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Don't Forget to Remember Success: Going Beyond Metrics and KPIs

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Thursday, Oct. 27
2–3 p.m.



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“

NOT EVERYTHING THAT COUNTS CAN
BE COUNTED, AND NOT EVERYTHING
THAT CAN BE COUNTED COUNTS. ”

William Bruce Cameron - Author, Columnist and Humorist

DEFINITION OF METRICS AND KPI

- **Metric**
 - A standard of measurement
- **Key Performance Indicator (KPI)**
 - A type of performance measurement; evaluates the success of an organization or of a particular activity in which it engages
- **Tools to manage:**
 - Sales and Business Development staff
 - Recruiting staff
- **Used to measure activity and production of a company, team, or individual**

EXAMPLES OF METRICS AND KPIS

- Sales/Business Development
 - Revenue/Gross Profit Generated
 - Orders Received
 - Proposals
 - New Clients
 - Active Clients
 - Reactivated Clients
 - Connects (Phone/Email)
 - Client Appointments and/or Visits
- Recruiting
 - Interviews
 - Hires/Rehires
 - Client Submittals
 - Placements
 - Fill Rate (ex. 80% of orders filled)
 - Reference Checks
 - Leads
 - Job Postings

“

IF YOU CAN'T MEASURE IT, YOU CAN'T IMPROVE IT.

WHAT GETS MEASURED GETS MANAGED. ”

Peter Drucker- Management Consultant, Educator and Author

Metrics and KPIs are a must to determine:

- Where we have been
- What we are doing
- How to plan

WHAT ARE THE BENEFITS OF USING METRICS AND KPIS?

- Allows management to track and monitor:
 - Staff production
 - Fill rates and ratios
 - Response times
 - Revenue opportunities (gained, lost, or missed)
 - Prospect connects per prospect appointment (number of connects to secure appointment)
 - Prospect appointments per new client (number of appointments to secure order)
 - Client submissions per candidate placement
 - Converted leads to new business
 - Order coverage and fill rate success
 - Employee Return on Investment (ROI)

Metrics and KPIs are excellent tools to track two of the most important factors in business:
Production and Revenue

DOES TOO MUCH DATA DISTRACT US?

Do we become so involved, focused, or overwhelmed on metrics and data results that we fail to recognize other means of success?

Is it the metric way, or the highway?



HOW MANAGEMENT SEES METRICS AND KPIS

- Factual
- Proof of productivity (or lack thereof)
- A means for structure within a branch
- Opportunity to increase revenue
- Opportunity to coach & develop
- Opportunity to increase efficiency

Is this the same opinion shared in the field?

HOW SOME STAFFING PROFESSIONALS SEE METRICS ON A MONDAY MORNING

- It's just a numbers game
 - *When I hit "X" of this activity and "Y" of that activity, my week will ease up, maybe get in a round or two of golf*
- This view of metrics can lead to a "quantity over quality" mentality





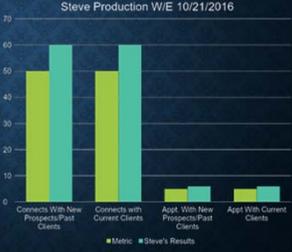
HOW THEY SEE METRICS AFTER MEETING THEIR GOAL

- When the goal is met, the job is done
- They are braggadocious
 - *I already hit my numbers this week; I'm on fire!*
- This mentality can spread through your workforce, resulting in better "metrics," but worse overall production
 - This can skew data; staff becomes focused on quantity, not quality, to drive business

FRIDAY SALES MEETING WITH STEVE

Every Friday at 4pm, Steve's manager, David, conducts individual meetings with his sales staff. David likes expedited meetings so his weekend can start early. He pulls Steve's weekly activity report and compares it to their required metrics. The required weekly metrics are as follows:

- 50 connects with new prospects or past clients
- 50 connects with current clients
- 5 appointments with new prospects or past clients
- 5 appointments with current clients



Metric	Steve's Results
Connects With New Prospects/Past Clients	50
Connects with Current Clients	50
Appt. With New Prospects/Past Clients	5
Appt With Current Clients	5



DURING STEVE'S MEETING

- David only looks at numbers and does not inquire about quality or results.
- David congratulates Steve on hitting his metrics and encourages him to keep up the good work.
- Steve leaves with the reassurance and confidence that his efforts are supported

Is this effective reinforcement?

THE RAW FACTS

Steve hit four of his productivity goals and it was viewed that he had a successful week.

- Steve made his connects and appointment goal, but fell short in other areas
- ZERO orders brought in this week
- ZERO proposals sent out
- ZERO new or reactivated clients

Should David have dug deeper?

David made a common mistake among managers: He saw the required metrics were met and assumed a quality job was done.

- o Quantity over quality mentality evolves

New business may not be generated every week, so we must look at trends and results from previous week results to project developing patterns.

