

Subject: This recruiter billed \$386,750 last quarter. Here's his secret.

Hello!

I have an amazing interview to share with you.

Who is the highest billing solo recruiter on The Lock-On Report? His name is **Scott Brownholtz**, and last quarter (Q2 2015) he made 14 placements and billed \$386,750. The quarter before that he did even better: \$391,082.



Scott Brownholtz

That's \$777,832 in the first half of 2015. And he's not slowing down in the second half.

I've spent the past 15 years serving recruiters all over the world and I've seen the weekly metrics of thousands of them. And all I can say is: Scott's numbers are extraordinary.

Scott has a gift, but it's not something unique unto him. He strongly believes – and I agree - that **his approach can be learned** and the success he's attained is not outside the reach of those willing to put in the effort.

And what's beautiful about his approach is that it's *scalable*. Maybe you have no need to bill nearly \$400,000 in a single quarter. Maybe you'd be happy with \$40,000. You can employ Scott's approach at any level and take your business wherever you want to.

In this interview, he shares the details.

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NS: To give us some context, how long have you been a recruiter? Where did you start your career? When did you open your own shop?

SB: I joined Management Recruiters of Sacramento in spring of 1997. I got an MS in counseling & career development and I had interned with Karl Dinse to earn practicum hours for one of my classes. Karl hired me full-time as a project manager after I graduated.

In the fall of 2004, I hung my own shingle and I've been a solo-recruiter ever since.

NS: You have ups and downs like everyone else. But it's very rare that you bill less than six figures in any given quarter. What drives you to such consistent high performance?

SB: I don't want to come off as conceited, but when you're good at something, you don't think about it much - it comes naturally. I love what I do. I love performing for my clients and making a difference in people's careers and lives.

You might say that I'm more driven by the work itself than the results I get out of it. I enjoy making a lot of money, but it's the work itself that I'm devoted to. As you know, Nico, my quarterly billings goal on the Lock-On Report is tied to the minimum amount I need in order to keep the lights on. Once I hit that, there's less pressure, and I start to have fun. That's when the magic happens. I start to get creative and I experiment. I start to get competitive even – I compete with myself to see what's possible, to see what I can achieve.

But at the end of the day, it's not the money, it's the work that I love and the pride I take in doing what I do and being who I am. I love people, I love serving my clients and I love being a driving force in someone's career. That's what motivates me.

NS: I want to talk about your billings, but before I look at them, I always look at your connect time and your candidate conversations. Each of those is remarkably consistent, you're green week-after-week. What's the key to such consistent activity?

SB: Here's my theory on connect time. If you work 8 hours in a day, half of that time should be spent on the phone. "Working" to me **is** connect time. I'm comfortable when I'm on the phone. If I go too long not being on the phone, I get uncomfortable. If I'm writing emails or contracts or doing admin work during prime time, I get uncomfortable. That work has to be done, but I get it done as quickly as possible so I can get back on the phone.

I associate "talking" with success. There are four basic activities in recruiting. You're either 1) gathering Job Orders, 2) recruiting candidates, 3) E-POEJO'ing [*presenting a candidate on a Job Order*] or 4) getting a referral. All four of those are done while talking on the phone.

NS: OK, now let's talk money. Your billings are astronomical. You've had multiple \$1M+ years and I always see you chasing new personal records for quarterly billings. Your current quarterly PR is \$391,082. How do you do it?

SB: I wake up at 4 am and work until 7:30 pm at night. That's how I generate that level of billings and it directly contributes to quarters where I beat my personal record. Bluntly, I work my ass off.

When I get in the office and it's dark and alone and quiet, I gain an advantage. Every minute feels like seven, every hour feels like an entire day.

My goal is to rip off 20 emails before 6 am. Between 4:15 and 6 am every morning I have to send 20 emails. Little things turn into bigger, then you're on fire.

I'm clinical about my numbers. When I haven't hit my numbers I know why: it's football season or I'm spending a lot of time coaching youth sports, for example. There are no surprises. The colors are true and if you're true to yourself, the end result may not come immediately, but by the end of the quarter, you'll see the difference.

I have a hot sheet and I have the Lock-On Report. The Lock-On is the most valuable "anticlimactic" tool a recruiter can use. There's no drama. If you know your numbers, you know what's going to happen next.

On my hot sheet, I have columns. And every time I POEJO or send out, I mark it on the sheet. The most rewarding part of my week is totaling those columns and entering my numbers for Lock-On. The spreadsheet is my boss. Everything I do is to please the spreadsheet.

