

Build You Fee Base | Learning Objectives and Assessment tasks

Area	Module	Learning objectives	Assessment tasks
1	Establish your personal business growth plan	<ol style="list-style-type: none"> 1. Understand the key principles of business growth in a professional services environment 2. Establish your personal business fee growth targets 3. Develop a structure for the ongoing management of business growth activities and opportunities 	<ol style="list-style-type: none"> 1. Establish your personal BD growth targets using the spreadsheet provided. Share with a colleague and discuss how your goals support the firm's BD objectives. 2. Critically review your existing client base using the client profiling tool provided (or another tool that you have access to). Identify the top 10 opportunities for new services to existing clients. 3. Develop your templates for BD and Professional Partner opportunities and leads. Populate the lists with all current and proposed activities. Set aside a time each week to review and update your list. Involve a CSA or other staff member as required. 4. Document up to 3 SMART business development actions to implement from this module with reference to slides 13 and 14 (internal and external growth strategies). You will work on refining these actions in future modules.
2	Find your personal professional brand and service focus	<ol style="list-style-type: none"> 1. Understand the key elements of a personal professional brand 2. Explore the strengths that differentiate you to your target audience 3. Implement 7 key steps to become a visible expert in your chosen area of professional focus 	<ol style="list-style-type: none"> 1. Explore your personal profile through differentiation, using the questions outlined in Slide 8. Document your responses and develop your personal profile statement. 2. Uncover your core strengths using the 3 step process outlined in Slides 14 to 18. Then revisit the personal profile developed in the first assessment task. What needs to change? 3. Using the 7 key steps outlined to become a visible expert (see slide 30 and preceding slides), document your personal plan taking into account your motivations and interests. Challenge yourself if you're feeling reluctant to do this.

			<ol style="list-style-type: none"> Document up to 3 SMART business development actions to implement from this module with reference to slide 32. Ensure that these actions have a specific timeline. Identify a colleague who can keep you accountable for your SMART actions.
3	How to get outside your compliance comfort zone	<ol style="list-style-type: none"> Understand why it's easier to focus on compliance and how this affects your ability to grow your fee base Put in place key steps to get outside your compliance comfort zone to focus more on value-added advisory work 	<ol style="list-style-type: none"> Does your firm have a strong advisory focus? How does this influence the way you go about doing your work? What could you be doing differently to free up one day per week to focus on business development activities? Identify 3 key actions. Identify the percentage of your time that's spent on non-compliance chargeable work. What steps can you take to increase the time that you spend on this work? Consider time management and the leverage of workflow and administrative tasks. Review your personal BD action plan. Contact the course administrator to organise your first 1:1 online coaching session. Be prepared with your KPIs and list of SMART actions to date. Identify any implementation challenges you have for discussion at the session. Document up to 3 SMART business development actions to implement from this module. Consolidate your actions for the course to date into one document or spreadsheet for ongoing review.
4	How to build enduring client relationships for growth	<ol style="list-style-type: none"> Review the success (or otherwise) of strategies firms adopt to get more value from existing clients Explore the keys to effectively refresh and reframe client relationships to add new value to existing clients 	<ol style="list-style-type: none"> At this stage of the course, consider where you believe the growth in your fees will come from. Do you have the systems and processes in place to achieve your revenue target? Identify 10 clients who you believe could benefit from additional services. Explore the steps you need to take to

			<p>engage with these clients. Consider the RAIN professional selling process outlined in slides 12 to 17.</p> <ol style="list-style-type: none"> 3. Establish goals for more regular proactive contact with existing clients. Focus on the actions suggested in slide 24 [Identify client touch points related to service levels] 4. Document up to 3 SMART business development actions to implement from this module. Review your Business Development Plan. Update key actions and measurement criteria. Share with your colleagues and ask for feedback.
5	Maximise the opportunity for active client referrals	<ol style="list-style-type: none"> 1. Identify the key reasons why you don't receive more referrals 2. Explore the 10 key steps to get more referrals from clients 3. Identify at least 3 actions you can take personally to attract more referrals from clients 	<ol style="list-style-type: none"> 1. Identify the source of all new business over the past 12 months. Include the estimated value of each new project or client (over 3 years). How much of this new business has come from existing clients? 2. Identify your top 5 client referral sources and put in place a plan to engage more proactively with these clients over the next 3 months. 3. With reference to the 10 ways to generate client referrals (slide 21), identify 3 actions that you can take now to encourage more clients to refer prospective clients to you. 4. Document up to 3 SMART business development actions to implement from this module. Review your Business Development Plan. Update key actions and measurement criteria. Share with your colleagues and ask for feedback.
6	Keys to getting prospects across the line with new fees	<ol style="list-style-type: none"> 1. Present both formal and informal proposals to get clients across the line 2. Identify and address key roadblocks to client agreement to additional services 3. Actively engage clients in making the decision on scope and fee for service 	<ol style="list-style-type: none"> 1. Identify a situation within the last 12 months where you were unsuccessful in getting a client across the line with new services. What do you believe you could have done differently? Is there any value in revisiting this opportunity? 2. Develop a formal proposal template. Consider the type of clients and opportunities to which you will present a proposal.

