

EMPIRE

MANY BUILD BUSINESSES.
FEW BUILD AN EMPIRE.

WORKBOOK

EMPIRE

WELCOME TO EMPIRE.

It is my privilege to share with you the knowledge and systems I have built in my own business over the last 15+ years of developing and growing businesses. I have managed over 4,000 employees and owned over 100 companies in my career.

Empire is a unique system because it determines at which stage you are in business, and then creates a path forward. No matter what phase you are at in a business, an operating system is necessary for future growth.

This program is not meant to be a magic pill, but a greasy wrench that is put to use and refined specifically for your business. Take the elements that will help your business and utilize them to the best of your ability. A well-functioning company is always the best foundation for growth!



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TABLE OF CONTENTS

INTRODUCTION

5 Phases of Business....5
5 Components of A Healthy Company....12
4 Secrets to Business Growth....13
Overcoming Fear....13
Change Your Mindset....14
Must Value Relationships....14
Must Rely on Systems and Processes....15

LEADERSHIP

Mission....17
Core Value Exercise....17
Niche Exercise....18
Purpose Exercise....19
Creating A Mission Statement....21
Vision....22
5 Year Goal....22
2 Year Goal....23
S.M.A.R.T Goals....24
1 Year Focus....25
Completing the Vision Plan....26
Creating a Vision Statement....27

PERSONNEL

Company Structure....29
4 Types of Structures....30
Knowing Yourself....32
Profiling the Correct Positions....33
Profiling Positions Exercise....34
Core Brilliance Exercise....35

OPERATIONS

Process Mapping....37
S.W.O.T Analysis....39
S.W.O.T Exercise....40
Setting 90 Day (SMART) Goals....41
Productivity....42
Types of Meetings....42
Agenda of Operational Meetings....43
Accountability Chart Exercise....44
Managing Direct Reports....45
Hiring Vs. Outsourcing....47

FINANCE

Cash Conversion Cycle....49
6 Financial Dials....50
Descension Vs. Ascension....51

MARKETING

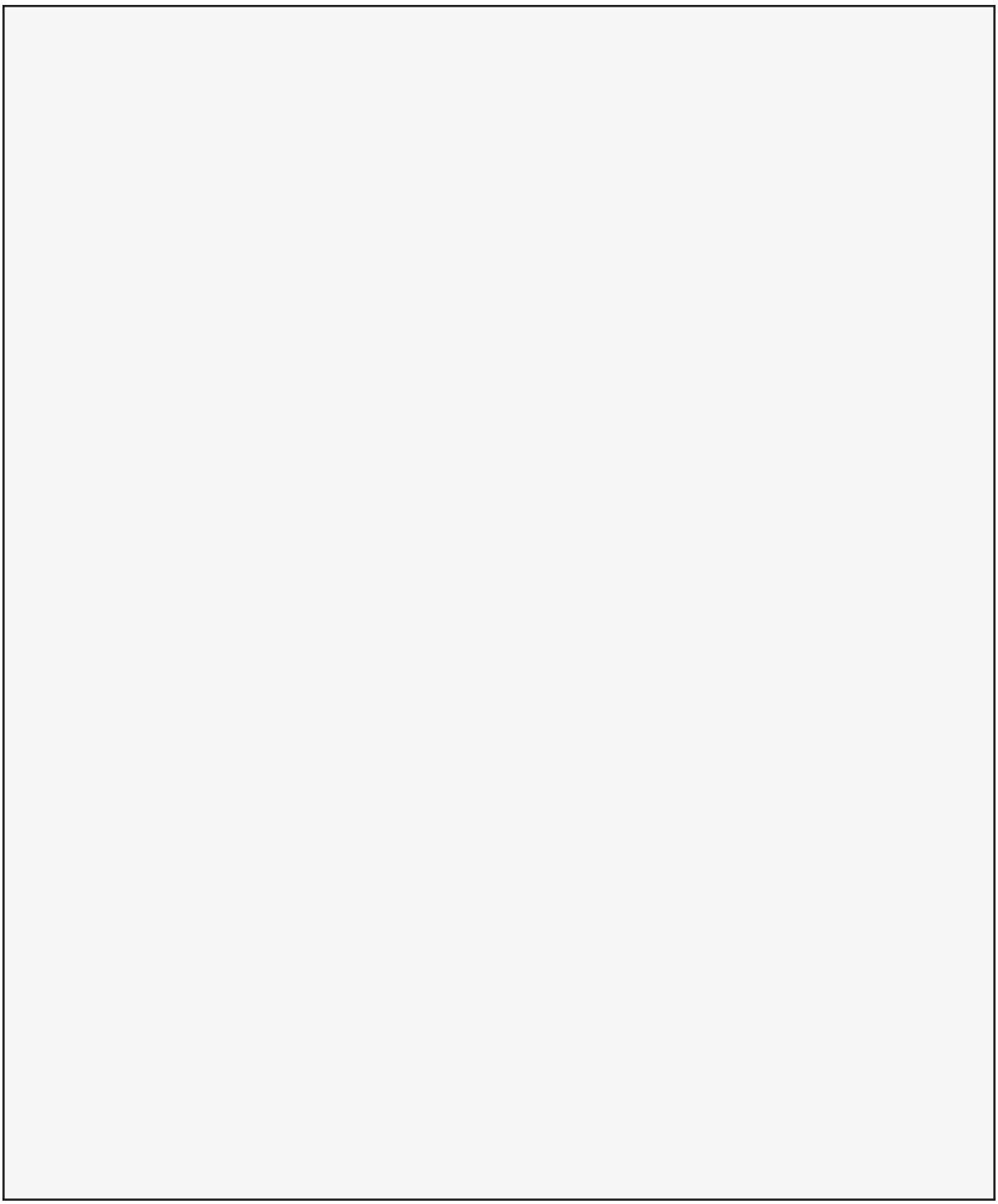
Identifying 3 Great Customers....53
Customer Identification Exercise....53
Proportion Method Based on Phases....54
Proper KPI's For Marketing....55
Tying Marketing to Sales....55

TRANSITION MANAGEMENT

Dynamics of Change....56
3 Cautions of Change....57
Transition Periods....57
5 Expectations During Transition....58
Clearing Up Myths....59

CONCLUSION: THE PLAN....60

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INTRODUCTION

I meet entrepreneurs every day that are great at creating a product or a service, but struggle with running a business.

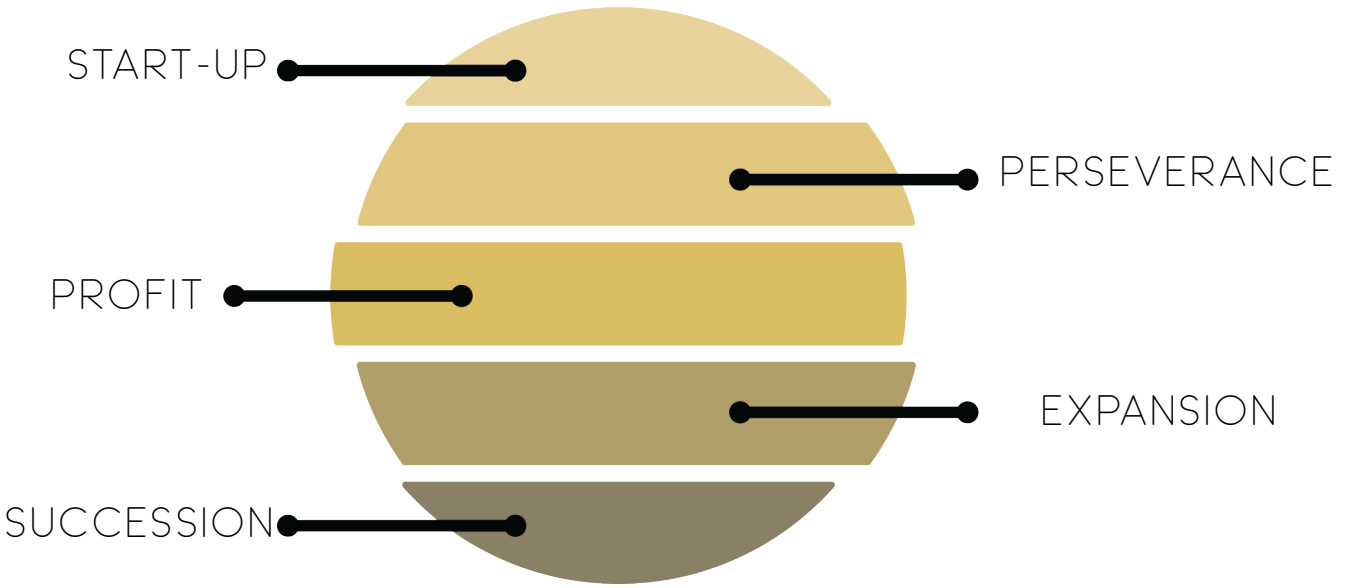
They have made the jump from employee to business owner, but are struggling to scale their business properly.

