

Systems Made Simple

How to Develop Procedures and Checklists to Boost Productivity



David Staughton

MMS

Making More Sales
rapid profit growth

HOSPITALITY

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Chapter 1

Working on the Business

“If your thinking is sloppy, your business will be sloppy. If you are disorganized, your business will be disorganized. If you are greedy, your employees will be greedy, giving you less and less of themselves and always asking for more.”

—Michael E. Gerber

This book is written with a very specific audience in mind. Chances are, having picked up this book, that you are included in that group. Recently, I had the opportunity to visit a number of turf farms. My impression was that, while people work hard and are dedicated to what they do, there is a lot of untapped potential trapped beneath the surface, clawing to get out.

What’s missing? Why is success just out of reach? It isn’t rocket science. Sometimes, it’s just a matter of stepping back and checking things out from a different perspective. There are dozens of small techniques, which can cause exponential success. This book outlines a number of such techniques and strategies that will enable you to subtly revolutionize the way you do business.

What will you find at the farm? The owner. The manager. The staff. Limited human resources. You’ve got a limited amount of time to be spent. A limited amount of energy to be deployed. A limited amount of attention to be shared. A limited budget to spend with demands for a good return on investment. And nope, there’s no magic wand in sight.

The point is not to revamp your business or to scrape the slate clean and start from scratch. You've got a number of tools in your belt, if you only know how to handle them. You must learn to organise and work with what you have, and you can ultimately leverage it to reach your utmost potential.

Adopting the strategies of planning and prioritising is what will take you to new heights. Prioritising promotes clarity and focus, which is invaluable for progress. Newfound success can be as simple as using better systems and better processes. It also includes recruiting the best possible person for the job, for instance, instead of the most convenient candidate. While this is a revelation (or an afterthought) for most businesses, it should be a normalized way of doing business—a way of life—for you.

*"All the breaks you need in life wait within
your imagination. Imagination is the
workshop of your mind, capable of turning
mind energy into accomplishment and wealth."*

—Napoleon Hill

Chapter 2

The Entrepreneur's Reality Check

“If they don’t fail outright, most businesses fail to fully achieve their potential. That’s because the person who owns the business doesn’t truly know how to build a company that works without him or her... which is the key.”

—Michael E. Gerber

I’ve been on the road most travelled. During the very beginning of my career, the business world overwhelmed me. You wouldn’t call what I had a business; it was in absolute shambles. “Communication” was missing from the company dictionary. We yelled a lot. We’d have to ring each other 20 times to get things done. We hired anybody. Everyone was emotionally charged and emotionally driven, but I feared that I was managing the worst team on the planet.

Things began to change when I attended a Restaurant and Catering Association conference back in the 1980s. One of the speakers stood up and introduced his book: *The E-Myth Revisited: Why Most Small Businesses Don’t Work and What To Do About It*. This guy—Michael Gerber—explained that the key to success is in systemising your businesses. He was so enthusiastic and certain about it... that I decided to give it a shot.

Gerber coined the phrase, “Work on your business, not in your business”, drawing attention to the fact that many of us allow our work to consume us when we aren’t consciously working to improve it and make it a freestanding entity. On the one hand, you need to invest a lot of yourself in it; the more energy you put into it, the more the business will thrive. On the other hand; however, you need to wean it off of you. If you’re the lynchpin in the business and everything completely relies on you and your presence, all you’ve created is an extension of you, connected ball and chain.

The “E” in the book title refers to *entrepreneurs*; the “e-myth” itself is the misconception that many people have is if you start a business, you’re suddenly successful. Time and time again, that’s proved not to be the case. In the turf industry, you’ve likely come across many businesses founded by a technician who was really excellent at a certain profession—farming, turf farming, selling turf—but was not a businessman. In a business, it’s not so much about growing the turf, as it is about ensuring that turf is grown, sold, and reaping rewards. It’s about marketing, customer service, administration, and finance and management.

There are a number of business books out there that provide fair warning: professionals might be excellent at what they do. They may run an excellent business, but they have to be on top of things *all the time* in order for this excellence to be upheld. True entrepreneurs, on the other hand, can run an excellent business and produce excellent results... *without chaining themselves to the company*. The only way they can establish such an environment is by systemising the business.

