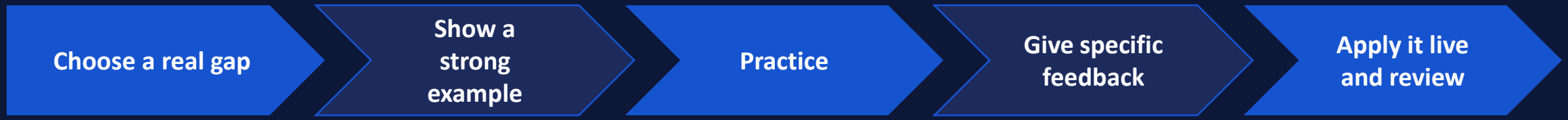
Use an energy check to start a conversation, never as a performance score or a demand to appear positive.

	Energy	Focus	Drive	Thinking	Relationships
Bob	Poor	Average	Average	Good	Poor
Chris	Good	Poor	Good	Average	Good
Alex	Good	Average	Average	Poor	Poor
John	Good	Average	Poor	Good	Good
Me (!)	Average	Poor	Average	Average	Poor
Simon	Poor	Poor	Good	Average	Poor

Capability



Development that changes daily work



e.g. improve qualification of a client brief through call review and role-play, before simply increasing activity targets.

Your 12-month'ers are your biggest asset, and your biggest flight risk.

Invest in them.

We often stop training people once they are up and running. Don't forget your senior non-managers either.

Credible progression

Offer routes through expertise, account responsibility or mentoring, not only management.

Train new managers to coach and lead. Personal billing success alone does not establish people management capability.

IITRN

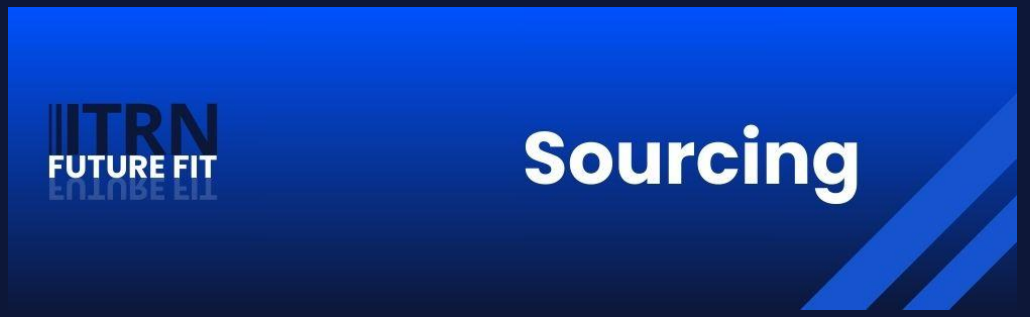
FUTURE FIT

- Market Growth in Flexible Work
- Client Demand for Cost Efficiency
- Increased Competition
- Data-Driven Personalisation
- Wage Inflation and Talent Shortage
- Rise of Counteroffers
- Client Longevity and Revenue Stability
- Emphasis on Trust
- Rise in Self-Marketing
- Digital Influence
- Data-Driven Decision Making
- Demand for Predictive Analytics
- Shift Toward Advisory Roles
- Complex Hiring Needs
- AI-Enhanced Sourcing Speed
- Candidate Expectation for Fast Responses
- Client Demand for Diverse Talent
- Regulatory and Market Pressure
- Skills-Based Hiring Trends
- Focus on Adaptability

- **Selling Contract and Annuity Services**
- **True Consultancy Skills**
- **Best-in-Class Sales (with AI)**
- **Negotiation**
- **Building Strategic Relationships**
- **Personal Branding (with AI)**
- **Insights (with AI)**
- **Consultative Services**
- **Sourcing (with AI)**
- **EDI (Equity, Diversity, and Inclusion)**
- **Skills-First Recruitment**

FutureFit™


ITRN
FUTURE FIT
Sales


ITRN
FUTURE FIT
Sourcing


ITRN
FUTURE FIT
Personal
Branding


ITRN
FUTURE FIT
AI &
Automations
Literacy


ITRN
FUTURE FIT
Account
Penetration


ITRN
FUTURE FIT
Personal
Motivation

Sales

This module equips consultants with cutting-edge sales techniques, from digital tools and data insights to consultative selling and adaptability. It fosters a client-first mindset, with skills in communication, negotiation, and relationship-building to ensure lasting success in a dynamic market.

Work through the content below to ensure you are fit for the future of Recruitment Sales ...

A selection of books and podcasts focused on essential sales skills, to help recruitment consultants enhance their expertise and drive results: Essential Books and Podcasts for Recruitment Sales Success

Digital Literacy

This includes your ability to understand and best utilise various digital tools and platforms, such as CRM systems, sales automation software and data analytics, to enhance sales efficiency, increase capacity, amplify outreach and drive sales effectiveness.

- **NEW:** Top Tips for Recruitment Consultants to Improve Digital Literacy
- **NEW:** 7 Ways AI Will Revolutionise Recruiting
- **NEW:** Maximising Recruitment Business Efficiency with ChatGPT Prompts
- **NEW:** Personalisation and Precision with your ChatGPT Prompts
- **NEW:** High Performance: Session 79 - Leveraging ChatGPT for Recruiters
- **NEW:** AI-Enhanced Prospecting: Transforming Lead Generation for Recruitment Businesses
- **NEW:** Project Automate: October's Top 20 Things to Action
- AI and Automation Technologies for Optimising Recruitment
- 75 Custom GPTs to Build
- LinkedIn Live: The Google, Yahoo and Email Policies Recruiters Need To Be Aware Of in 2024
- How to Get ChatGPT to Write Adverts in Your Company's Style
- ChatGPT Playbook
- Mastering Microsoft Copilot for Recruiters Roundtable
- AI Glossary and Additional Resources
- 5 Tips How Recruiters can stay Relevant in this New World of AI
- Example Chat GPT Prompts
- Summer Keynote Series - Vanessa Raath

Emotional Intelligence (EQ)

High emotional intelligence enables a salesperson to build rapport, read customer emotions, manage stress, and navigate complex interpersonal dynamics effectively. This is even more important in the multigenerational sales environments we now work in.

- **NEW:** Top Emotional Intelligence (EQ) Tips for Recruitment Consultants
- Emotional Intelligence and Resilience in Recruitment Webinar
- TRN Podcast: Episode 1 - Using Emotional Intelligence to Unlock Relationship Potential with Amanda Wildman
- TRN Powerplays: Rapport Building

Adaptability and Agility

Being able to quickly adapt to changes in the market, customer preferences, technology, and the competitive landscape. This enables recruiters to remain agile and avoid the issue around feat or famines and inconsistency.

