

Name: \_\_\_\_\_

Phone: \_\_\_\_\_

# Growing Pains: Managing Through Trials and Tribulations of Staffing Firm Growth

Amy Bingham

Thursday, Oct. 27  
2–3 p.m.



# Growing Pains: Managing Through Trials and Tribulations of Staffing Firm Growth

Amy Bingham  
President  
InStaff

Thursday, Oct. 27, 2-3 p.m.



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## Don't Forget to Rate the Workshops on the ASA Staffing World App



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# Growing Pains

*Managing Through the Trials & Tribulations of Growth*



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### 3 Stages of Growth



Survival / Acceleration / Maturity

- Hallmarks
- Constraints
- Critical actions: People, Processes, Technology



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### STARTUP

No degree in Recruiting

Most owners started as recruiters in other firms

Hey, I think I can do this myself!



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### Stage 1 Hallmarks

- Owner IS the business
- Strategic plan in owner's head
- Decisions made on the fly
- Culture is emerging
  - High-performance
  - Culture of nice
- No / minimal standardization of process



"I'm living on an island"



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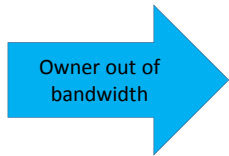
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### Stage 1: PEOPLE

Key Constraint



Critical Actions

- HIRE / EXPAND TEAM**
- Strategic approach to hiring
- Repeatable hiring model
- Ideal candidate profile
- Compensation planning

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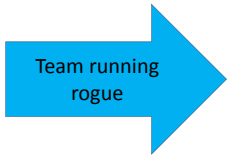
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### Stage 1: PROCESS

Key Constraint



Critical Actions

- STANDARDIZE OPERATING PROCEDURES**
- Recruiting process
- Sales process
- Metrics management
- Training

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## Stage 1: TECHNOLOGY

### Key Constraint



### Critical Actions

#### UPGRADE REPORTING

- Get an operating assessment
- Develop & understand a staffing P&L
- Enforce user adoption of ATS / CRM
- Build lead generation strategy: website, social networking

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## Indicators of the 10,000 foot plateau



- Business flat-lining
- Staff disengaging or running rogue
- Low / no accountability (current culture not working)
- Owner mindset
  - Operating at 10,000 feet
  - Comfortable...not *really* open to change
  - Open...but staff resisting



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## How to break through the plateau?



- Conduct operational assessment
- Emulate best practices of high-performance firms that scale
- Abandon generalist approach / identify what you do best
- Select niche / create value proposition / embed in organization
- Create tactical 30-60-90 day jump-start plan
- "Descend" to the trenches (now, not forever!)
- Manage non-conformists out / top-grade talent



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## Stage 2 Hallmarks



- Culture firmly established – “high performance” mindset
- SOPs in place...but may not be current best practices
- Future leaders emerging
- If a partnership, it's evolving
- Maximizing value / exit strategy / succession planning begins

*What got us here won't get us there*



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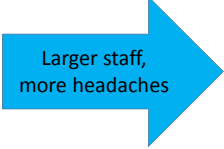
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**Stage 2: PEOPLE**

<p>Key Constraint</p>  <p>Larger staff, more headaches</p>	<p>Critical Actions</p> <p><b>INVEST IN TALENT DEVELOPMENT</b></p> <ul style="list-style-type: none"> <li>Coaching &amp; mentoring leaders</li> <li>Accountability to metrics</li> <li>Adherence to SOPs</li> <li>Contests &amp; FUN</li> <li>Rewards &amp; consequences</li> </ul>
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**Stage 2: PROCESS**

<p>Key Constraint</p>  <p>Insufficient planning &amp; standardization</p>	<p>Critical Actions</p> <p><b>SET UP PROCESSES THAT ENABLE SCALING</b></p> <ul style="list-style-type: none"> <li>Owner working ON the business</li> <li>Develop expansion strategy</li> <li>Execute staffing basics flawlessly</li> <li>Fire unprofitable clients</li> </ul>
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**Stage 2: TECHNOLOGY**

<p>Key Constraint</p>  <p>Outgrown our technology</p>	<p>Critical Action</p> <p><b>UPGRADE OR CONVERT</b></p> <ul style="list-style-type: none"> <li>• Understand inefficiencies constraining growth</li> <li>• Get educated on integrated solutions (ATS/CRM/back office)</li> <li>• Vet &amp; select solution</li> </ul>
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**Top-performing companies retain the founder's mentality** 

PERCENTAGE OF COMPANIES SCORING 4 OR 5 (OUT OF 5)

Category	Top performers	Average	Bottom
revolutionary	35%	25%	15%
"our way"	30%	20%	10%
owner descends often	25%	15%	5%

Source: Strategy Analytics, © 2014

*"Growth creates complexity...and complexity is the silent killer of growth."*



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**Stage 3 Hallmarks** 

BIG strategic decisions

- Scale organically, by acquisition, both
- Funding expansion plan / new service offerings
- Meeting national / global customer needs
- Outsourcing non-core functions
- Sophisticated talent management protocols

*"How do we stay small as we get big?"*



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### Stage 3: PEOPLE

Key Constraint



Critical Actions

#### USE DATA TO DRIVE HIRING DECISIONS

Analyze recruiter & sales rep  
productivity  
“We’re always hiring”

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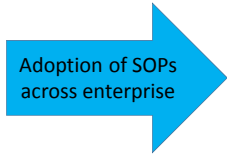
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### Stage 3: PROCESS

Key Constraint



Critical Actions

#### ANALYZE PRODUCTIVITY METRICS & RATIOS

Become obsessed with improving speed  
and/or quality of placements

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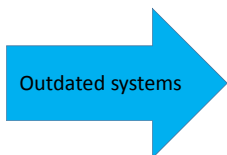
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### Stage 3: TECHNOLOGY

Key Constraint



Critical Actions

#### CAPITAL INVESTMENTS

Understand best practices of national  
staffing firms  
Vet emerging technologies  
Upgrade / convert to enterprise-level  
systems

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*What happens if we don't push through the pain?*



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## **Q & A**

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## Thank You for Attending



Amy Bingham  
President  
InStaff



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