“

DON'T MEASURE YOURSELF BY WHAT YOU HAVE ACCOMPLISHED, BUT BY WHAT YOU SHOULD HAVE ACCOMPLISHED WITH YOUR ABILITY. ”

John Wooden, Legendary Basketball Coach

Metrics are a great measurement tool; however, leaders must also:

- Consider quality
- Analyze patterns
- Evaluate employee effectiveness

WHAT DAVID SHOULD HAVE ANALYZED

- Exceeded connect goal with new prospects/past clients
 - What was discussed during the call? Result in appointments?
- Exceeded connects with current clients
 - Outcome of appointments? Any potential orders? Proposals?
- Exceeded appointments with new prospects and past clients
 - Any new orders or new vertical job orders yielded?
- Exceeded appointments with current clients
 - Receive any new orders or upcoming needs? Are clients happy?

WHAT HE WOULD HAVE FOUND OUT

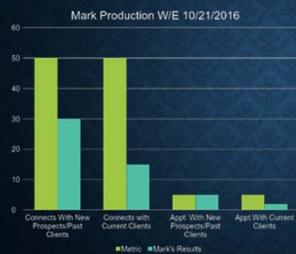
- Exactly what Steve was doing on his calls and appointments
- New coaching points to further develop Steve professionally
- Plan to help Steve close more appointments, orders, etc., faster
- Opportunity to isolate Steve's strengths and weaknesses
- Identify trends or patterns, to eliminate deeper underlying issues
- Whether Steve focuses on quality over quantity
- How Steve views his productivity and effectiveness
- Gain more insight into Steve's overall work ethic



THIS IS COMMON SENSE, RIGHT?

"Common sense is not always common practice, and that's why so many good people fail to reach their potential."

Brandon Burchard, Motivational Author



FRIDAY SALES MEETING WITH MARK

Let us look at Mark, Steve's coworker. David wants the meeting over quickly, as it is closer to 5pm. David pulls Mark's weekly report and compares it to the metrics. Mark has the same metrics as Steve:

- 50 connects with new prospects or past clients
- 50 connects with current clients
- 5 appointments with new prospects or past clients
- 5 appointments with current clients



DURING MARK'S MEETING

- Again, David only looks at numbers; just what Mark accomplished this week.
- David acknowledges one of Mark's metrics, but notes that Mark missed his connects and appointments.
- Mark leaves feeling defeated, unappreciated, and unsupported; he decides to look for jobs over the weekend.

Has David missed quality activity from Mark?
Has David lost a strong employee?

THE RAW FACTS

Based on his report, Mark only hit one of the goals and it was viewed that he had an unproductive week

- THREE orders brought in this week
- FOUR proposals sent out
- THREE new or reactivated clients

Should David have dug deeper?

Again, David assumes productivity is solely based on metrics set by the company

Eventually, this will influence Mark to adopt a quantity over quality mindset or leave the team

New business may not be generated every week, so we must look at trends and results from previous week results to project developing patterns

WHAT DAVID SHOULD HAVE ANALYZED

- Why he was short on connects with new prospects, past clients, and active clients?
- How was he able to meet his appointment goal?
- While generating new business, were active clients managed?
- How were five appointments turned into three orders, four proposals, and three new clients?
- Were these first time visits?
- What advice can be shared so the team experiences similar results?

WHAT HE WOULD HAVE FOUND OUT

- It is not conclusive to say that lack of metrics means unproductive effort
- New and best practices to share with his team
- Showing support and appreciation reinforces Mark's desire to work hard and succeed
- Not all data is viewed on reports
- Mark is focused on quality sales activity, not quantity
- By analyzing quality and learning from team members, new growth opportunities arise at an individual, team, and company level

MEETING METRICS IS IMPORTANT, RIGHT?

Of course - Extremely important!

- Metrics and KPIs are tools for us to better manage and monitor the quality and quantity of activities
- During low production, they gain insight into activities happening within your organization and provide coaching opportunities to get your team on track
- By regularly monitoring activity, we can better gauge if an employee's output is the result of a slow week or a pattern
- Midweek check-ins with staff minimize surprises and give projections for the rest of the week to refocus teams, if necessary

The goal is to always finish strong!

Are we preparing, encouraging, and developing our teams to embrace this work ethic?
If not, how can we better facilitate this methodology?

**"HARD WORK BEATS
TALENT WHEN TALENT
DOESN'T WORK HARD"**
-TIM NOTKE

Steve may be a stronger salesperson than Mark; however, if Steve is quantity driven and Mark is quality driven, Mark will out produce Steve almost every time

THE GOLDEN RULE OF METRICS:

Business may get in the way of meeting metrics,
but metrics should NEVER get in the way
of meeting business.

QUESTIONS?

Thank You for Attending



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