- **NEW:** 10 Tips for Consultants to Stay Agile and Consistent
- **NEW:** Adaptability and Agility in Recruitment for Consultants
- Agility Wins: Why Nurturing A Growth Mindset Culture Is The Key To Success In Challenging Market
- Adaptability and Agility in Recruitment for Consultants

Data-Driven Decision-Making

The ability to analyse data to understand customer behaviour, predict trends, personalise offerings, ar make informed decisions about sales strategies.

- **NEW:** Top 10 Tips to Excel in Data-Driven Decision-Making
- **NEW:** Unlocking AI-Powered Insights: How Recruitment Leaders Can Harness Data to Drive Success
- **NEW:** Powerplay: Key Metrics for Data-Driven Recruitment
- LinkedIn Live: The Power of Data Driven Strategies for Smarter Recruitment
- Key Success Factor: How to make sure your data is AI ready
- TRN Powerplays: Database Magic
- TRN Podcast: Episode 146 - Insights and Intelligence with Lorraine Twist
- LinkedIn Live: Using Data to Stand Out and Add Value to Clients
- TRN Podcast: Episode 138 - Getting all over your data with Dave Sheppard

Consultative Selling

Moving beyond transactional sales to become a trusted advisor. This involves understanding customer needs, challenges, and goals to provide tailored solutions that add value.

- **NEW:** Top Tips for Effective Solution Selling
- TRN Powerplays: Consultative Selling
- An Interview with Greg Savage
- Service Reviews - Influence and Evolve your Client Relationships (with template)
- Workforce Planning
- High Performance: Session 5 - Insights Selling and Strategic Partnerships

Communication Skills

Exceptional communication skills are essential, both in-person and digitally. This includes persuasive communication, active listening, storytelling, and the ability to convey complex ideas simply and succinctly.

- **NEW:** From Listening to Persuasion: Essential Communication Techniques
- A Guide to Assessing a Recruiter in Email Writing
- Key Success Factor Roundtable: Building Client relationships Through Effective Communication
- High Performance: Session 61 - Making the Right Communication Choices
- How to Improve Your Written Communication Skills
- Crafting Client-Captivating Emails Roundtable
- TRN Powerplay: Writing E-mails That Sell
- Writing Effective InMails
- Advanced Recruitment: Client & Candidate - Managing Difficult Situations & Having Difficult Conversations
- Recruitment Essentials: The Client - Getting More our of Your Conversations
- Operation Phoenix: End to End Sales Training - Diagnostic Questioning and Solution Selling
- Operation Phoenix: End to End Sales Training - Presenting the Solution

Customer-Centric Mindset

Putting the customer at the centre of all activities. Understanding the customer's journey, pain points, and preferences to deliver exceptional value and build long-term relationships.

- **NEW:** 10 Tips for Adopting a Customer-Centric Mindset in Recruitment
- **NEW:** Powerplay: Building Success Through a Customer-Centric Mindset
- Churchie's 20 Part 3: Customer States
- Churchie's 20 Part 4: Consulting with Clients on the Ways of Working
- Workforce Planning
- Service Reviews - Influence and Evolve your Client Relationships (with template)

Negotiation Skills

Mastery in negotiation techniques to close deals effectively while maintaining relationships and delivering win-win outcomes.

- **NEW:** 10 Top Tips for Mastering Negotiation Skills
- **NEW:** Powerplay: Key Negotiation Strategies for Recruitment Consultants
- High Performance: Session 81- The Principles of Closing Candidates
- High Performance Series: Session 73 - Mastering Negotiation
- TRN Powerplays: 5 Simple Steps to Better Negotiation
- TRN Powerplays: 5 Ways you Invite Negotiation
- TRN Powerplays: Negotiating on Price
- TRN Powerplays: Negotiating
- High Performance: Session 38 - Negotiation and Closing
- High Performance: Session 31 - Negotiating Fees
- Recruitment Essentials: The Client - Negotiating With and Influencing Clients
- Advanced Recruitment: Bespoke Skills - Negotiating and Influencing

Future-Fit LIVE: Data-Driven Success

26 November 2024, 1:30pm
Virtual Event



31 views •0 shares

Share:

Categories: New Business Development Data and Reporting

Job role: Consultant

When: Tuesday, 26th November at 1.30pm

Hosted By: James Osborne

Topic: Data-Driven Success: 10 Powerful Tips Every Recruitment Consultant Needs to Know

Elevate your recruitment expertise with data-driven strategies that deliver results! Join us for a 30-minute webinar, *Data-Driven Success: 10 Powerful Tips Every Recruitment Consultant Needs to Know*, where we'll explore how top consultants use data to streamline processes, spot trends, and stay ahead in a competitive market.

In this session, you'll learn how to:

- **Spot trends and seize opportunities** by analyzing market patterns, client feedback, and key performance metrics to recognize trends and act early.
- **Tailor interactions** with data insights into client preferences and behaviors, so you can personalize outreach, refine sales tactics, and deliver targeted solutions.
- **Boost sales effectiveness** by optimizing processes and focusing on strategies that enhance conversion rates, improve placements, and maximize revenue.

Perfect for consultants looking to leverage data as a tool for continuous improvement and success. Don't miss this opportunity to gain actionable insights and take your recruitment game to the next level!

Future-Fit LIVE: Digital Literacy for Billing Success

14 November 2024, 2:00pm
Virtual Event



52 views •0 shares

Share:

Categories: New Business Development Data and Reporting | Sales Systems and Technology

Job role: Consultant

When: Thursday, 14th November at 2pm

Guest Speaker: Saeed Bor (SI), EmbeddedOps

Topic: Digital Literacy for Billing Success: How Data and Analytics Drive More Placements