Have you ever felt like:

- Your business is stuck
- You struggle with solving problems/issues
- You have the wrong people in your business
- Your business has become complex and communication has deteriorated
- You find yourself working more "In" the business then "On" the business.

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5 PHASES OF A BUSINESS



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START-UP PHASE

PREDETERMINED AMOUNT OF TIME

PREDETERMINED AMOUNT OF MONEY

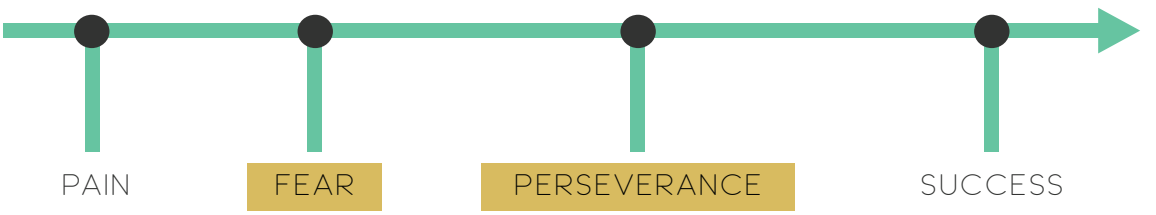
PREDETERMINED GOALS/OUTCOMES

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PERSEVERANCE PHASE

- THERE ARE ONLY TWO THINGS YOU CAN CONTROL: FEAR AND PERSEVERANCE

PERSEVERANCE CONTINUUM



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PROFIT PHASE

YOU HAVE SUCCESSFULLY MOVED INTO A PLACE WHERE YOUR INVESTMENT IS YIELDING RETURN

YOU GENERATE MORE INCOME ON A QUARTERLY BASIS THAN YOU SPEND ON CORE SERVICES

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EXPANSION PHASE

YOU HAVE DETERMINED THAT YOU WANT TO LEVERAGE YOUR PROFITS FOR SCALE

YOU HAVE DETERMINED MEASUREABLES FOR SCALE

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SUCCESSION PHASE

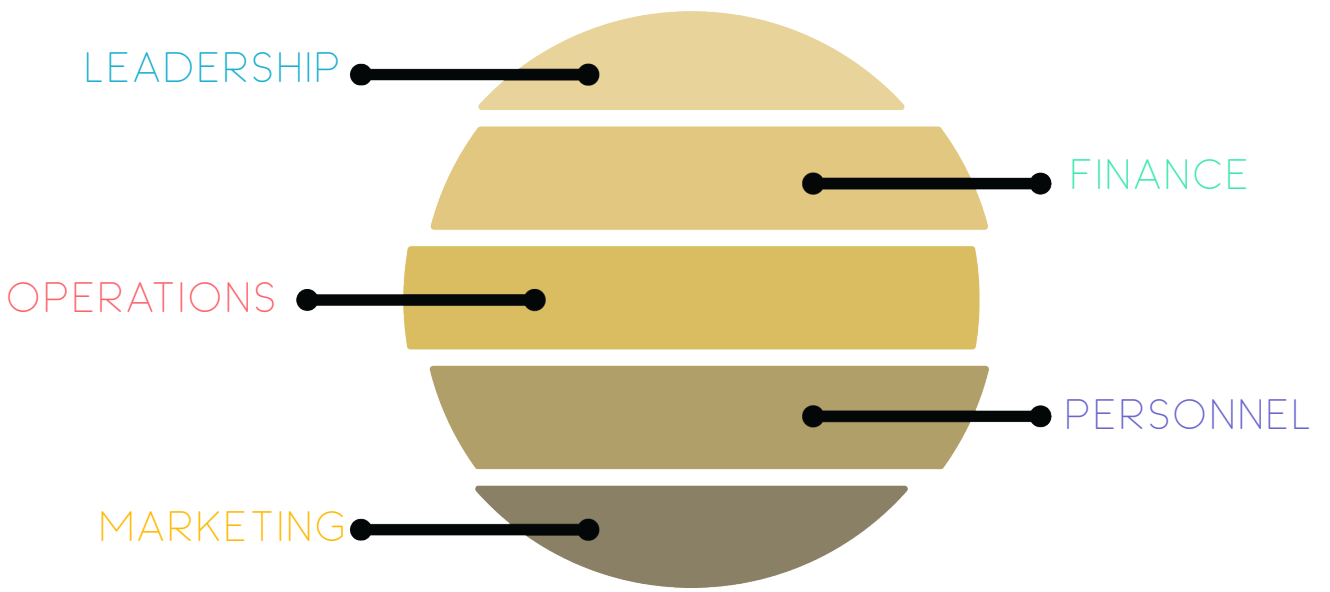
YOU HAVE DETERMINED THAT YOU WILL NOT BE A PART OF THE FUTURE MANAGEMENT

YOU HAVE DETERMINED THAT YOU WANT YOUR COMPANY TO LAST BEYOND YOU

- Pass it on to your heirs
- Pass it on to your employees
- Pass it on to another owner

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5 COMPONENTS OF A HEALTHY COMPANY



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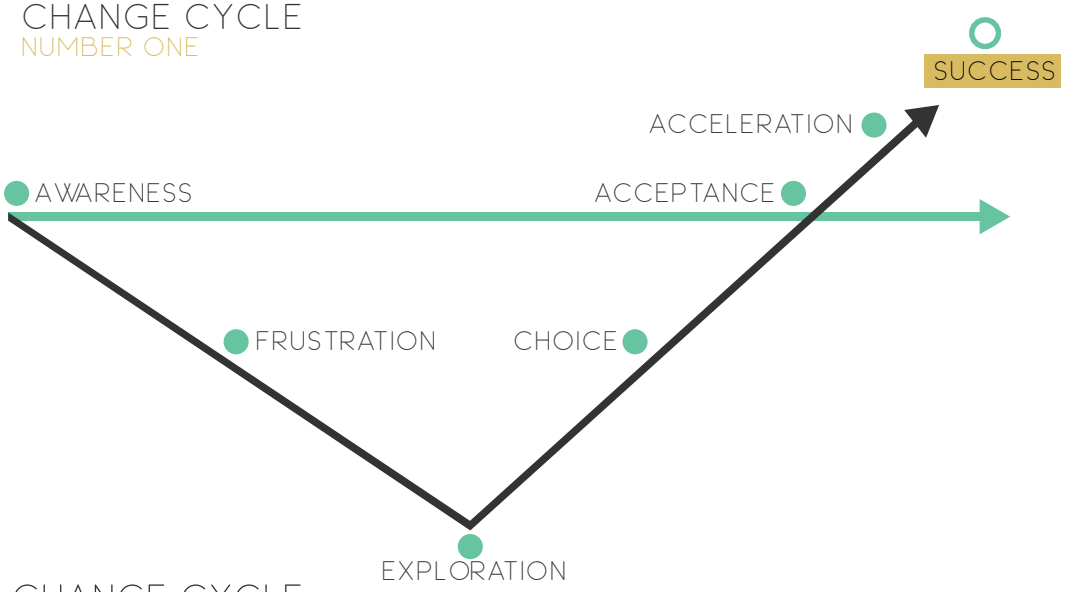
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4 SECRETS TO BUSINESS GROWTH

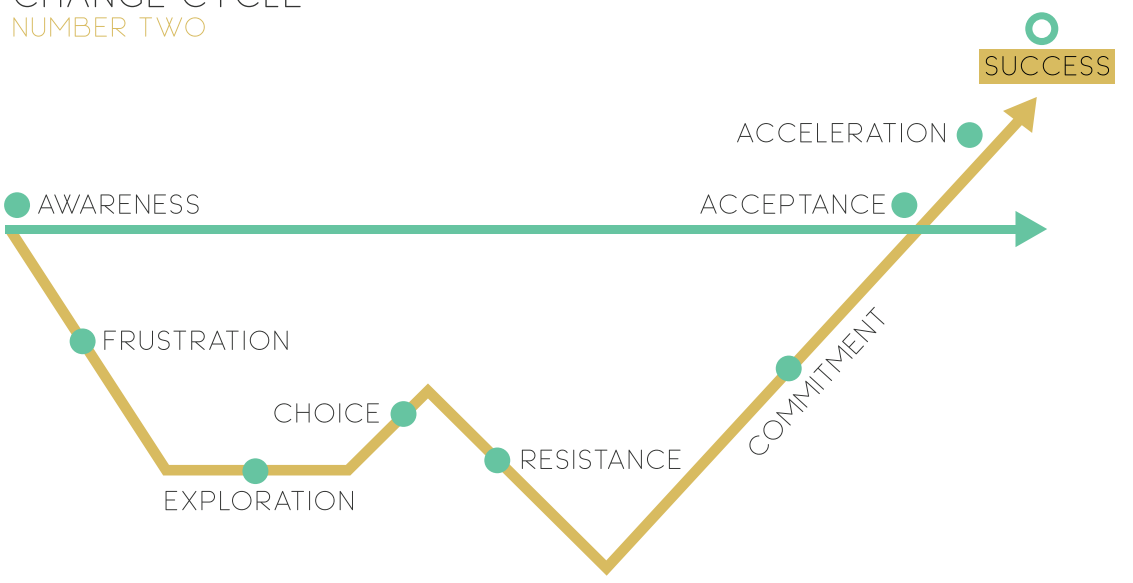
1. OVERCOMING FEAR

- We must replace fear with knowledge.