After reading *The E-Myth Revisited*, I changed my way of doing things and began to systemise. I created checklists. I made questionnaires. I focused on a vision. I created a bunch of systems to ensure that everybody in the business was updated and on top of things.

You may have tried your hand at systemising already. Perhaps you’ve outlined some policies and procedures to keep yourself and your staff grounded. Maybe you’ve created some sort of manual. Maybe you’ve created JODs (Job Outcome Descriptions) to guide your staff. If you’re clever, you’ve created some training videos. Are there any whiteboards or maps up on the wall? Are they regularly updated?

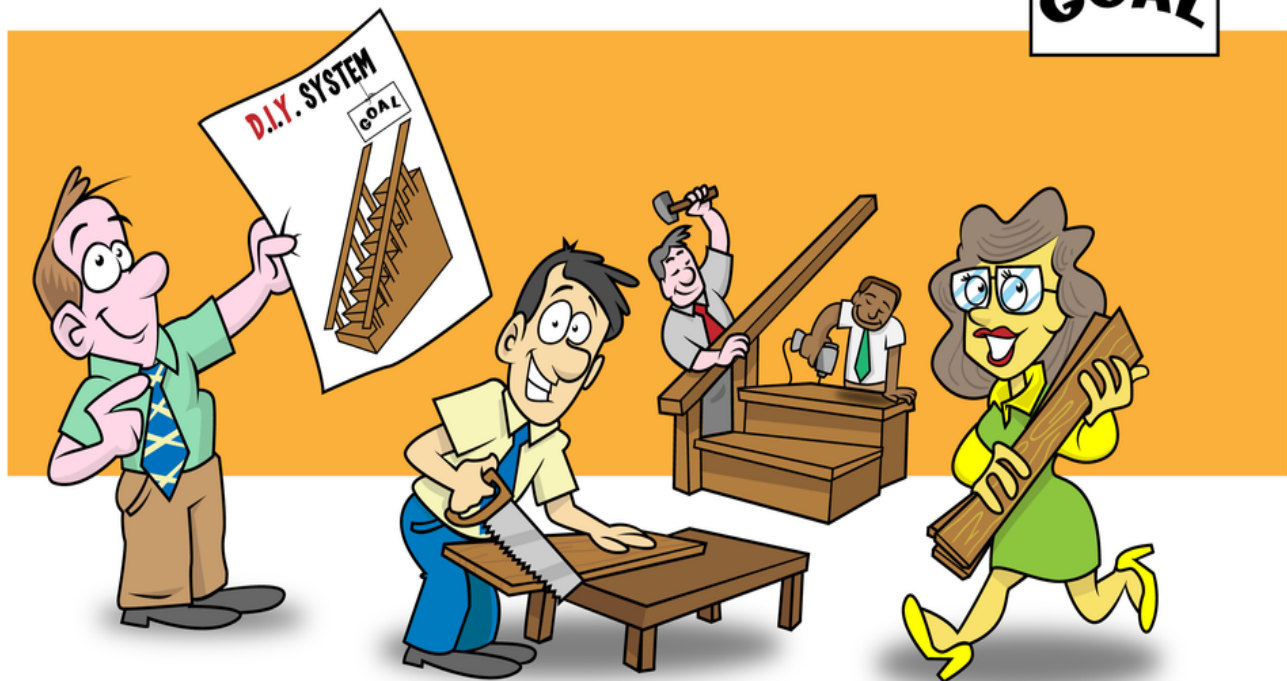
Or are you too busy? No... trust me: *you’re not too busy*.

If you're frantic or overwhelmed—then all the more reason to plan! If you convince yourself that you're too busy and too frantic, and that you don't have any time to sit down to start systemising and organising, it's only going to get more frantic and overwhelming. If you plan to succeed, you *must* succeed at planning.

BUILD DO IT YOURSELF SYSTEMS

"GETTING THE TEAM TO DO IT, GETS THE TEAM TO OWN IT."

GOAL



Chapter 3

Four Basic Resources

“Don’t say you don’t have enough time.
You have exactly the same number of hours
per day that were given to Helen Keller,
Pasteur,
Michelangelo, Mother Teresa, Leonardo Da
Vinci, Thomas Jefferson, and Albert Einstein.”