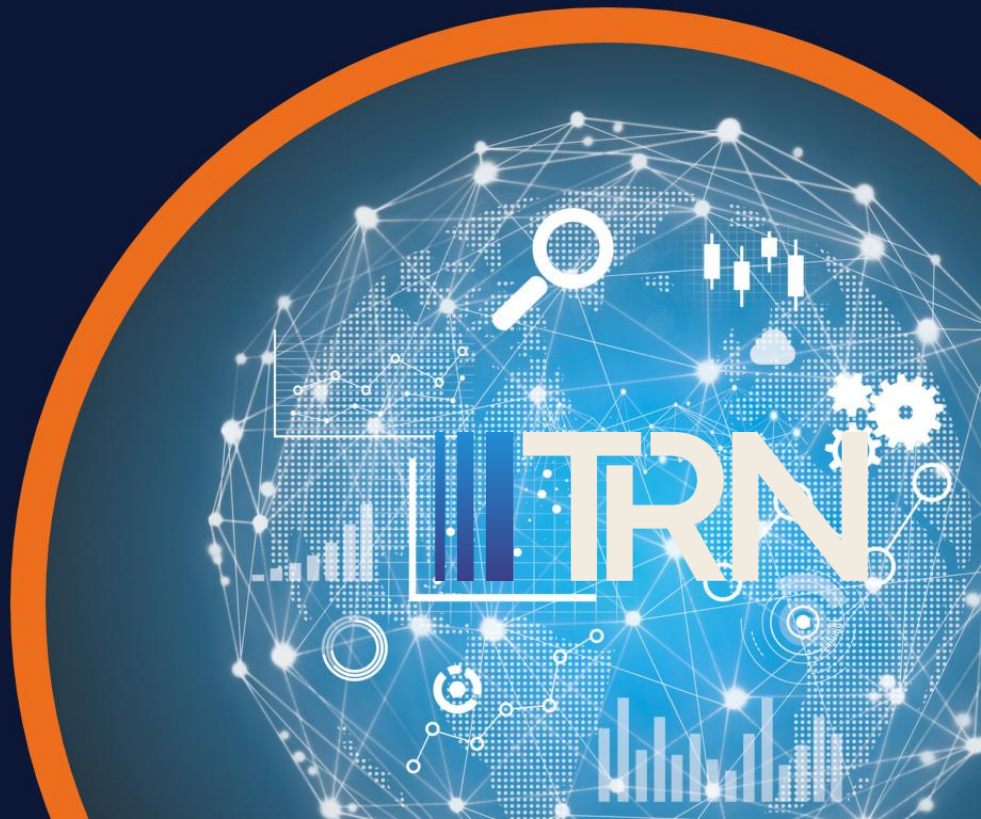
Join our interactive session with SI, where you'll dive into the practical ways CRM data can help you transform your performance and drive more billings. Learn the secrets to mastering your metrics and turning your daily activities into high-impact results!

By the end of this session, you'll gain:

- A deep understanding of key performance metrics and ratios that matter.
- Insights into specific activities that will elevate your metrics.
- Simple, effective tweaks to build a high-value talent pool.
- Actionable steps to supercharge your business development efforts.

Don't miss this chance to take your billing game to the next level—reserve your spot on this highly interactive 30-minute session with TRN.

Engagement




In general, recruiters are *not* disengaged.
Many, however, are just not engaged enough.

Traditional Motivational Methodology

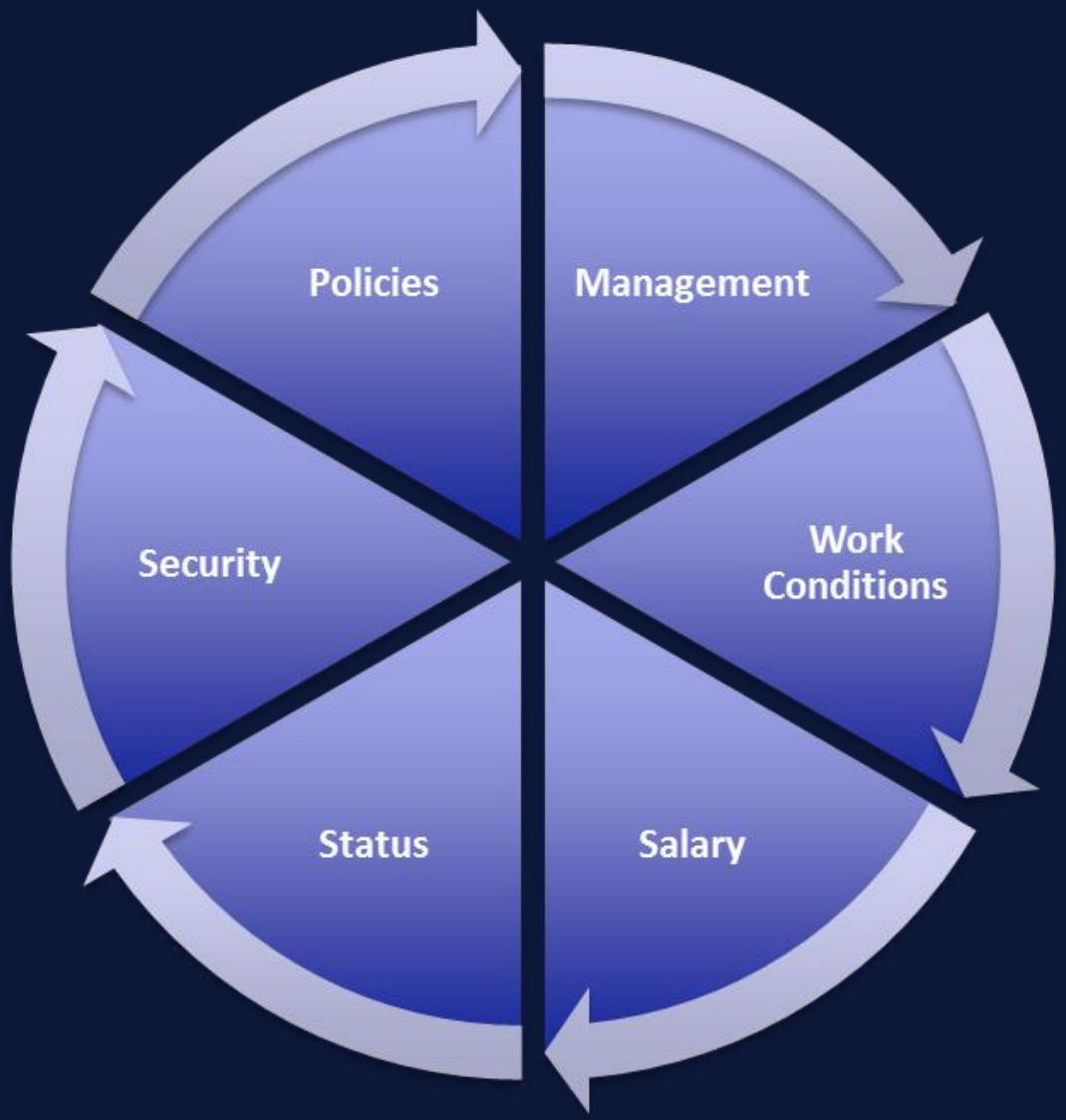
Carrots

If I reward someone for something, I get more of the types of behaviours that I want

Sticks

If I punish someone for something, I get less of the types of behaviours that I don't want

Disengagers





Engagers

For most people, money is only a motivator until the question of money is taken off the table - it makes people come to work (have to) but there are other things that make people work hard once they get there (want to)

Innerview to Motivation Surveys

How much do we know about what actually motivates our employees?