CHANGE CYCLE
NUMBER ONE



CHANGE CYCLE
NUMBER TWO



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2.CHANGE YOUR MINDSET

-What you believe you will achieve.

-Where your focus goes your profit grows.

1. You Must believe there can be progress.
2. You Must be committed to work 'ON' your business.
3. You Must focus on leading not just managing.
4. You Must learn to delegate.



TIMEOUT

NOTES

3. MUST VALUE RELATIONSHIPS

-It's not what you know but who you know.

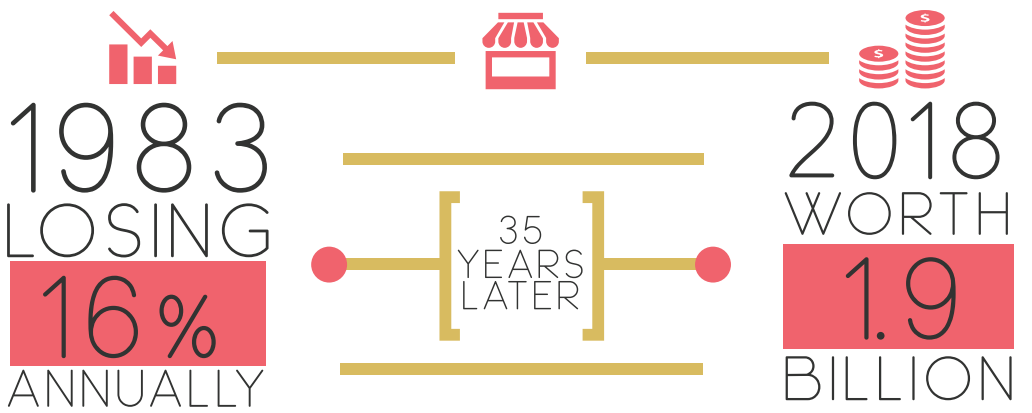
-Make a list of what relationships most propel your business. Reinforce them and replicate them.

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4. MUST RELY ON SYSTEMS & PROCESSES

1. Plan a course of action
2. Set measurable goals
3. Choose priorities
4. Declare the path of action openly
5. Review often

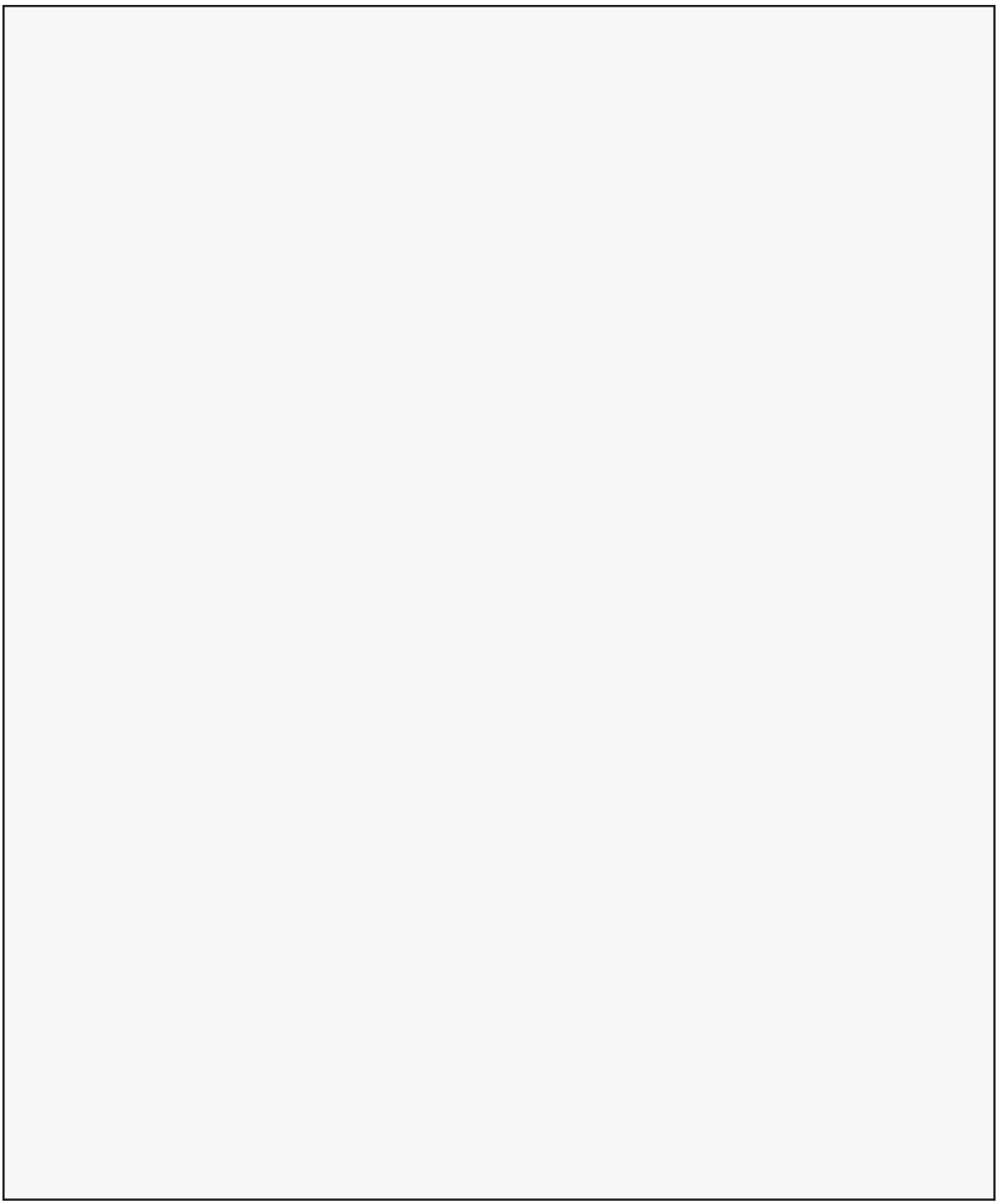
TACO BELL EXAMPLE



ATTRIBUTES ALL SUCCESS TO
"ONE VOICE & ONE PROCESS"
*BPM STATISTICS

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LEADERSHIP

MISSION

"If anything goes bad, I did it. If anything goes semi-good, we did it. If anything goes really good, then you did it. That's all it takes to get people to win football games for you." **Coach Bear Bryant**

- Not Good - ***I Did It***
- Semi-Good - ***We Did It***
- Very Good - ***They Did It***

CORE VALUES EXERCISE

Name:_____ Relationship:_____

Attributes: _____ _____ _____

_____ _____ _____

Name:_____ Relationship:_____

Attributes: _____ _____ _____

_____ _____ _____

Name:_____ Relationship:_____

Attributes: _____ _____ _____

_____ _____ _____

Your Core Values: _____ _____ _____

_____ _____ _____

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NICHE EXERCISE

What services/products *produce revenue*?

1._____ 2._____

3. _____ 4. _____

5. _____ 6. _____

7. _____ 8. _____

9. _____ 10. _____

11. _____ 12. _____

13. _____ 14. _____

What services/products *could* produce revenue?

1._____ 2._____

3. _____ 4. _____

5. _____ 6. _____

7. _____ 8. _____

9. _____ 10. _____

11. _____ 12. _____

13. _____ 14. _____

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PURPOSE EXERCISE

What do *you love* about your business?