–H. Jackson Brown

TIME

British author, investor, management consultant, and entrepreneur Richard Koch who is famous for his interpretation of the 80/20 Principle (the Pareto Principle). He pioneered the idea that we can achieve more if we relax more, enjoy life more, and concentrate on the few things that offer us the most in life. According to the 80/20 Principle: 20% of your friends contribute to 80% of your happiness; 20% of your activities will give you 80% of your results; 80% of your sales come from 20% of your clients; 80% of your sales come from 20% of your products; 80% of your complaints come from 20% of your clients; 20% of the pea pods in your garden contain 80% of the peas (according to Vilfredo Pareto’s original observation); and so forth.

In short, 80% of the effects come from 20% of the causes. Only 20% of your activities are the high-value processes, which will give you 80% of your profits. Those are the activities you should be devoting your time to.

ENERGY

Right now, take a moment to think—or, better yet, brainstorm with your team—about this: if there was one single thing that you could do in order to see improvement in your business, what would that be? Recognising and working on that one thing will not make things perfect, but it will definitely make them better than they were before. Imagine pinpointing and tackling a bunch of such key issues and improving them. After that, do you think you'll be faring better or worse?

Do the things that scare you. Dare. The world's greatest executive coach— Marshall Goldsmith—charges \$250,000 per day. What he does is, he tunes the minds of many leading CEOs in the companies that he works with. “They know what to do,” he says. “They just don't do it, because it's either too scary or they default to doing their old behaviours. Sometimes, those old behaviours cost you a lot of money, because they're comfortable, but they're not very valuable.”

Systemising also means doing your new recruits a favour. Instead of hiring people with an, “Off you go...There's the farm and office, knock yourself out”, you can provide them with the stepping stone of an organisational chart, a duty statement, or a JOD. You save them (and yourself) precious energy—not to mention time and money—by getting them off on the right foot!

80% of the effects come from 20% of the causes.

MONEY

A dollar saved is a dollar earned. If you cut back on frivolous activities and promote a culture of frugality, you'll instantly add to your bottom line. You should not give up quality—a miserly business is as wretched (and obvious) as a miserly person—but the trick is to spend intelligently, and not throw around heaps of money to get things done.

Dr. Fred Grosse is a corporate coach, trainer, and mentor who upheld a technique that he's coined as *Dollar Productive Behaviour*. He estimates that we've got about a thousand workable hours in a year, and you can earn as much money as you'd like as long as you focus on high-dollar value (High Value) activities. In other words, if your aim is to earn \$50,000 a year, you have to do something that pays more than \$50 per hour. If you want to earn \$100,000 a year, you have to find something that pays more than \$100 an hour.

And so forth...

The issue isn't if you can do everything. Yes, you *can* mow the lawns of the company. Yes, you can spend time interviewing every single new candidate for the initial screening. Yes, you *can* clean the toilets. Sometimes, you might have to. If you have a choice, should this be your job? Some activities are more valuable than others. In the beginning, of course, you may have to do everything by yourself. The trick is to eventually find someone else who can do the best possible work at the lowest possible price. How about an apprentice? An old retired volunteer? A helpful family member?

Can you give them a system?

When I used to own a function centre, I hired a bartender to run the centre. When the hustle and bustle starts, stress kicks in, and many people revert to their comfort zones. One time I came back to find the place in an uproar; people were arguing, everything was disorganized, the chef was upset, and we had a very unhappy bride. I found the function manager in the back, back in his "comfort zone" of acting as the bartender and pouring beers. "Listen mate", I told him. "I paid you \$20 an hour for pouring beers. But if you want to earn the big bucks, and you want to earn \$80,000 a year, at a rate of \$80 an hour, I expect you to have someone else pour the beers. Your job is to actually run the centre—by that, I mean coordinate with the chef, liaise with the bride, and make sure everything runs smoothly."

It seems to be human nature, sometimes, for people to default to doing lowvalue activities. I've come across managers who are managers only in name, for in reality they are just stuck in their comfort zones: they're exclusively driving tractors, just doing the bookkeeping, or pouring the beers. But you can find someone else to do that for \$20 an hour.