- Achievement by self and department
- Advancement and promotion
- Company policy and administration
- Job – possibility of it gaining new challenges
- Job – interest in the work itself
- Company management
- Personal relationships – with colleagues
- Personal life (factors outside work)
- Recognition for good work
- Responsibility
- Salary
- Security
- Status
- Good physical working conditions
- Company Mission/Vision

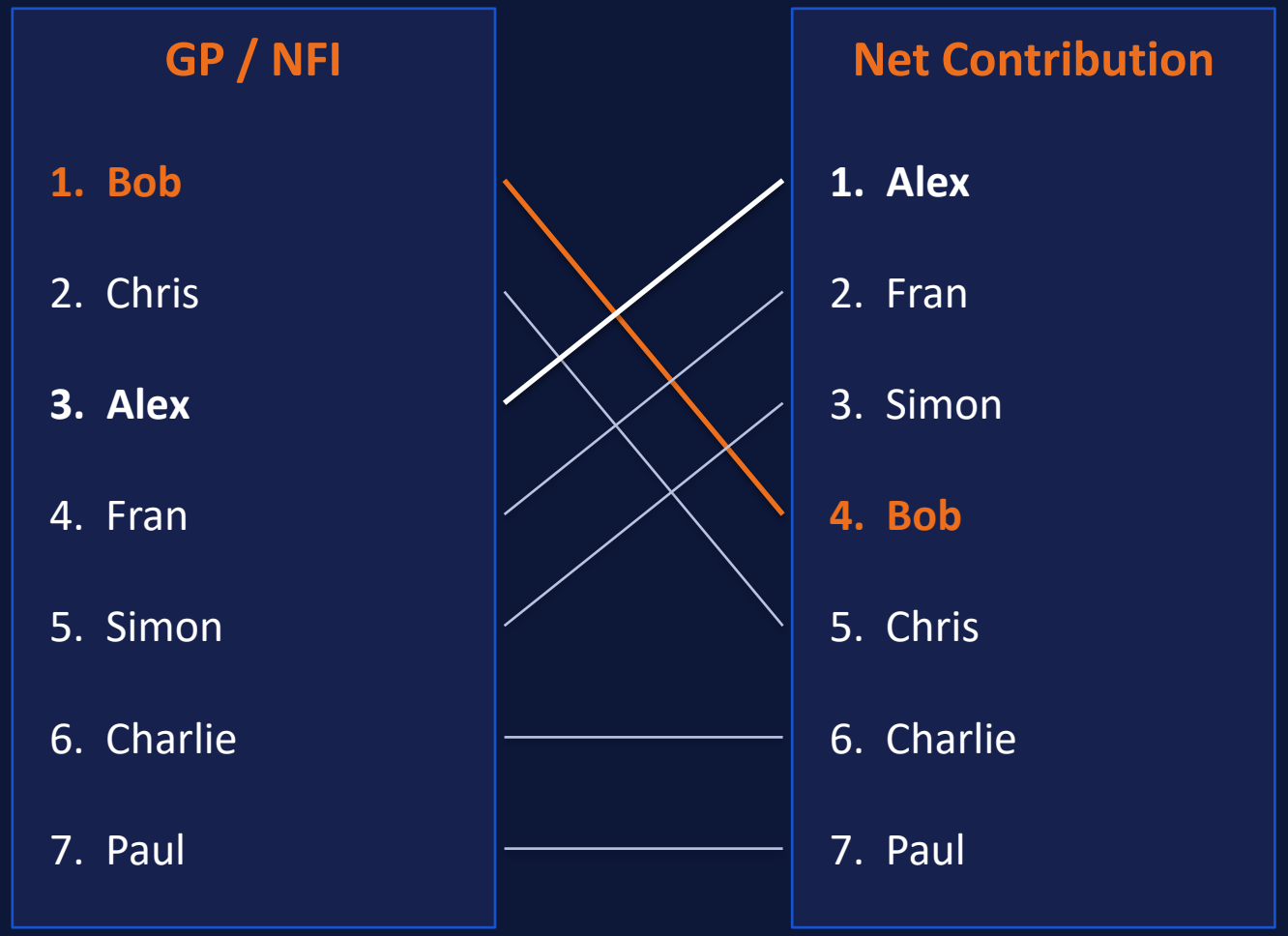
1 to 15

1 being the factor that motivates you the most

15 being the factor that motivates you the least

Playbook p.13: the manager predicts the employee's order independently. Compare the top five and agree one change.

Measure and reward net contribution, not just GP/NFI



The biggest biller isn't always the biggest contributor.

Ask what each person adds through commercial value, quality, knowledge sharing and support for others.

If you use net contribution:

- Define attributable costs transparently
- Agree consistent treatment; avoid double counting
- Don't compare different role models without context

The key principle is simplicity: your team should know exactly how they are making money.

When someone makes a placement, ask them how much they made. If they can’t answer, your scheme is too complicated!

Reality check: the cost of getting hiring wrong

The industry loses at least 25% of new hires within the first six months

£6k
Recruitment fee (25% of a £25k salary)

£2k
Manager onboarding and training time

£12k
Systems and operating costs over six months

£14k
Six months' salary plus on-costs

=

£34k
if they leave at six months

£68k per vacancy, once you add six months to replace them successfully

£272k of margin needed to cover that cost at a 25% conversion to profit

Moral of the story: you have to get this right!