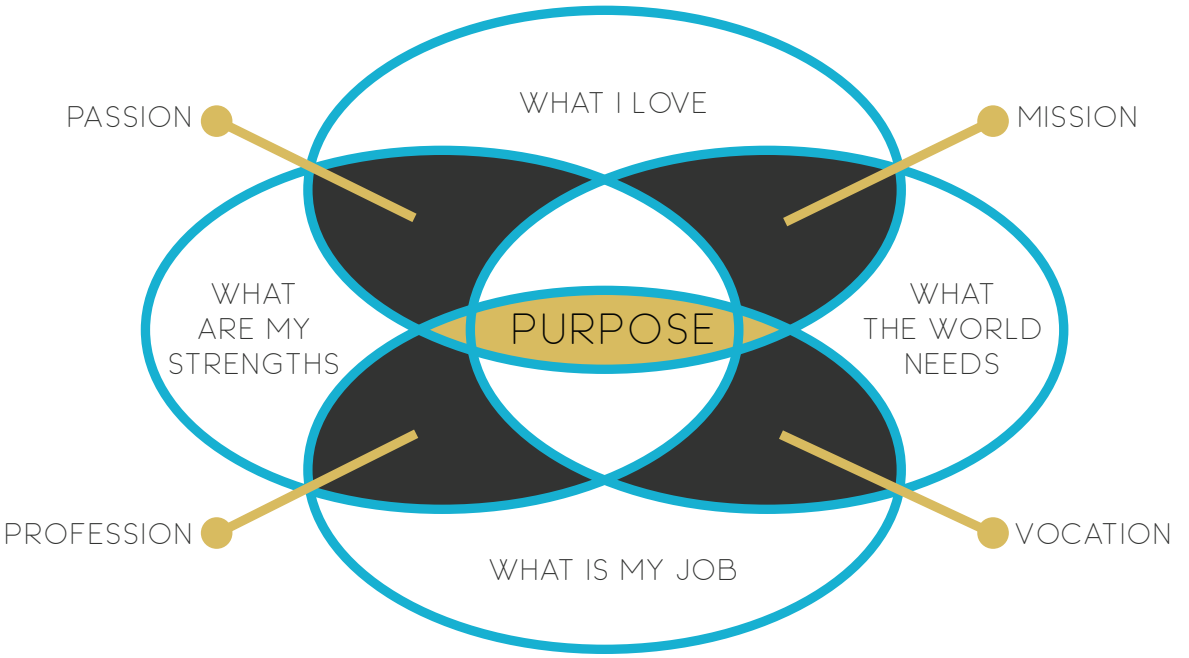
- _____
- _____
- _____
- _____
- _____
- _____
- _____

What *good* does your business provide?

- _____
- _____
- _____
- _____
- _____
- _____
- _____

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PURPOSE



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CREATING A MISSION STATEMENT

Examples:

- **Honest Tea:**
  "To create and promote great-tasting, healthy, organic beverages."

- **IKEA:**
  "To create a better everyday life for the many people."

- **Nordstrom:**
  "To give customers the most compelling shopping experience possible."

- **JetBlue:**
  "To inspire humanity – both in the air and on the ground."

- **Tesla:**
  "To accelerate the world's transition to sustainable energy."

YOUR MISSION STATEMENT

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VISION

Choosing Fearless Goals

Fear is the least beneficial motivator. What I find most helpful is for my goals to be absent of fear. As you choose your fearless goals, I want you to take the time to ask yourself "what would I truly attempt if:

I was not afraid to fail

I was not worried about resources

I was not worried about what others thought of me

I was not fearful of losing everything

5 YEAR GOAL

Revenue Goals

Growth Goals

Expansion Goals

Investment Goals

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2 YEAR GOAL

Revenue Goals

Growth Goals

Expansion Goals

Investment Goals

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S.M.A.R.T GOALS

Choosing S.M.A.R.T Goals

Each time you look at one of these goals you need to determine if it is SMART. This is not a new technique. It is something that has been used by corporations for decades.

Specific

Does your goal have a specific target, time frame, and result tied to it?

Measurable

Your goals should not be ethereal but instead should have a measurement to them. You should be able to ask the question – how do I know if this goal is accomplished? Is the goal measurable?

Attainable

In this portion of goal setting, you need to make sure that these are goals that can ultimately be achieved.

Relevant

Ask yourself – does this goal point toward the success I want for my company? Is it relevant to the direction we are heading in? Does it take us off course?

Time Bound

Time is the measurement we should use to determine success. Put time frames on your goals.

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1 YEAR FOCUS

Revenue Goals

Growth Goals

Expansion Goals

Investment Goals

7 Most Important Goals:

- Gross Revenue:_____
- Net Revenue:_____
- Product Growth:_____
- Personnel Growth:_____
- Overall Sales:_____
- Customer Retention:_____
- Expansion:_____

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COMPLETING THE VISION PLAN

In your vision plan write out 5-6 sentences that speak to the What, When, How, and Why summarizing your vision plan. Here you are basically writing a short speech that can be given by anyone of the executives of your company to describe your plan.

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CREATING A VISION STATEMENT

Examples:

- **Microsoft (at its founding):**
  "A computer on every desk and in every home."

- **Australia Department of Health:**
  "Better health and wellbeing for all Australians, now and for future generations."

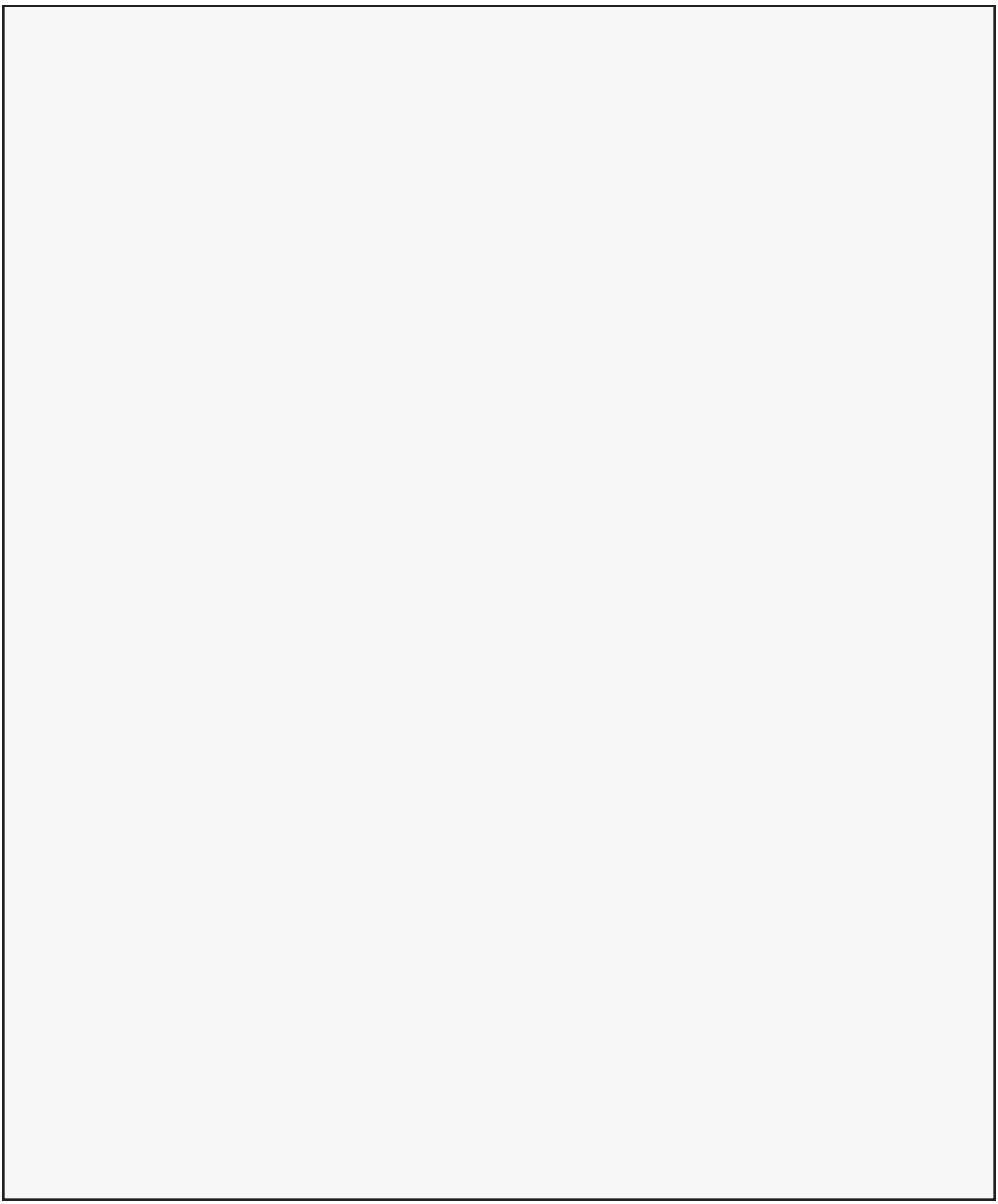
- **LinkedIn:**
  "Create economic opportunity for every member of the global workforce."

- **Disney:**
  "To entertain, inform and inspire people around the globe through the power of unparalleled storytelling, reflecting the iconic brands, creative minds and innovative technologies that make ours the world's premier entertainment company."

- **Facebook:**
  "Connect with friends and the world around you on Facebook."

YOUR VISION STATEMENT

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PERSONNEL

PEOPLE

Lead with people first!

