

What are the qualities that we look for in our around 100 hand-picked subscribing members of transformation-leaders.com?

1. Financial independence

This is a crucial element. Our members suggest that it has to be around 18 months between one piece of revenue and the next. For without this you cannot **'speak truth to power'** to your client. The moment you become dependent on your project fee is the moment you can become compromised.

The world is full of freelancers. The numbers of fine senior independent transformation leaders to able to help senior shareholders, chairmen MD's or key board members lead a successful transformation is much more limited group.

2. A 'must see' CV at board level. Or, as head of a department in a larger corporate.

The purpose of a CV is of course to get to interview for 'a project'. A 'long CV' should be ideally no more than 3 pages. Indeed, it makes sense to have various iterations to reflect a particular project you are interviewing for. It can also make sense to engage independent experts to help you with this key document. We also advise a CV with your professional 'image' top right. After all, your face is 'your brand'.

3. Strong ethical drivers.

We all know there are all sorts of leadership styles needed depending on the needs of a situation. But integrity is a key element to inspire trust in you by others. Board level projects usually demand a considerable 'duty of care'. And you need to carefully agree the parameters of your project with your client before you start.

4. Lifetime leaning. A polymath

The speed of change is currently breath taking. What worked five years ago may not be relevant for tomorrow. Whatever you 'core proven skills', you know you need to develop those skills and search around you for what else is happening. See the www.transformation-leaders.com library in the website index.

5. Your own website

A website is not an investment to **find** you a project, but is an important part of your 'published reputation' and 'price positioning'. It does not need to be complex, or indeed expensive to get built and keep current. But it is an **essential** part of your senior independent toolkit. Not all of our members have websites. A linkedin profile is a first step, but a website will always be under your tighter control. Never forget that if you do not pay for a service like linkedin, then **you** are the product that service sells. Microsoft paid \$26.2 billion for it in 2016. You can be sure they want a good return on their investment.

6. Three great referees.

Your referees are never made public, and can **only** be contacted with your permission. But we always advise a client to 'check out' a candidates referees as part of their own 'due diligence' on you.

7. Case histories.

We are great believers in writing one or two project case histories that you have been involved in. Two pages seems to be the right length. We are able to provide our successful template headings for these. There are times when producing these at hiring time with a client can help take an agreement over the line with a client.

8. Other qualities we look for. Behaviours of 'Enlightened self-interest'.

Every member naturally has their own personal agenda. But we are all stronger when we find ways to help each

other. We say that every serious senior independent will have a 'relationship of trust' of around 100. These relationships need to be 'logged' by any independent **for themselves** and managed and refreshed carefully.

Some do this on a simple Excel spreadsheet. Some have their own CRM system and one of our members, a linkedin specialist, has a relationship database of well over a thousand.

We also need to be warm but obviously careful referrers of others. Our clients look for **solutions** from us. We all have to know where to look.

But as a "rule of thumb" consider this.... 100 chosen T-L.com members x 100 personal 'relationships of trust' =10,000. In short, you don't need to be 'big' to have very considerable 'reach'.

There is no simple answer to all of this, as we NEVER publish details of our members without a member's express permission.

But again. the independent self- driving market is now VERY large and is very substantially driven by networks the more senior a resource is needed in organisations. This market at the top end is NOT largely controlled by agents or employment organisations at all.

What you get from subscribing membership

After being invited to join and getting logged in to our **secure** membership quarterly subscription system we draft a half page anonymous T-L.com 'short CV' which is an abbreviation of your 'Long Cv' . This is held on file here. This 'short Cv' [™] from 2000 to today, is the first item a client sees, before he or she makes a selection of a candidate shortlist for interview. This is after T-L .com have agreed the written project brief and agreed T-L.com's 'hiring success and project fee' which is always paid separately by the client to T-L.com.

A **real point of difference** between ourselves and normal head renting agents. A head- renting AGENT controls a single invoice to

the client, taking their percentage margin first before paying an interim the balance. This margin can be around 30% (ie around a 50% mark up on your own rate, and then paying you the balance. In our process YOU and the client agree and **control** the project price and the project agreement. Indeed, it is usually recommended and preferred that you draft your own simple letter of agreement for the project.

The advantages to both candidate and client are obvious.

At the end of every month, as a member you will receive a 'members and clients end- month member report'. This end month newsletter can be as long as 12 pages covering what we have observed over the previous month.

The most recent accessible library of these reports from January 2019 is on our website, and is 'password accessible'. So, in any year it will be around 144 pages of 'knowledge and insight' on our sector.

Never in our lifetimes has change being accelerated so fast as by the global Covid pandemic.

We have also always organised bi-monthly face to face 'insight sessions' in our 180 Piccadilly board room or at the Army and Navy Club in St James Square. Since Covid we have run these sessions to much larger audiences on Zoom. Again, do check out the website for recent speaker reports.

Advice and counsel

A great advantage of a controlled size of membership is that it is not difficult to chat on the phone to the MD on any issue where a second opinion might be needed. A simple email to Info@transformation-leaders.com is the way to book in a call.

Cost of membership

If you decide to take up an offer of membership after interview, the process is as follows.

The current joining cost is £195.00 and **within** that is also your **first** £85 quarterly, inclusive of vat. Our financial controller will send you a link into the secure gocardless system. It will secure your bank details and then notify us here that you have done that. And the system will then deduct that £195 inc vat. And then on succeeding 'quarter days' it will deduct that £85 inc. vat. In due course members are sent a PDF vat receipt for their own tax files. Naturally membership is a deductible part of your own marketing and information budget.

We advise that a new member joins for at least a year to gain the best benefit of membership. After that a member can resign at any time, giving e notification to T-L.com info@transformation-leaders.com BEFORE a quarter day, or you will be 'joined' for a final three months.