			<p>Focus should be on clients where an ongoing service arrangement will be required e.g. regular reporting and meetings.</p> <ol style="list-style-type: none"> 3. Develop a 3 option proposal for advisory projects. You may consider variations in the level of data collection and processing support, the frequency of financial reports and meetings or the level of strategic support provided. 4. Document up to 3 SMART business development actions to implement from this module. Review your Business Development Plan. Update key actions and measurement criteria. Share with your colleagues and ask for feedback.
7	Power and influence in leveraging networks	<ol style="list-style-type: none"> 1. Understand the key roles of power and influence in developing networking relationships 2. Explore current internal and external networking relationships. identify opportunities to increase the value of these relationships 3. Review the 7 step process for developing external professional partner relationships 	<ol style="list-style-type: none"> 1. Critically review how effective you are in leveraging networks through power and influence. Where have you seen success? What are the key challenges you face in getting more value from your networking relationships? 2. Identify any opportunities for internal networking for growth. Consider special skills or interests that you and your colleagues have. How can you leverage these skills and interests in client discussions? 3. Make a list of your key external networking relationships. Use the table format in slide 19 to identify the value of these relationships and proposed next steps. Ensure a timeline is in place for each next action. [Compare with those of your colleagues if appropriate.] 4. Document up to 3 SMART business development actions to implement from this module. Review your Business Development Plan. Update key actions and measurement criteria. Share with your colleagues and ask for feedback.

8	Work with colleagues to identify opportunities	<ol style="list-style-type: none"> 1. Identify opportunities to collaborate with colleagues to add value to clients 2. Explore key challenges that affect collaborative efforts in building fees 3. Put in place a formal internal lead development process for your firm 	<ol style="list-style-type: none"> 1. Set up an internal lead generation process using slides 15 and 16 as a guideline. Consider what systems, processes and checklists are required. 2. Develop an internal lead identification form using the key elements outlined in slides 17, 18 and 19. Consider how this form should be used to review the level of client service and to identify opportunities to add value through additional services. 3. Review the key challenges associated with internal lead generation in your firm [slide 21]. With your colleagues, explore how these challenges can be overcome. 4. Document up to 3 SMART business development actions to implement from this module. Review your Business Development Plan. Update key actions and measurement criteria. Share with your colleagues and ask for feedback.
9	Develop external cross-referral relationships	<ol style="list-style-type: none"> 1. Understand the key principles of developing external professional relationships with referral partners 2. Put in place your list of current and potential external referrers and develop your action plan 3. Consider the value of formal versus informal referral relationships 	<ol style="list-style-type: none"> 1. Critically review your list of external referral partners. Consider both current and potential value of these relationships to you. Develop specific next actions with timings. 2. Establish an internal process for tracking the value of your external referral relationships. Incorporate a monthly review of these relationships, using peer support or administrative staff to ensure that you stay on track. 3. Initiate a referral briefing meeting with at least one potential or existing external referral partner. Use this meeting to provide an overview of your services and outline your expectations. Ask the other party to do the same. Agree on a regular review process. 4. Document up to 3 SMART business development actions to implement from this module. Review your Business

			Development Plan. Update key actions and measurement criteria. Share with your colleagues and ask for feedback.
10	Effective online networking strategies for professionals	<ol style="list-style-type: none"> 1. Understand the core principles of effective online networking for professionals 2. Develop actions to improve your personal and business online presence 3. Identify KPIs that are relevant to online networking activities 	<ol style="list-style-type: none"> 1. Review the firm’s approach to its online presence [slide 13]. What do you currently have in place? How can you leverage off the firm’s online marketing plan to develop your personal fee base? 2. What are you currently doing personally in relation to your online presence and marketing activities? Refer to personal profile objectives in slide 18. Develop up to 3 potential actions that you can take to develop relationships with prospective and current clients. 3. Using Slide 23, identify up to 5 actions to take in relation to your personal LinkedIn profile. Start with your profile description and image. Then develop actions to improve the number of LinkedIn connections and engagement with relevant groups. Consider administrative support if needed. 4. Document up to 3 SMART business development actions to implement from this module. Review your Business Development Plan. Update key actions and measurement criteria. Share with your colleagues and ask for feedback.
11	Make time for business development activities	<ol style="list-style-type: none"> 1. Understand the key factors that prevent managers and leaders from focusing more on growth 2. Put in place key steps to create more time for client relationship management 3. Develop a weekly plan to focus on business development activities 	<ol style="list-style-type: none"> 1. Outline the key factors that are preventing you from focusing more on business growth activities. Be honest and direct with yourself. For each of these factors, identify some steps that you can take to overcome these challenges. 2. With reference to slides 10 to 16, develop a simple plan to engage more consistently with existing clients in relation to needs analysis and value added activities.

			<ol style="list-style-type: none"> 3. Develop your weekly Business Development agenda with reference to slide 33. Identify 2-3 times each week when you can focus on these activities. 4. Document up to 3 SMART business development actions to implement from this module. Review your Business Development Plan. Update key actions and measurement criteria. Share with your colleagues and ask for feedback.
12	Your BD monitoring and measurement process	<ol style="list-style-type: none"> 1. Revisit your business development objectives from Module 1 and update based on progress to date 2. Establish a formal process for tracking progress with business development goals 3. Critically review your SMART action list and identify next steps 	<ol style="list-style-type: none"> 1. Review and update the following spreadsheets: <ol style="list-style-type: none"> a. Personal Growth Targets [refer to slide 6] b. BD Pipeline report [refer to slide 7] c. Professional partner pipeline [refer to slide 8] 2. Establish a monthly reporting template to capture KPIs and review trends. If you are participating as a group, then develop a common template for use by all learners. 3. Identify all key challenges you have experienced in relation to business development activities and develop solutions for these challenges. 4. Update your consolidated SMART action list including priorities and timelines. Share with your colleagues and ask for feedback.