Hiring for cultural contribution

Hire for shared standards and useful contribution, not similar backgrounds or social preferences

Behaviour	Interview or work sample prompt
Ownership	Tell me about a missed commitment. What did you do next?
Customer judgement	Describe a time you raised a concern that might cost a sale
Collaboration	Tell me how you shared an opportunity or resolved a credit dispute
Learning	What feedback changed your approach? Show the difference
Role capability	Prepare an update after a candidate withdraws from a live process

A simple evidence scale

1. No relevant evidence after probing
2. Partial example, limited ownership or unclear outcome
3. Clear, relevant actions and learning
4. Strong evidence in a difficult situation, with reflection

Use the same core questions · Probe context, actions, outcome and learning · Score independently before the panel discusses · Explain your standards and current challenges honestly

Onboarding and progression

New starters learn culture through what colleagues and leaders actually do



Before day 1

Clear role, realistic expectations, named buddy

Week 1

Purpose, standards, systems and team introductions

Week 2

Observe handovers, coaching and team reviews

Week 3

Practise client and candidate conversations

Week 4

Review support, contribution and early progress

Days 60 and 90

Review capability and role expectations

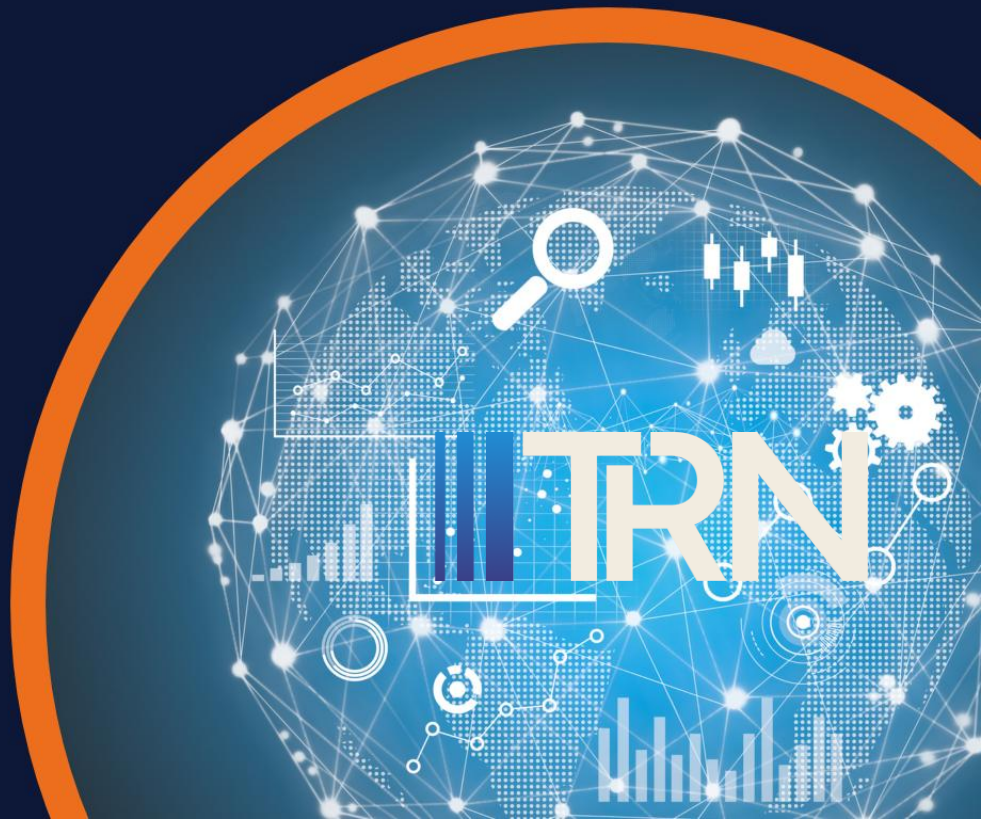
Ask the new starter

What is clearer than when you joined? Where have we lived up to the promise we made during hiring, and where have we fallen short?

Progression that retains strong people

Define evidence of readiness. Avoid implying that tenure or one strong billing month automatically earns a management role.

Environment




TRN
The Apollo Syndrome

Lencioni's five dysfunctions:
trust is the foundation



The weekly culture rhythm

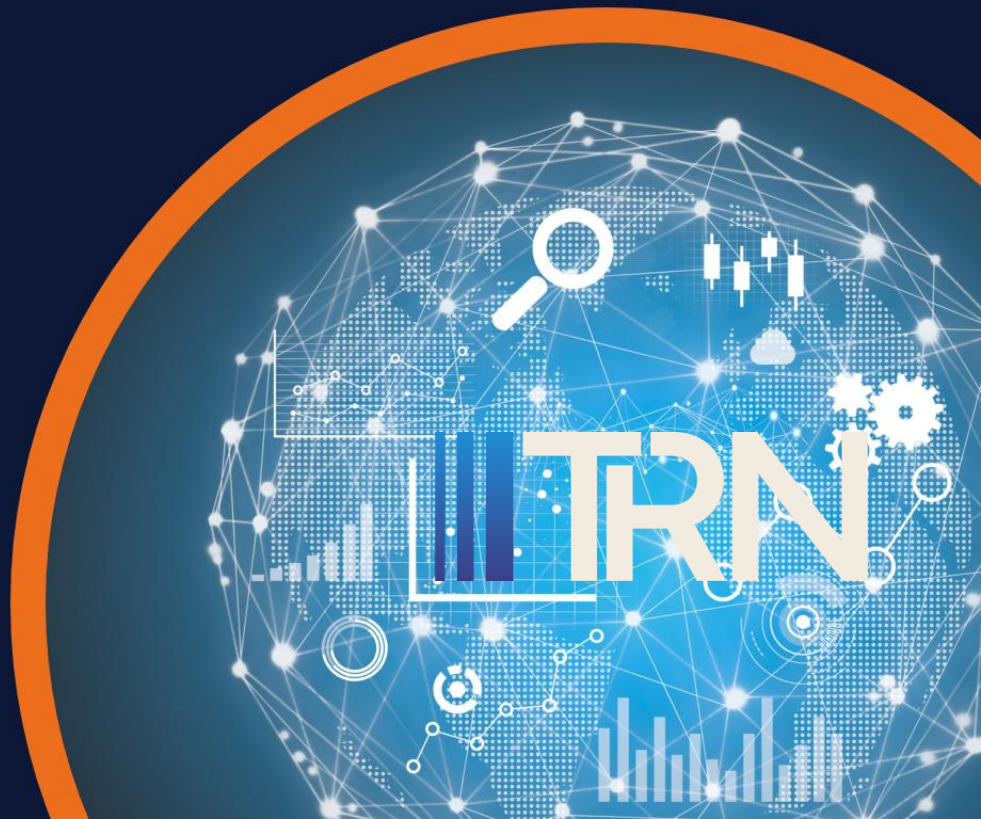
Choose routines that support useful decisions and repeated behaviours; replace low-value meetings

Routine	Suggested agenda	Output
Team focus · 10 min weekly	Priorities, delivery risks and where help is needed	Clear actions and shared support
Individual coaching · 25 min weekly	Progress, one real example, practice and next step	One action and a review date
Win and learn · 20 min weekly	One success, one setback, one behaviour worth repeating	A process experiment or shared learning
Recognition · in existing meetings	Name the behaviour, its impact and the value it reflects	Specific appreciation, including support roles
Culture review · monthly	Evidence, employee feedback and pilot progress	Keep, adjust or stop decision

Meeting quality check

Did the discussion change a decision or behaviour? Did everyone contribute? Did we return to last week's action? If a routine only produces reporting, redesign it.