In every company, the strength of the company is not necessarily its finances. It is often the personnel that make up that company. We want to be people oriented. Make sure that you go through this section thoroughly so that you hire the right people, in the right seats, at the right time

COMPANY STRUCTURE

3 positions everyone needs to understand in your company

Leadership

In a small company, it important for everyone to understand who the ultimate decision maker is. In a larger company, it might be a bit more complicated during the expansion phase, but each person should know who they report to and who has the final authority.

Operations

In companies of every size, it is important that each person document their job and responsibilities. You need to start right now by asking each employee to begin doing this task. These should be filed and given to the person who oversees personnel.

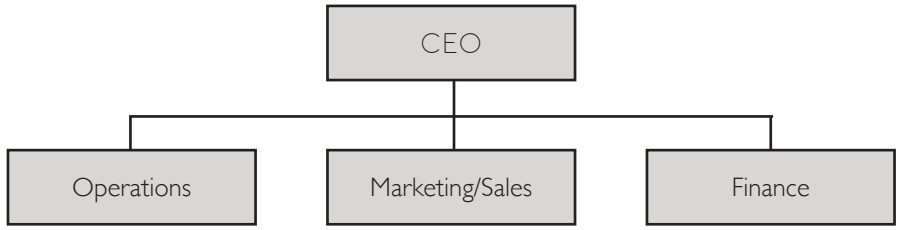
Finance

Each person in your organization should know where to go to get their money-related questions answered. There must be someone who has their eyes trained on the business finances.

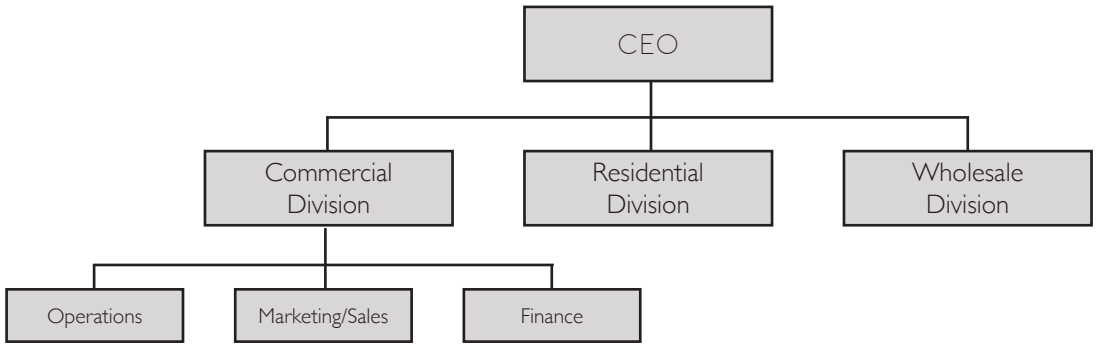
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4 TYPES OF STRUCTURES

FUNCTIONAL



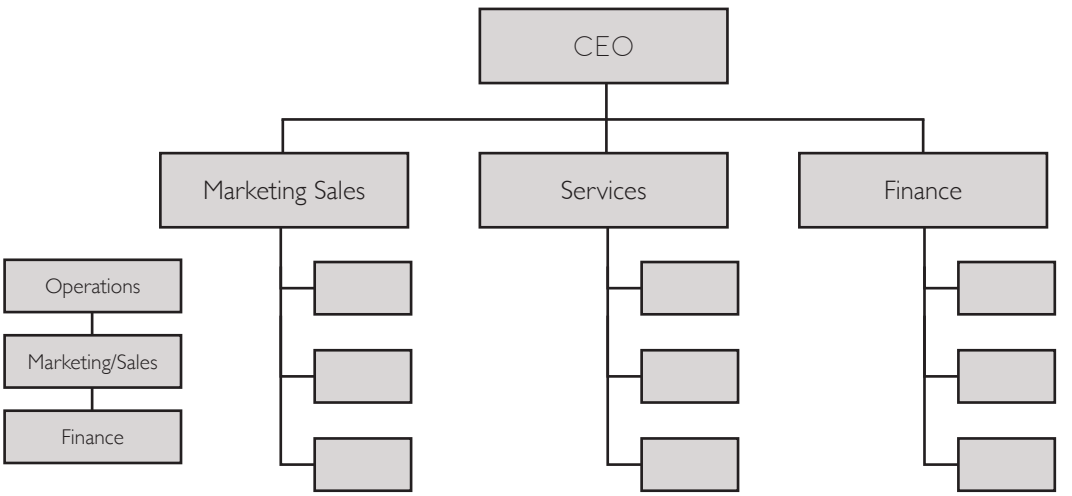
DIVISIONAL



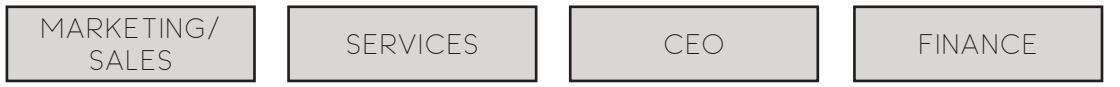
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4 TYPES OF STRUCTURE

MATRIX



HORIZONTAL



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KNOWING YOURSELF

Leadership vs. Dictatorship

Leadership and Dictatorship are Both Effective.

You can build a company on both styles of leadership. A dictator is someone who does not allow feedback, does not allow a democratic process, rules by decree, and focuses on being a personality-led company.

Only One Is Scalable.

It is hard to scale a dictatorship and even harder to pass it along in the Succession Phase. A good leader listens, inspires others to be better, understands how to delegate, and has integrity.

It Is Not About You It Is About the Business.

Ultimately, the reason dictatorships have a shelf life is that their company focused on the dictators only. A company should be focused on the health and success of the company, not of any specific individual.

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PROFILING CORRECT POSITIONS

You need to begin by profiling each person inside of your current organization.

"A" Employees

Your "A" employees are your rock stars. You should do your best to promote, advance, and give raises.

"B" Employees

Your "B" employees are your rising stars. You should do your best to train them and show a vision to where they can advance within your company.

"C" Employees

Your "C" employees are the ones you replace, reduce, or remove.

- Use Core Values, Competency, and Capacity.
- Have each manager score their staff.

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PROFILING POSITIONS EXERCISE

- With one being the lowest and three being the highest, indicate the value of each employee in the corresponding areas with a circle.
- Add the total score in the 'Total' column.
- Designate the employee 'A, B, or C."

Name	Core Values	Competence	Capacity	Total	A, B,or C
	1 2 3	1 2 3	1 2 3		
	1 2 3	1 2 3	1 2 3		
	1 2 3	1 2 3	1 2 3		
	1 2 3	1 2 3	1 2 3		
	1 2 3	1 2 3	1 2 3		
	1 2 3	1 2 3	1 2 3		
	1 2 3	1 2 3	1 2 3		
	1 2 3	1 2 3	1 2 3		
	1 2 3	1 2 3	1 2 3		
	1 2 3	1 2 3	1 2 3		
	1 2 3	1 2 3	1 2 3		
	1 2 3	1 2 3	1 2 3		
	1 2 3	1 2 3	1 2 3		
	1 2 3	1 2 3	1 2 3		
	1 2 3	1 2 3	1 2 3		
	1 2 3	1 2 3	1 2 3		