Sometimes, yes, you can definitely pitch in and help by pouring a few beers. Yes, you can run make coffee for a client. Yes, you can get some brochures photocopied. Yes, you can restock the supply cabinet. But that's not your job. Your job is to run this show. Many times, tens of thousands of dollars have changed hands in the last few minutes of a deal. The better you get at negotiation (by practicing and through experience), the better results you'll get.

Some of the highest-value activities in the business world include:

- *Negotiation*
- *Deal-making*
- *Focusing on attaining a better deal*
- *Focusing on getting a better price*
- *Recruiting quality people*
- *Developing systems*

The point is to pick and prioritise what you should do—the high-value activities—delegate the low-value activities, and ensure that they get done. Don't focus on doing everything; focus on getting things done well.

It pays off.

**AVOID LOWER VALUE
ACTIVITIES !**



**BE MORE PRODUCTIVE WITH
HIGH VALUE LEVERAGED ACTIVITIES !**

**NEGOTIATING &
DEAL MAKING**

DEVELOPING SYSTEMS

PLANNING & ANALYZING

RECRUITING

COACHING & TRAINING

PEOPLE

Any time you spend on developing systems is worth hundreds of dollars per hour although those might not be rolling in that very minute; it's a future investment. You have to think of being able to replicate your business so that it either runs without you or so that you could grow and expand it without having to individually train new people.

Focusing on improvement is what will make progress—and what will get you a lot more bang for your buck. Every time you are planning, analysing, or prioritising, keep this mantra in mind: *What's the best possible way to do this? How can we improve this? How can we do it better?* The point is not to do everything yourself.

You don't have to systemize everything yourself. In a way, that defeats the purpose of systemising. For a leader, delegation is an extremely important and valuable technique—and sometimes, it's essential. If there's somebody who has figured out the best way to answer the phone, change the oil of a tractor, or organise the paper in the photocopier, get that person to write down their particular method for you to share with the rest of the staff. Build up that particular system based on expert advice!

It circles back to properly coaching and training your staff. Your power is in successfully outsourcing. Even before that—your power is in recruiting wisely. One hour of good recruiting is worth hundreds of hours of stress and suffering when you later try to change a poor recruit. It's much smarter to invest time in choosing the right person from the very beginning rather than choosing someone haphazardly and then struggling to motivate and change them.

This also goes back to the 80/20 principle. You've got A-grade relationships, which are the 20% of people who provide 80% of the progress or the profits; then there are C-grade and D-grade categories, which don't offer as much. What relationships do you think you should be investing into more?

“Human resources are like natural resources; they're often buried deep. You have to go looking for them; they're not just lying around on the surface. You have to create the circumstances where they show themselves.”

—Ken Robinson

Chapter 4

The Nine Types of Systems

Everything begins with effective communication; everything is maintained with organised systemising.

1. Marketing Systems

Like each of the nine systems, this one is priceless. You need to determine a market strategy before choosing your tactics: define your ideal client and differentiate your product or service. What do you do **best**? Develop a system for connecting to prospects, current clients, and referrals. Good marketing and relationship management can improve your lead generation, conversion rate, transaction value, frequency of purchase, referral rate, and your client retention. Everything begins with effective communication; everything is maintained with organised systemising.

Examples:

- Lead generation systems
- Lead conversion systems
- Marketing and sales management systems

2. Staff and HR Systems

What's the best way to recruit and train your team? What tools can they use to perform most optimally? Where can they turn to for job announcements and personnel activity?

Examples:

- Recruitment systems
- Induction manuals and PowerPoint presentations
- Employee handbooks

- House Rules / Office Policies /Codes of Conduct
- Staff coordination calendars
- Time and attendance systems (for staff to request leave, telework, etc.)
- Workflow information tracking systems

3. IT Systems

This is your collection of hardware, software, data, people, and procedures that generate information supporting the long- and short-range activities within your business. IT systems can be easily outsourced if you need them to be.