Evolution




The power of Marginal Gains
Small, repeated improvements compound.

Position “Back upwards”

Slowest



Position “Back horizontal”

8% faster



Position “Froome”

9% faster



Position “Back down”

12% faster



Position “Pantani”

14% faster



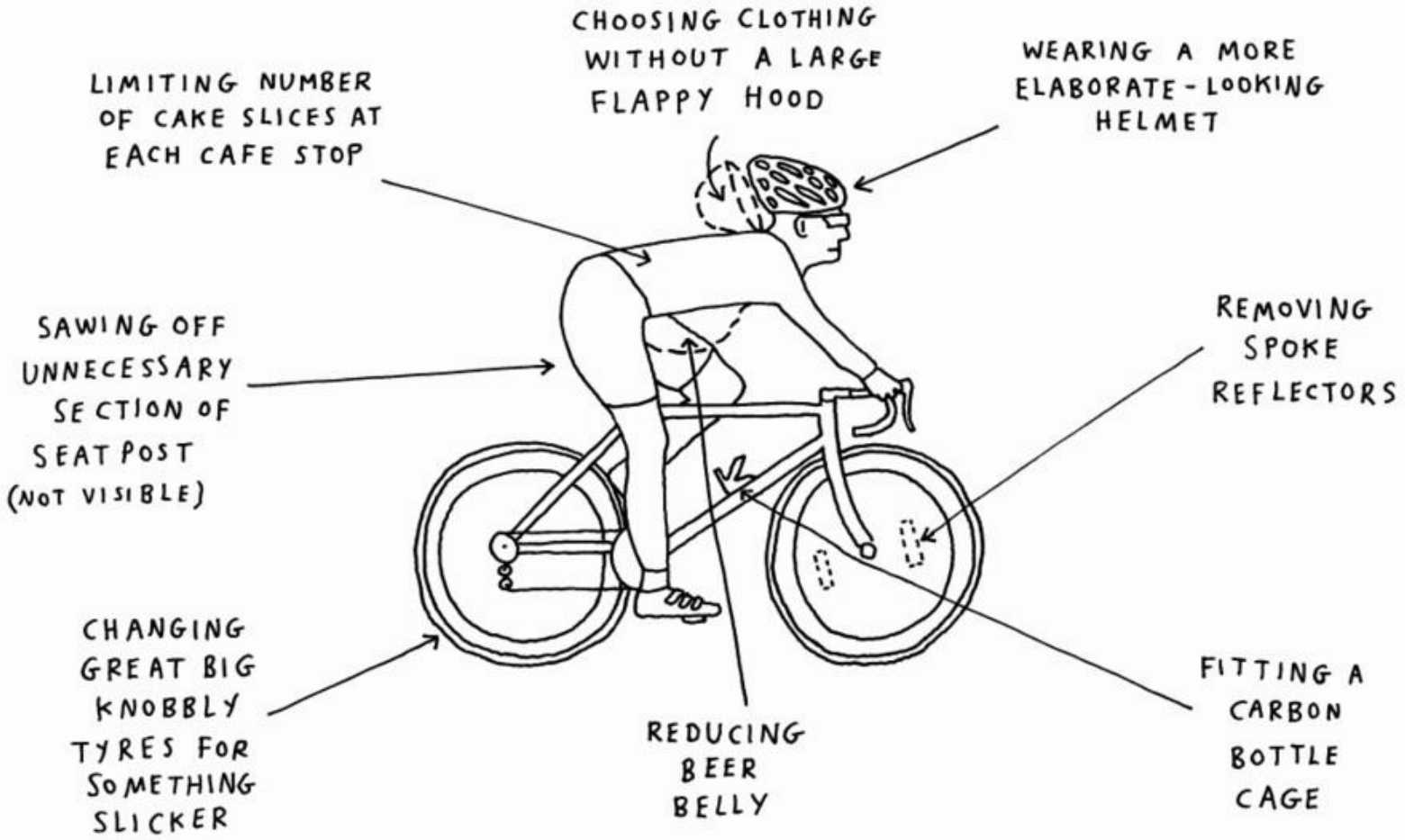
Position “Top tube safe”

17% faster



MARGINAL GAINS

HOW THE PROFESSIONALS MAKE SMALL CHANGES TO IMPROVE THEIR PERFORMANCE



The 2X Challenge



Demo business. These are illustrative figures for facilitator demonstrations, not your own numbers.

Step 1

My business today

Start with an honest picture of where you are now. Everything else is measured against these numbers.

Business profile

Business name (optional)
Northbridge Talent (demo)

Your name (optional)
Facilitator

Currency
GBP

Figures entered
Annual (recommended)

Business model
Solo | Permanent | Contract / temporary | **Mixed**

Revenue-generating people
10

Total headcount (optional)
14

Your starting position

Annual figures.

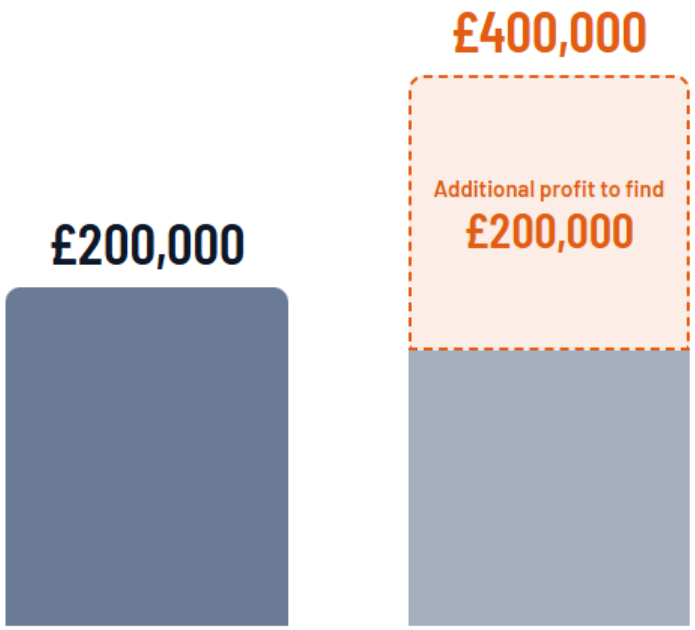
Net fee income	**£862,900**
Permanent fees	£504,000
Contract gross profit	£328,900
Consultancy and other	£30,000
Direct delivery costs	−£116,000
Contribution	**£746,900**
Fixed overheads	−£546,900
Operating profit	**£200,000**
Margin	23.2%

Demo business. These are illustrative figures for facilitator demonstrations, not your own numbers.