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CORE BRILLIANCE EXERCISE

Love | Great

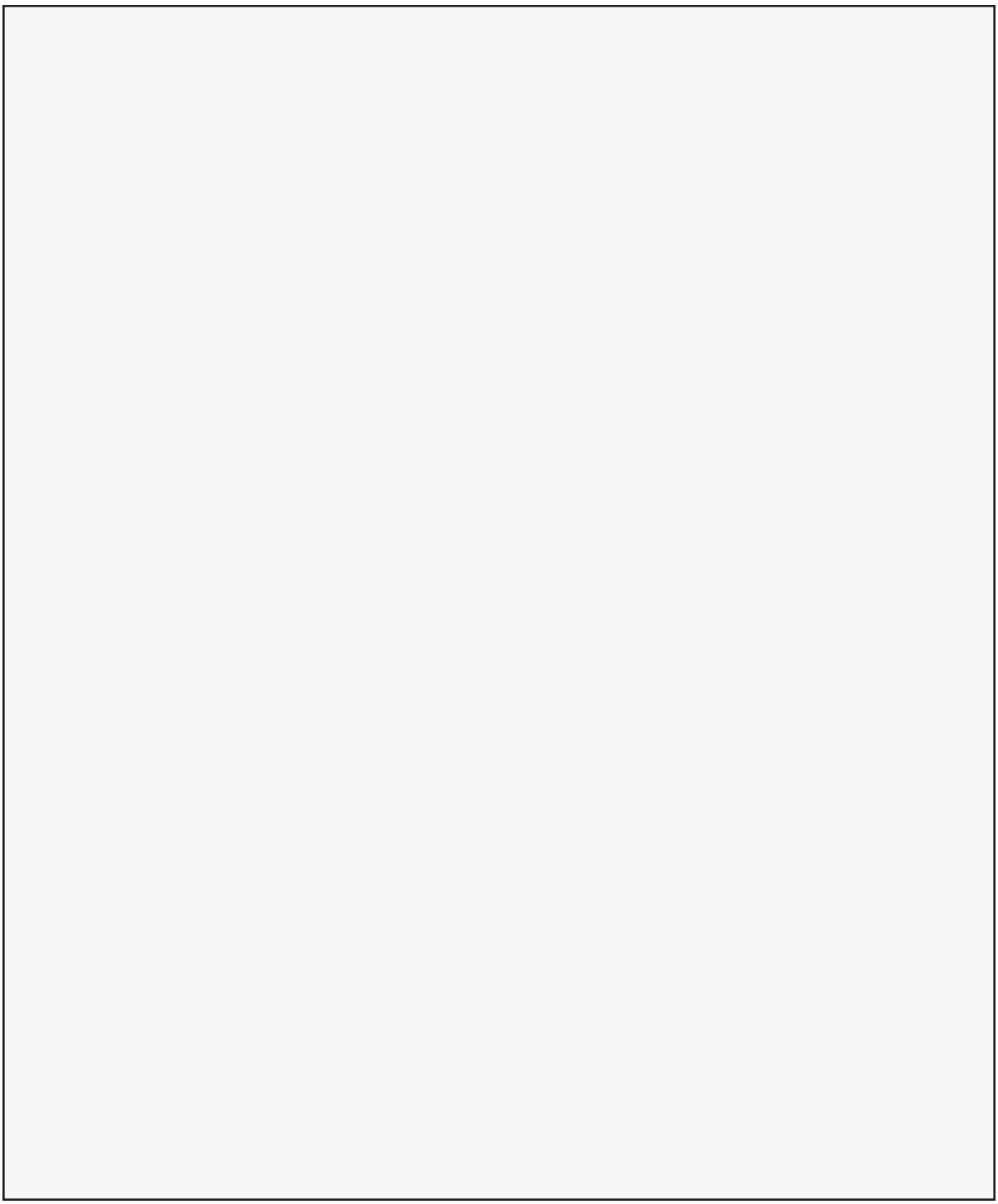
Like | Good

Don't Like | Good

Like | Not Good

Don't Like | Not Good

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OPERATIONS

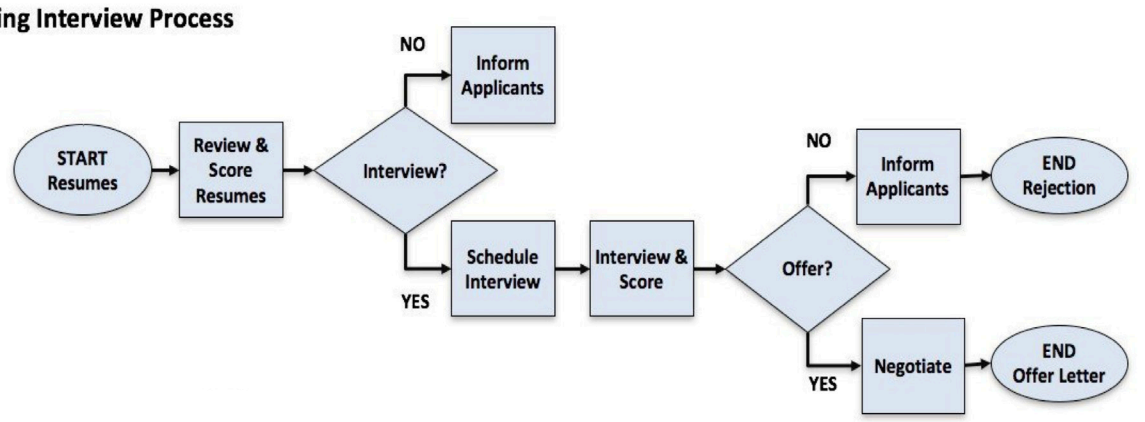
PROCESS

Your company will only grow to the degree you understand your processes.

Processes are the structure in which you do business. It is essential for you to map out your core functions. Process mapping will allow you to scale, train, and become a more efficient company.

PROCESS MAPPING

Hiring Interview Process



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PROCESS MAPPING EXERCISE

1. Identify 6-10 core processes
2. Document the process
3. Create a map of the process
4. File it for future review

Processes to Map

Process Mapping Ideas:

Sales Process	Payroll Process
Client On-boarding Process	Accounts Payables Process
New Employee On-boarding Process	Core Service Fulfillment Process

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S.W.O.T ANALYSIS

Introduction

A SWOT is not a new way to score your company but a tried and true method to understand your Strengths, Weaknesses, Opportunities, and Threats.

Strengths

You should ask your team these questions-

What do we do well?

What resources do we have to draw from?

What do others see as our strengths?

Weaknesses

You should ask your team these questions-

How could we improve?

What resources do we lack?

What do others see as our greatest weakness?

Opportunities

You should ask your team these questions-

What current opportunities are available to us?

What trends could we take advantage of?

What Strengths could we turn into Opportunities?

Threats

You should ask your team these questions-

What threats could harm us?

What does our competition do better than us?

What threats do our weaknesses expose?

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S.W.O.T EXERCISE

Strengths

Weaknesses

Opportunities

Threats

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SETTING 90 DAY (SMART) GOALS

Goals:

- Date:_____
- Revenue:_____
- Gross Profit:_____
- Net Profit:_____
- Measurables:_____

WHO	GOAL	SMART?
		Y or N
		Y or N
		Y or N
		Y or N
		Y or N
		Y or N
		Y or N
		Y or N
		Y or N
		Y or N
		Y or N
		Y or N

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PRODUCTIVITY

We should always plan our meetings.

In this section, we talk about what meetings are important for the health of the company. We should avoid unnecessary meeting time. The only way to do that is to plan our meetings and stay focused and on track.

2 TYPES OF LEADERSHIP MEETINGS

Forum Meeting
-Strategy Meeting

- Setting Strategy
- Reviewing Performance
- Safe Keeping Long Term Health
- Minimum 2-4 Hours
- Quarterly & Annually

Assembly/ Rally Meeting
-Organizational

- Managing Teams
- Monitoring Programs
- Clearing Roadblocks
- Minimum 60-90 Minutes
- Weekly

2 TYPES OF OPERATIONAL MEETINGS

Daily Rally Meeting

- Focus on Today's Obstacles
- Focus on Todays Opportunities
- Focus on Todays Productivity
- Minimum 15 minutes
- Minimum 4 Days Per Week

Weekly Assembly Meeting

- Focus on Monthly Execution
- Track Monthly/Quarterly Goals
- Review Conquest Report
- Minimum 60 Minutes
- Minimum 1 Per Week

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CASE FOR OPERATIONAL MEETINGS

- Gets Rid of "Got a Minute" Meetings
- Keeps Teams focused on Goals
- Shows Progress Toward Goals
- Creates Teamwork and Bonding

AGENDA OF OPERATIONAL MEETINGS

Daily Rally Meeting

- Check-in / Public Praise (5 min)
- Daily Issues (5 min)
- Daily Opportunities (5min)
- Daily Goals (5min)

Weekly Assembly Meeting

- Check-in (5 min)
- Headline News (5 min)
- To-do List (5 min)
- Review Conquest Report (5 min)
- Issue Solving (60 min)
- Conclusion (5 min)

CONDUCTING A GOOD MEETING

- Starts on time
- Ends on time
- Same agenda
- Same day

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MANAGEMENT OVERVIEW

ACCOUNTABILITY CHART

Use this area to brainstorm your accountability chart structure.

