



Fast-Forward Resume™

Definition of the FFR: The potential future version of a new hire's, or current employee's, resume after achieving 3 or 4 of *your* Key Deliverables during the next 18 to 24 months on the job. (i.e.: If you fast-forward to two years from now, and then ask the employee, to update his/her resume...what bullet points of success would **you** expect to see on that resume? The FFR is a dynamic company document for any function—at any level)

FFR Template and Five-Step Process

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| <p>Step One: For example: <i>Sales Manager – responsible for ten sales reps in the Western & Southern territories. Reports to VP Sales.</i></p>  <p>Draw the org chart!</p> | <p>Position Overview: (Write the position title and the basic responsibilities in one or two sentences. Always draw the organization chart—understand the scope of influence. Include internal and key external relationships)</p> |
| <p>Step Two: Allow appropriate time to accomplish the Key Deliverables.</p> | <p>Time Horizon: (Identify a specific time horizon, usually 18 to 24 months later.)</p> |
| <p>Step Three: Be realistic and align with other members of the same department.</p> <p>For example: * Increased gross sales by 25% within 18 months.</p> <p>Results: Gross revenues increased from \$80M to \$100M. Make sure each Key Deliverable is clearly defined and measurable (% , #'s, \$). Use action words like: increased, changed, improved, implemented, and created. (Past-tense)</p> | <p>Key Deliverables: (Identify 3 or 4 Key Deliverables that the person in this function will agree to be responsible for achieving during the time horizon stated in #2 above. State each key deliverable in “past-tense” so each is deemed already achieved)</p> <ol style="list-style-type: none"> 1. 2. 3. |

| Step Four: | Performance Management: (Reverse-engineer each Key Deliverable in #3) | | |
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| <p>To ensure successful completion and better management of the employee, identify the specific details that support each Key Deliverable. Reverse-engineer it and include specific time frames (in weeks or months) and then prioritize each one.</p> <p>(Hint: Take one Key Deliverable and think about what series of other timed events need to occur in order for this Key Deliverable to be achieved.)</p> <p>For example: to increase sales by 25% within 18 months (as stated above), the person must open an office and hire 5 sales people in an expanded territory during the first 3 months.</p> <p>Consider the following questions and specifics: First Key Accomplishment: Increase gross sales by 25% within 18 months: (Ask <i>why, how, when, where & with whom?</i>)</p> <ol style="list-style-type: none"> 1. Why the 25% increase? 2. How will this be achieved? New territory? Roll out new products? 3. Where will the increase in revenues come from...new or existing clients? | Identify the specific details: Reverse-engineer each Key Deliverable | Timeframes (weeks/months) | Priority |
| | 1. A. (sub-objective) B. C. | Break each Key Deliverable down to identify the sub-objectives. Assign shorter timeframes. Keep the FFR handy for weekly or monthly review and discuss often. Track the progress of each goal and revalidate the goals and time frames. | |
| | 2. A. B. C. | | |
| | 3. A. B. C. | | |

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| <p>Questions continued:</p> <ol style="list-style-type: none"> Can we do it with the staff we have? Or do we need to hire additional? If we hire, will they work out of their homes or an office? Who will open, staff and manage the new office? What impact will this have on our budget? What resources will be allocated toward its success? What other departments are affected by this hire? | <p style="text-align: center;"><u>Things to consider:</u></p> <ul style="list-style-type: none"> Repeat the above process until all Key Deliverables and sub-objectives have been identified. Allow appropriate time frames for completion and success. Track the progress of each Key Deliverable by keeping the FFR on your desk. Set up a calendar and performance reporting system for your employee. Teach them how to think and manage themselves! <p>The FFR will help you discover obstacles and other issues that would eventually surface and possibly derail future success. The FFR helps you identify, plan for and overcome these obstacles—in advance...to keep you, your employee, and your department moving in the right direction.</p> <p><i>Use the FFR to create ambassadors for your firm. Remember they will tell at least two people what your company/managers did, said, and how “being” there felt like. Differentiate your firm and you’ll attract the top talent you need to achieve the results you want. Your company’s future depends upon the best talent...as a hiring manager, it’s your job to attract, select and keep that talent!</i></p> | <p>Think about it all:</p> <p>Systems? People? Changes? Cultural? Locations? Budgets? Products? Quality? Production? Customers? Vendors? _____?</p> <p>Then develop a time line and grid of what to do, and in what order to do it.</p> | <p>Incentivize:</p> <p>The FFR helps to incentivize!</p> <p>The FFR is a valuable tool that can also be used to promote the more timely completion of goals or projects, and provides the basis for the development of bonuses or other incentive plans.</p> <p>What if your new salesperson brought in \$1M within 6 months instead of 9 months...would that be worth an extra bonus?</p> |
| <p><u>Step Five:</u> (Part 1)</p> <p>Example of a Current company description: “A \$50M sales & distribution company with 65 employees at two service centers in CA & AZ.”</p> | <p>Current Company Description: Write one or two sentences that describes your existing company. (Revenues, number of employees, locations, industry, etc.)</p> <div style="text-align: center;">  </div> <p>First things first... Remember to get out those pie/bar charts and review your revenue streams. Think about the impact this function has on current revenues and the impact this function will have on future revenues.</p> <p>Tip: Remember to inform whoever is writing ads, reviewing resumes, or searching databases. Are they selecting resumes based on where your company was...or where you’re going? Discuss the FFR with them and you’ll attract better talent.</p> | <p>Review:</p> <p>Where do your revenues come from? Name the sources and state the % or \$</p> <ol style="list-style-type: none"> What did our firm look like 2-3 years ago? What does it look like today? What will it look like 2-3 years from now? | <p>Draw three pie charts! (It matters)</p> |

Step Five

continued: (Part 2)

Hint: Extrapolate from the Current Company Description and use the Key Deliverables to create your **Future Company Description**.

Example of a **Future** company description: "A \$70M sales & distribution company with 75 employees at three service centers in CA, AZ & NV."

Future Company Description:

Write one or two sentences that describes what your company will look like after the Key Deliverables have been achieved. (State total revenues, number of employees, number of locations, industry, product lines, etc.)



→ Compare this to the current company description given above. The company has grown by \$20M and increased employees from 65 to 75, and added a third location.

Your goal is to bridge the gap between now and the future. By connecting the dots, you'll create, and better articulate, exactly what you want achieved. Your new hire, or current employee, will have the vision they crave and the direction needed to grow, to become, to manage them selves and to take charge of their own career. *Give them a glimpse into their future and they'll be more compelled to work for it!*

Helpful Tip: *As a manager, it will be more insightful if you begin by creating **your FFR** first. Doing yours first will help you better understand the support required to achieve your department's goals. Then, develop the FFR for **each** person in your department. This helps create internal alignment to ensure success...and ultimately leads to the achievement of company-wide goals.*

FFR Review Reminder: (at least quarterly by the hiring manager and employee)

Reviewed: _____(initials/date) _____(initials/date)
Reviewed: _____(initials/date) _____(initials/date)
Reviewed: _____(initials/date) _____(initials/date)
Reviewed: _____(initials/date) _____(initials/date)

Note: In the event that you are not privy to detailed numbers about revenues, employees, etc. within your company.

Use the information you do know about yourself, your staff and your department.

The FFR can be used to create a current and/or futuristic glimpse for each function or department.

Congratulations on completing the FFR. You and your staff can focus on the future and now have a plan to get you there successfully. I wish you the all the best!
Janet Boydell

FFR Approval:

Draft prepared by: _____
Date: _____

Final approval by: _____
Date: _____

Employee Review: _____
Date: _____