Step 2

My 2X opportunity

You don't need to double everything in your business. You need to find the right combination of improvements that creates the commercial and operational result you're looking for.



Current operating profit
£200,000

Operating profit at 2X
£400,000

Additional annual profit required
£200,000

Current NFI
£862,900

NFI per revenue-generating person
£86,290
10 revenue-generating people

Operating profit margin
23.2%

What this does and doesn't mean

Doubling profit does not mean doubling NFI or headcount. Because most of your costs are fixed, every extra pound of contribution goes almost straight to profit. At

My 2X profit dashboard

The combined effect of every lever, calculated so that nothing is counted twice. Select any bar or improvement to see exactly how it was worked out.

Current position | Conservative | Target | Ambitious

Annual run-rate | Year 1 (after one-off costs)

Presenter view

My 2X profit multiple

1.00X

1X 2X

£200,000 still to find to reach 2X.

Current operating profit
£200,000

Projected operating profit
£200,000

Additional operating profit
+£0

Profit improvement
0%

Commercial performance (NFI)
0.0%
£862,900 to £862,900

Productivity (NFI per recruiter)
0.0%
£86,290 to £86,290, same headcount

Operating profit margin ?
23.2%
+0.0 points from 23.2%

Remaining gap to 2X
£200,000

Commercial performance, productivity and profit are measured separately. Doubling profit doesn't mean doubling NFI.

Scenario 1 – Solo business

Measure	Today	Target
Qualified assignments per year	40	50
Fill rate	50%	62.5%
Average fee	£8,000	£8,960
Annual fee income	£160,000	£280,000
Annual business costs	£40,000	£40,000
Profit before personal tax	£120,000	£240,000

25% more qualified assignments, a fill rate rising from 50% to 62.5% and 12% higher fees doubles profit in this example.

What are your numbers?

Scenario 2 – SME business

Measure	Today	Target
Recruiters	5	5
Placements per recruiter per year	20	22.4
Average fee	£5,000	£5,000
Annual fee income	£500,000	£560,000
Annual business costs	£400,000	£360,000
Annual profit	£100,000	£200,000

12% more placements per recruiter and 10% lower total costs doubles profit.

What are your numbers?

Scenario 3 – Contractor heavy business

Measure	Today	Target
Average active contractors	50	60
Weekly GP per contractor	£100	£125
Billable weeks per contractor	48	48
Annual gross profit	£240,000	£360,000
Annual business costs	£180,000	£240,000
Annual profit	£60,000	£120,000

20% more active contractors and 25% higher weekly GP per contractor doubles profit

What are your numbers?

ONE EXTRA DEGREE =

EXPONENTIAL RESULTS

A small culture scorecard

A few well-defined measures alongside real examples. Set a baseline before setting targets.

Area	Measure	Definition or evidence	Review
Behaviour	Promises kept	Candidate updates completed as agreed ÷ updates due	Weekly sample
Coaching	Actions applied	Agreed coaching actions applied ÷ actions due	Weekly
People	Clarity and speaking up	Short consistent survey plus open comments	Monthly
Service	Experience and quality	Candidate and client feedback, complaints, fall-offs	Monthly
Business	Conversion and contribution	Defined stage ratios and consistent financial measures	Monthly
Retention	People and customers	Leavers and repeat business, with reasons	Quarterly
Culture	Audit items and averages	Same 16 statements, same 1–5 anchors	Baseline, day 90

An improved audit or survey score does not prove culture caused a financial improvement.

Use the evidence to ask better questions.

Your 90-day culture sprint

Choose one priority. Make the change visible. Give someone ownership. Define the evidence.

Within 7 days

Share your diagnosis with the team. Refine one standard together. Confirm owner, baseline and first review. Remove one blocker.

Day 30

Have we agreed the standard and started consistently?

Day 60

What is helping, what is blocking and what should change?

Day 90

What will we keep, adjust or stop, and why? Repeat the audit with the same anchors.

Your plan on a page (Playbook p.19)

- Priority and current evidence
- Named owner and leadership sponsor
- First action and leader support
- Commercial or service outcome
- Baseline and leading measure
- Behaviour to test and people involved
- Outcome measure and quality check

A worked recruitment example

The situation

A specialist perm team has inconsistent candidate updates. The leader assumes consultants need to work harder.

A review shows update promises sit in separate notes, cover is unclear and team meetings only recognise placements.

The improvement

Next-update commitments go into one shared workflow; consultants keep or renegotiate the promise; a named colleague covers absences; the manager samples due commitments weekly and recognises useful examples.

Experiment field	Illustrative entry
Priority	Reliable candidate communication
Behaviour	Record and meet or renegotiate update commitments
Leader support	One workflow, clear cover, realistic caseload review
Leading measure	Updates kept as agreed ÷ updates due
Outcome	Candidate feedback on communication
Quality check	Relevance of updates, not just tasks marked done
Review	Weekly examples; formal reviews at days 30, 60, 90

Leadership commitment and follow-through

The strongest signal is what you repeatedly do when work gets difficult

01

One behaviour I will model

02

One inconsistency I will address

03

One routine I will protect

04

The person who will challenge me if I slip

The review conversation

What have people actually experienced differently? What evidence supports that? Who has not benefited yet? Has an unintended consequence appeared? What should we change next?

A. Accountability

B. Bouncebackability

C. Capability

ENVIRONMENT

ENGAGEMENT

EVOLUTION

REWARDS AND PERFORMANCE MANAGEMENT

Culture develops through the standards and decisions people experience repeatedly.

