

CASE STUDY: COBALT'S COMPREHENSIVE TRAINING & DEVELOPMENT JOURNEY WITH APSCo



Marcus Davies-Bateman
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Cobalt is a team of specialist real estate and construction recruiters, operating across multiple geographies and specialisms, built from decades of experience. They believe the real value of recruitment lies in the ability to attract and retain relationships, just like the magnetic metal they're named after.

Identifying the challenge

Although Cobalt had been successful with their existing clients, the recruitment market had changed significantly in recent years. New challenges had emerged, revealing a shift from a business culture focused on long-term relationships to one that required a strong sales culture.

To achieve their business goals and help individuals reach their full potential, it was crucial to establish a business development culture that would be integrated throughout the entire organization.

APSCo's tailored solution

In response to this newly identified need, APSCo worked with Cobalt to build a bespoke package of training to kick-start their business development culture.

After several discussions and meeting with the Senior Leadership team, Strategic Sales for Experienced Consultants was identified as the right course. This course provides tangible outcomes and, if followed up correctly, can have a transformative impact on any recruitment business.

Cobalt and APSCo, working together, tailored the course to ensure it was relevant for Consultants at every level and met their business objectives while supporting a wide variety of skills and abilities. This course enabled consultants to be the managers of their own desks. Taking a step back, delegates took a deep dive into their individual figures, establishing self-awareness and accountability. Each individual set realistic targets and identified what was necessary to deliver against them. Each delegate leaves the course with the tools to create a quarterly business plan.

In addition to training Consultants at every level, APSCo designed and delivered a session for Managers. This session ensured managers were comfortable and confident in understanding, encouraging, and holding individuals accountable for performance. It introduced quarterly business plans, detailed the training Consultants had received, and supported Managers in holding individuals accountable for their performance objectives.

Creating a Business Development Culture

Creating a business development culture doesn't happen overnight, but here are some of the things APSCo and Cobalt did to get the consultants up for success.

- A launch meeting was held ahead of the training to ensure everyone was engaged. They met the trainer, talked through the materials and the pre-course work. The Managing Director was at the launch meeting, encouraging, supporting, and holding them all accountable.
- All Managers knew what the pre-work was and allowed time to complete the pre- and post-work.
- A date for presenting their quarterly business plan was in the diary prior to training; the expectations following the course were set.
- Everyone was involved: all consultants, managers, and the Senior Leadership team. Providing the Manager with training ensured everyone was on the same page.



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Transformative outcomes

Following the training in January/February 2024 Consultants have delivered two quarterly business plans and this will now form a large part of monthly/quarterly reviews.

- Consistency is already paying off and it is evident that this will only increase over time.
- Team members are now able to recognise what success within the business looks like and have the tools to achieve it.
- The training has led to increased employee engagement, with individuals feeling a greater level of understanding since the introduction of structured quarterly business plans.
- Managers are now holding employees accountable, with employees taking on a greater level of responsibility and autonomy in how they operate. They are now learning more about their industries and attending more networking events to engage better with clients.

A final reflection

Marcus Davies-Bateman, Cobalt Managing Director, had this to say:

"I was on the management part of the course and I learned a lot, and I've been doing recruitment for 18 years, so that was very beneficial. I think the most important part here is to engage with APSCo, it can be tailored, geared towards your team, your consultants, their level, and what the culture is like. I think in that relationship and that trust, you're going to get more out of it."

"If you want to enhance your recruiting abilities to go and make money in a standardised and structured way to improve the profitability of your recruitment business, while retaining the best people because you're enhancing their learning and development then absolutely, I think it's the right course."

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<https://www.apscouk.org/training-and-development.html>