Examples:

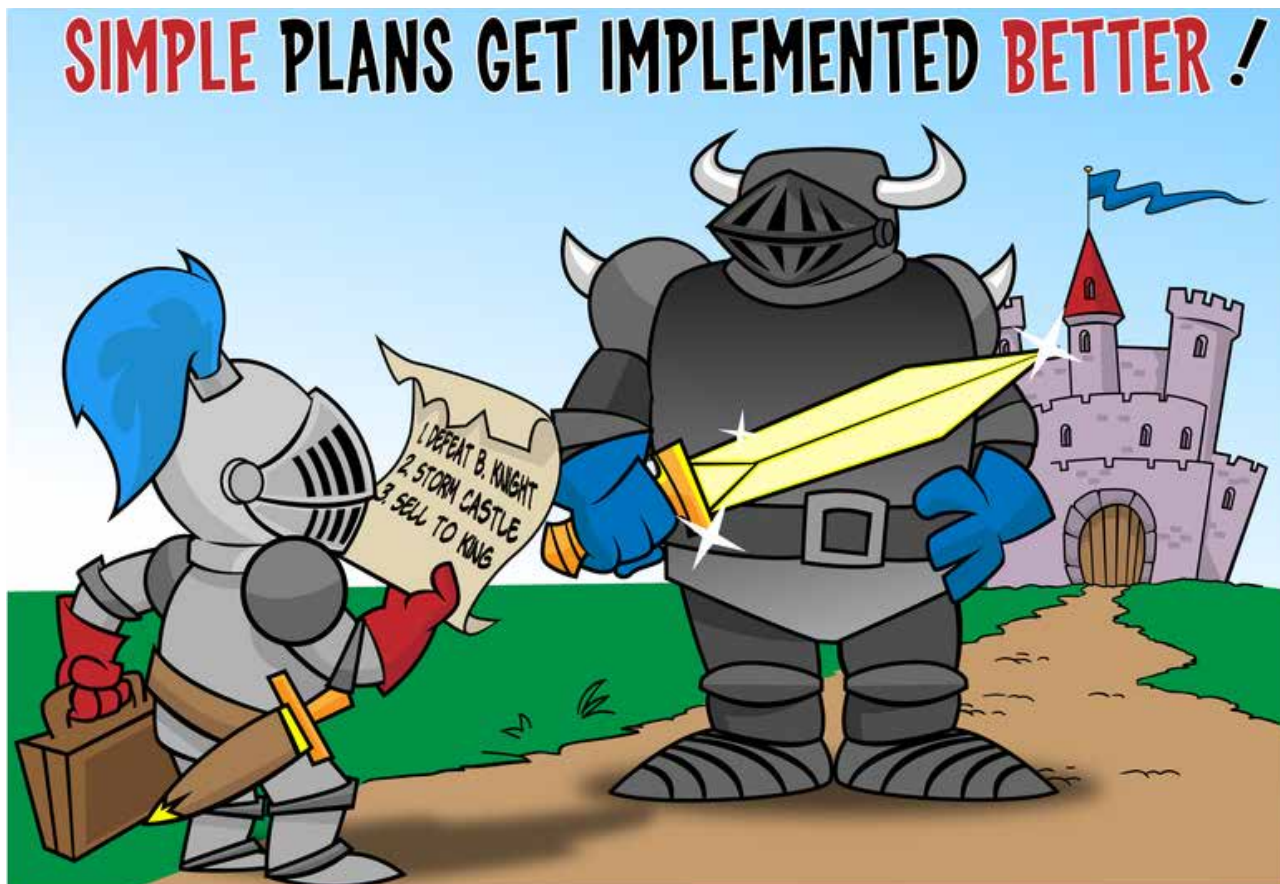
- Office information systems (OIS), manual and electronic
- Transaction tracking and processing systems (inventory systems)
- Data retrieval/transmission/manipulation/storage systems

4. Farm Product Systems

Production systems consist of three key components: 1) Inputs (raw materials, machines, instructions, man hours, etc.); 2) Conversions (planning and control, purchasing, storage and issues, inspections and quality control, warehousing, etc.); and 3) Outputs (finished products and services). You could go all the way, like the guys over at the Rookwood Cemetery in New South Wales, who have projected a map from the computer up onto the wall. It's continuously updated in real-time to show where everybody is and what they're doing. If you don't have anything systemised; however, the best way is to start slow and simple: put up some visual maps, use tacks, and pins to navigate around the surface.