I look at my Lock-On every Monday, I review the delinquent column, and plan my week. It's like having a coach. If you don't perform well, your coach will help you adjust.

The only accountability I have in my career is my Lock-on, and I'm religious about it. I have to hit my numbers. I have to get an E-POEJO a day, I have to get 3 SOs a week. Otherwise, I'm uncomfortable.

NS: 4 am – 7:30 pm? Those are long hours. Do you ever get tired?

SB: Yes, my work fuels me, but I do get tired sometimes. When I do, that's a sign I need to take some time off as soon as is appropriate.

There's a time to work and there's a time to recharge. I happen to be really intense about when I work. I immerse myself in it, and while I put in 15 hour days, there is still a level of balance I need to maintain. I'm not a machine. I just give myself over to what I need to be doing in that moment, be it work or time off.

NS: And what about isolation? You work alone. Do you ever get lonely?

SB: If I feel alone then I need to get on the phone and talk to people, it's that simple. There's a whole world out there. If it's too quiet or I feel isolated, I don't need somebody in the bull pen to discuss deals with, I get on the phone.

Being on the phone is my stimulus, it's my answer, and maybe that's why I've lasted as long as I have. I do have a social need, and I scratch that itch through connect time.

Ultimately, if you can't self-regulate, if you can't self-police, you can't be a solo recruiter.

NS: What advice would you give a newbie, someone just getting started in the industry? What will set them on the path to tremendous success?

SB: One word: be "*rigid*" with your routine. You have to be relentlessly rigid. Be like an athlete. Be militaristic. Your routine mustn't deviate.

Be patient and stay the course, good things will happen. Our industry is notorious for turnover. People are attracted to money, but they're not patient enough, and they join for the wrong reason.

Get up, do the same thing, hit your numbers, live and die by your numbers. If you set your goals right at the beginning of the quarter, the numbers on Lock-On will show you what you need to do.

You really have to be in this for the right reason. Here are two things to contemplate: 1) What's your passion?, and 2) What's your value?

Your passion drives you, it's your purpose in life. Figure that out and then determine how you turn that into value. How does that passion translate into value for the person that's going to hire you? Your passion has to be valuable to somebody, otherwise it's a hobby, not a vocation.

You can have the best branding, the biggest database, world-class training, and excellent support. But to succeed in this business, you still have to figure out that

intangible piece, the part you have to fill in yourself. No one can do that for you. Get up early, do your work, and be creative.

NS: What advice would you give an experienced recruiter who wants to break out and reach a new level of success?

SB: In this work, you have to be emotionally tenacious and stable. You have to be mentally tough.

Some days you don't think it can get any worse, and it does. You'll experience the emotional high of a debrief or an offer, then you get it, you spike, you close the candidate, you get verbal acceptance, and then you're in purgatory between acceptance and first starting day. In those times, you've got stay strong and not let down your guard or get distracted.

During the most mentally challenging times, you have to have enough activity going on in the meantime so that it's not the only thing you're working on. If you only have one thing going on, you're guaranteed to suffer.

I try to keep "five alive". That is, five deals in the works at all times. Never live or die by one deal.

You will get your teeth kicked in this job, it's guaranteed. But how you deal with it is up to you, how much damage you can take is on you.

In all cases, whether you're ailing or simply struggling to climb higher, connect time is the remedy. It's the oxygen to our business and the remedy to all the pain you will feel. Connect time heals - it takes you to that next positive encounter. It'll also take you to the next level.

You have to be driven and organize yourself, but ultimately, if you're not on the phone, you're not living and breathing. Don't be kidding yourself, be true to yourself and your business. If you don't have the success you want, go back to the numbers.

NS: What's next for you, Scott? What do you see in your future?

SB: I'm fortunate to have a career that's not physically taxing. I work in the office I built in my backyard. It's very efficient and convenient.

I have three kids, all boys. Every time I get a deal I share what happened with them, exposing my boys to the industry and how it works. When I think to the future, I think maybe the boys will join or take over the business.

The beauty of recruiting is that it can ebb and flow with your lifestyle. I used to be involved in a lot of coaching. I never missed one of my kid's games. But my boys are older now and more independent.

So I'm just getting into my "fun part". My biggest years are ahead of me.

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I'm extremely grateful to Scott for taking the time to share all this with us. Applying his counsel is already having an impact on me and my business. I hope you'll consider applying it to yours.

If you have any questions for Scott, if would like to hear more about his story or his approach, or if you just need some advice, hit reply and let us know!

Until next time, stay "rigid"! :)

Good Hunting!

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