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MANAGING DIRECT REPORTS



Do It and Don't Tell Me	Do It and Tell Me When Done	Don't Do It Until We Talk About It

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NECESSARY KPIs FOR MEASUREMENT

Each company is different and should maintain a unique list of KPIs (Key Performance Indicators) for their company. Here a basic list that we believe you should start with:

- Revenue
- Profit
- Working Capital / Cashflow
- Cost of Customer Acquisition
- Customer Attrition
- Sales Pipeline

POSSIBLE KPIs

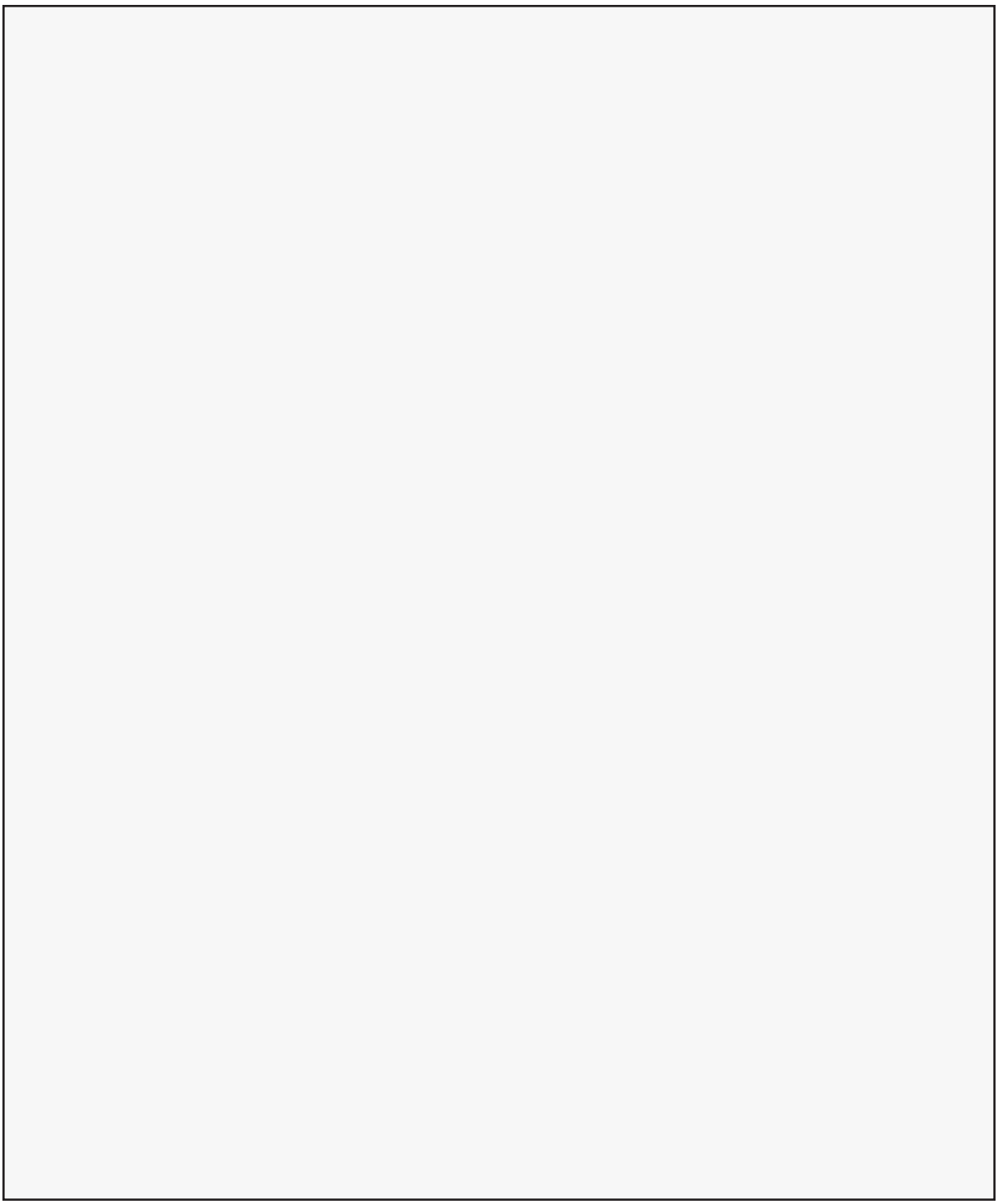
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HIRING VS. OUTSOURCING

- Never outsource essential business functions.
  - *Keep success or failure in your hands.*
- Outsource when you lack expertise but can give obtainable goals.
  - *You should never outsource when you cannot describe what your success metrics are.*
- When possible, time track first.
  - *Understand the efficiency created.*
- Always automate before you outsource.
- Always consider outsourcing when you have retention issues in a specific area.
- What areas you should consider outsourcing.
  - *PEO (payroll, benefits, HR)*
  - *Marketing (especially digital)*
  - *Web maintenance and development*
  - *Task based work (research, data entry, etc…)*
  - *CS / Follow Up*

NOTES

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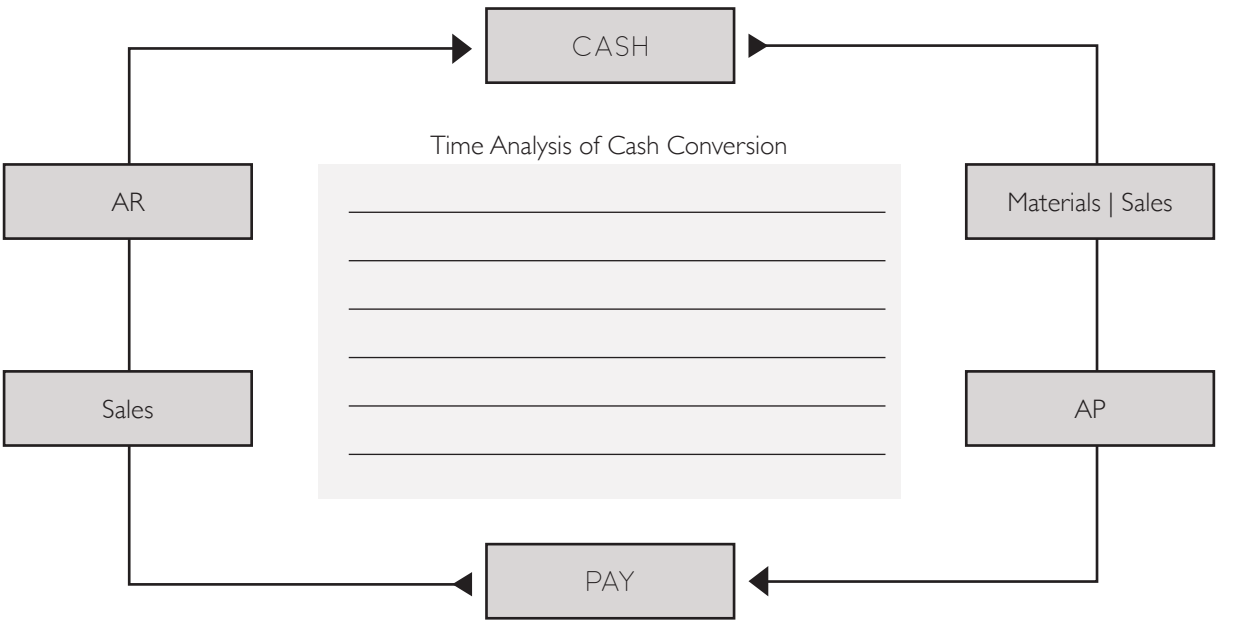
FINANCE

FINANCE INTRODUCTION

Cash Flow is King

As we looked at KPIs, we understand that it is important to be aware of our cash flow. Unfortunately, it is not enough to know how much cash you have on hand but how fast you can generate it as well. The Cash Flow Conversion Cycle allows you to time your cash flow and should be used in every profit center in your business.

CASH CONVERSION CYCLE



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6 FINANCIAL DIALS

Price

Cost of Goods

Accounts Receivable

Inventory

Accounts Payable

Operating Expenses

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FINANCIAL REPORTS

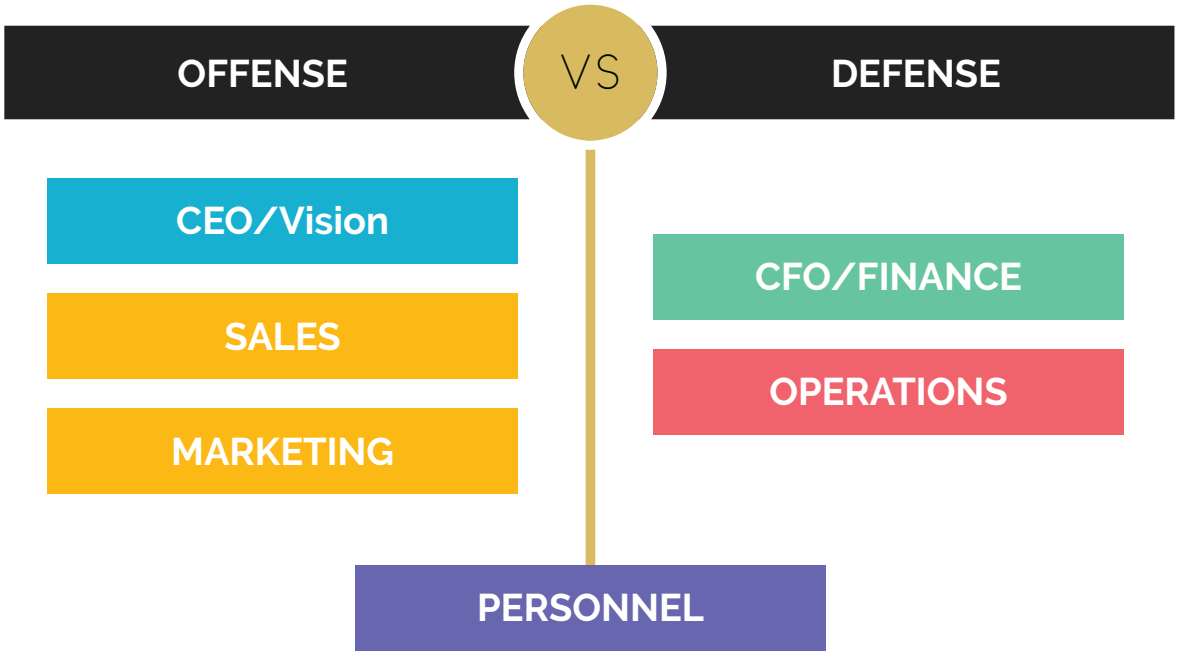
Financial reports are the report card of your business. You can look at them as projections or as summaries. Regardless of the financial situation you are in, you need to begin to look at them systematically and begin planning the growth of your business based on these Financial Reports.