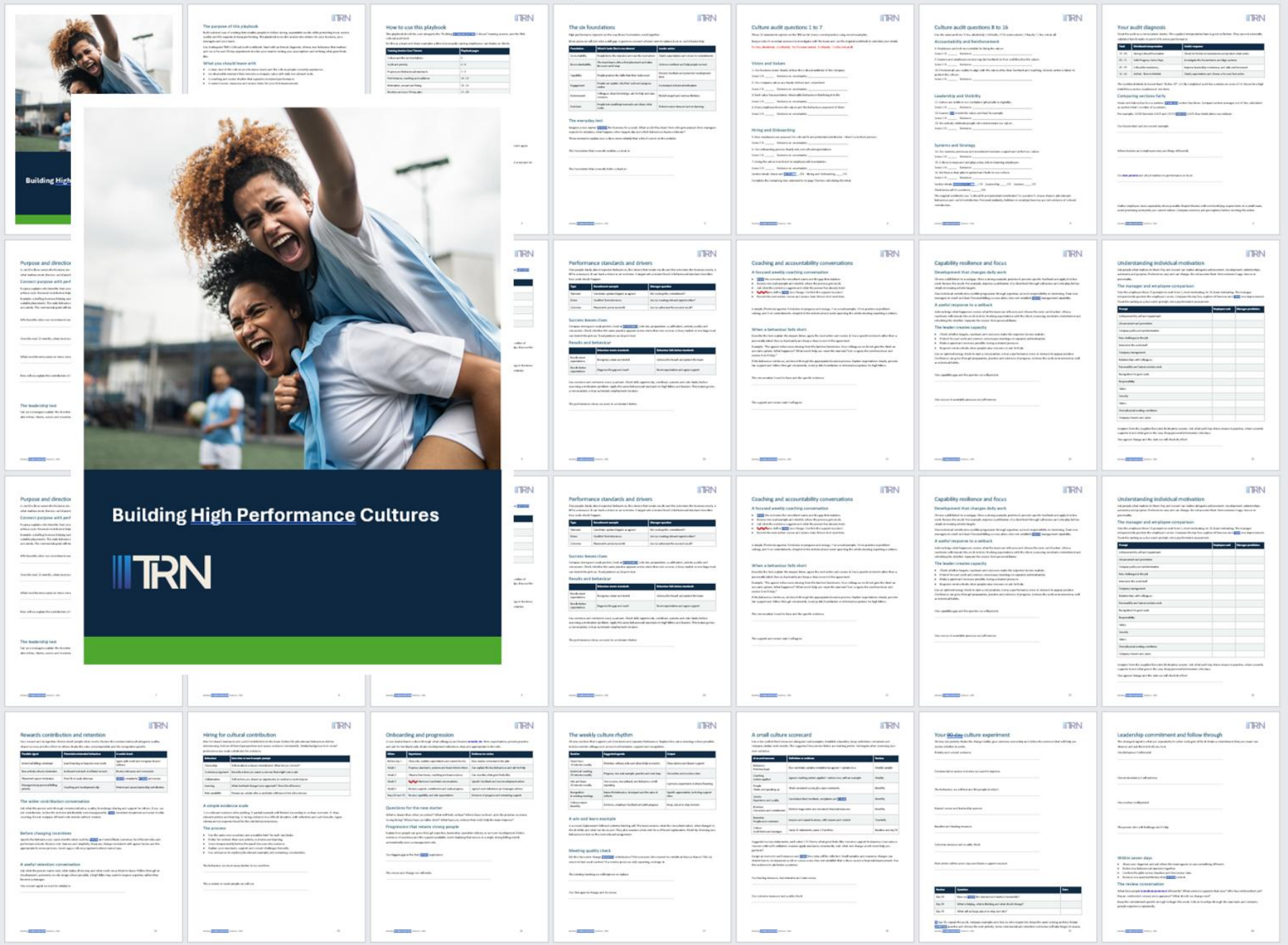
What next?

Today’s session

Use this alongside the TRN High Performance playbook

1 Culture and the six foundations	2 The Culture Audit and your priority
3 Purpose and behavioural standards	4 Performance, coaching and resilience
5 Motivation, reward and hiring	6 Routines and your 90-day plan

Use the playbook alongside the TRN Culture Audit tool: start with an honest diagnosis, choose one behaviour that matters and run a focused 90-day experiment.



The High Performance playbook

The TRN Cultural Audit

Cultural Audit – Assessing the Strength of Your Company Culture	
Your company culture is either your greatest asset or your biggest barrier. This audit helps you assess how clearly your values are defined, how consistently they're lived across the business, and how deeply they're embedded into daily behaviours, leadership, and systems.	
	5 = Yes, absolutely *4 = Mostly* *3 = To some extent* *2 = Rarely* *1 = No, not at all*
1. Vision & Values	**13**
Our business vision clearly defines the cultural ambition of the company	4
Our company values are clearly defined and understood	2
Each value has associated, observable behaviours that bring it to life	3
Every employee knows the values and the behaviours expected of them	4
2. Hiring & Onboarding	**11**
New employees are assessed for cultural fit and potential contribution – there's a defined process	4
Our onboarding process clearly sets out cultural expectations	2
Living the values is included in employee job descriptions	5
3. Accountability & Reinforcement	**9**
Employees are held accountable for living the values	2
Leaders and employees receive regular feedback on how well they live the values	2
If individuals are unable to align with the values after clear feedback and coaching, decisive action is taken to protect the culture.	5
4. Leadership & Visibility	**11**
Values are visible in our workplace (physically or digitally)	4
Leaders role model the values and lead by example	3
We actively celebrate people who demonstrate our values	4
5. Systems & Strategy	**11**
Our systems, processes and investment decisions support and reflect our values	5
Culture is measured and plays a key role in retaining employees	5
We have a clear plan to protect and build on our culture	1
Total Score / 80	**55**

Results Summary	
1. Vision & Values	13
2. Hiring & Onboarding	11
3. Accountability & Reinforcement	9
4. Leadership & Visibility	11
5. Systems & Strategy	11
TOTAL SCORE / 80	**55**

See page 2 for a detailed interpretation of your score and suggested actions.

Results Summary	
1. Vision & Values	0
2. Hiring & Onboarding	0
3. Accountability & Reinforcement	0
4. Leadership & Visibility	0
5. Systems & Strategy	0
TOTAL SCORE / 80	**0**

72–80: Strong Cultural Foundation
60–71: Solid Progress, Some Gaps
45–59: Cultural Inconsistency
Below 45: At Risk – Time to Rethink

Final Thought:

Culture isn't what you say - it's what you tolerate, celebrate and embed.

Demo business. These are illustrative figures for facilitator demonstrations, not your own numbers.

Step 1

My business today

Start with an honest picture of where you are now. Everything else is measured against these numbers.

Business profile

Business name (optional)
Northbridge Talent (demo)

Your name (optional)
Facilitator

Currency
GBP

Figures entered
Annual (recommended)

Business model
Solo | Permanent | Contract / temporary | **Mixed**

Revenue-generating people
10

Total headcount (optional)
14

Your starting position

Annual figures.

Net fee income	**£862,900**
Permanent fees	£504,000
Contract gross profit	£328,900
Consultancy and other	£30,000
Direct delivery costs	−£116,000
Contribution	**£746,900**
Fixed overheads	−£546,900
Operating profit	**£200,000**
Margin	23.2%

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