UNDERSTANDING DESCENSION VS. ASCENSION

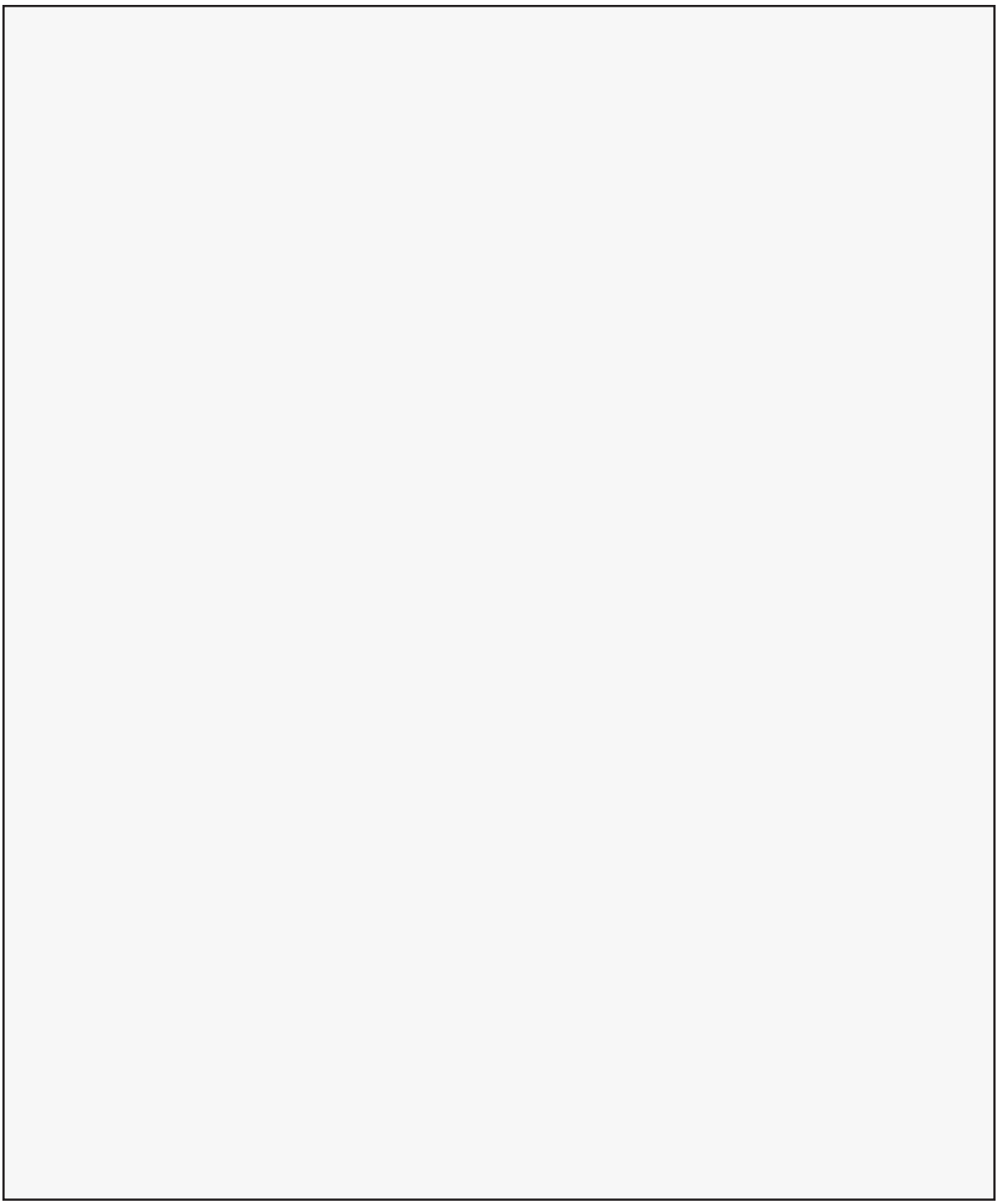
Offense vs. Defense

Sometimes, we needlessly make business structures very difficult and complex. This is not necessary. We can break down our basic core functions into Offence and Defense. Refer to the chart and the videos to determine who is winning in your company.

OFFENSE VS. DEFENSE IN YOUR BUSINESS



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MARKETING

MARKETING INTRODUCTION

Marketing is Like Pouring Gas on a Fire.

Marketing is the fuel that makes your business run. I love the Henry Ford Quote that goes - "A man who stops advertising to save money is like a man who stops a clock to save time." We must understand, control, and deploy our marketing dollars effectively.

IDENTIFYING 3 GREAT CUSTOMERS

Target Customer	Big Fish	Secondary Customer
Volume Revenue Sustainability	Volume Revenue	Volume Revenue 3 Funding Legs

CUSTOMER IDENTIFICATION EXERCISE

Target Customers	Big Fish	Secondary Customers

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BUDGETING FOR MARKETING

- Proportion Method
  - *Determine seed amount*
  - *Choose maximum amount allowable based on percentage*
  - *Choose based on sale or revenue*

PROPORTION METHOD BASED ON PHASES

Start-Up Phase

- Pre-determined budget
- Predetermined outcomes

Perseverance Phase

- Chooe to extend phase as long as possible with growth.
- May need to supplement with Guerilla tactics.

Profit Phase

- Choose amount for maintenance based on attrition.
- Maintain maximum profit not maximum sales.

Expansion Phase

- Choose maximum sales until saturation.
- Seed based on expected sales.

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PROPER KPIs FOR MARKETING

1. Sales Goals First

2. Reach Goals

3. Conversion Goals

TYING MARKETING TO SALES

- Never make the mistake of disconnecting Sales from Marketing
- Focus on Productivity not just Efficiency.
- Make sure on your Conquest Report that you are measuring more Offensive Goals than Defensive Goals.
- Productivity: doing more with the same.
- Efficiency: doing more with less.
- *The only time you focus on efficiency is if you are in the Perseverance Phase or in steep decline.

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TRANSITION MANAGEMENT

CHANGE MANAGEMENT

What do you think of when you hear the word "change"? Our job as leaders is to keep our response to change appropriate, adaptive, and updated.

DYNAMICS OF CHANGE

- Expect a Sense of Loss.
- Expect a Sense of Confusion.
- Expect Disruption
- Communications Deteriorate - lose touch.
- Productivity Suffers - *lose momentum.*
- Power/Turf Struggles - *lose sight of customers.*
- Commitment Reduces - *lose velocity.*
- Attrition Occurs - *lose people*

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3 CAUTIONS OF CHANGE

Productivity

As you begin to implement change you must have a good grasp on your productivity so that you can see if there is a reduction. Productivity is the first things to suffer during times of change.

People

During times of change, you must "re-recruit" your people. Make sure you do not allow your good employees to get away during such times.

Profits

The final thing to be aware of during periods of change are your profits. Make sure you are watching your bottom line very closely during change.

TRANSITION PERIODS

Before *(Comfort)*

Communication is normal. Employees are comfortable in their work environment.

During *(Confusion)*

Business information is not communicated. Employees are talking amongst themselves and trying to find someone to blame for their discomfort.

After *(Cautious)*

Employees slowly begin to communicate productively and adapt to their new environment.

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5 EXPECTATIONS DURING THE TRANSITION

Communicate

Anticipate

Allow Them to Vent to Leadership

Small Steps

Got on Board or Get Out

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CLEARING UP MYTHS

Note: If each phase of the change is communicated with knowledge and respect, people will respond positively and therefore productivity will be fine. If not, it could have detrimental effects on productivity.

Myth #1: ***Top Management Knows More Than They Are Telling***

Myth #2: ***It Will Help If I Get Upset About This***

Myth #3: ***This Will Go Away***

Myth #4: ***I Can Just Keep On Doing My Job Like I Have Been***

Myth #5: ***This Is A Bad Thing For Our Company***

Myth #6: ***It Is Up To Top Management To Make This Work***

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CONCLUSION: THE PLAN

Mission

Core Values

Niche

5 Year Goal

2 Year Plan

One Year Focus

Revenue:$_____

Profit:$_____

Measurables:_____

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____

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