5. Product Delivery Systems

If you're organising systems for turf delivery, you might want a bigger map up there. If you want to own the whole state, stretch out a good map and mark out where the regular routes are, where the trucks usually stop, where the nearest resellers or best advocates are, and where your show display locations will be. Organisation means staying on top of things. With GPS tracking devices, you can know where all the trucks are at any given moment. You can choose the most efficient routes. You ensure that everything's loaded on the truck so the drive doesn't have to be made multiple times just because someone was forgetful.



6. Maintenance Systems

Periodic maintenance is important. Don't forget; however, that preventive (proactive) measures are easier, faster, and have a greater return on investment than do reactive measures. Unfortunately, many businesses plough on ahead until something breaks and then they are left wallowing without a backup plan. Often this happens, because they'd never bothered to check up on that piece of equipment. Find out what needs periodic maintenance—the oil or grease of the tractors, or the air conditioning ducts in the office—and do be sure to do it.

Examples:

- Inspection systems
- Preventive maintenance systems
- Asset management, inventory control
- Machine breakdown systems
- Performance supervision systems

7. Sales Systems

Marry your maps with checklists. Make checklists specifically for the drivers. Make some scripts for the calling people, and ensure that you provide them with Frequently Asked Questions and Frequently Asked Difficult Questions. Along with Phone Scripts, Email Templates, and Pricing Systems can help your staff stay organised. Hand out checklists for delivery standards. Make checklists in the case of off-peak deals.

Examples:

- Sales inventory and monitoring systems
- Sales incentive systems (bonuses, recognition, awards)

8. Administrative and Finance Systems

If this is the part that you're dreading, relax, and take a deep breath. There are many resources out there that can simplify the complexity of such a task, including a fabulous book by Mary Anne Bennie, called *Paper Flow: The Ultimate Guide to Making Your Paperwork Easy*. Consider it like a bible for setting up some really effective systems for running the invoices, bills, documentation, and administrative paperwork.

Examples:

- Accounts receivable/payable systems
- Budgeting, general ledger, billing, cost accounting systems
- Profit planning systems
- Payroll systems
- Why not try MYOB, Quickbooks, Xero, Saasus, or Banklink?

9. Business and Planning Systems

Take the best out of war: the strategy part. You know, those blown-up maps with the little mobile gadgets indicating where all the activity and equipment are? Those colour-coded and colour-coordinated flags, which show where the army (team) and enemy (competitors) are camping out, and those highlighted routes, which show the paths most travelled? That's what I'm talking about. Buy a very large photograph of the place and use it as your effective farm map, tacking it up against the wall. Organise it so you know at all times what sort of turf is growing where, what sort of production is underway, where key staff members are, and which areas appear neglected or sparse.

Chapter 5

Gain Clarity

"If you can't describe what you're doing as a process, you don't know what you're doing."

–W. Edwards Demming

Systems are a way of setting standards, but they're also an answer to what's the benefit of doing this in the first place? For your systems to succeed, you and your staff need to understand why these systems are actually in place. Systemising makes your life easier, but it may also provide the essential focus for your business. What's the purpose of everything that you're doing? What's the company's goal? What is it that you're supposed to be doing in order to make this mission achievable?

TEAM BUILDING SYSTEMS

PURPOSE-WHY?
RECRUITMENT
INDUCTION
MEASURES
OUTCOME FOCUS



**LEARN IT!
LIVE IT!
LOVE IT!**

The clarity of each task provides the answer of *Here's what we're doing to reach our outcome*; thus, you know "this is our expectation..." or "we're going to have a weekly turnover of this much..." or "we need to have a quicker conversion rate..." You have to choose a target if you want to successfully aim and hit something.

To gain *clarity*, question (and answer) **the 7 Ps:**

- 1) People** (Who? Who are all the people involved here; what are their roles, responsibilities, outcomes, expectations, and rules?)
- 2) Purpose** (Why? What's the point of doing this? Is it to improve the productivity of the grass? To be more efficient in our delivery?)
- 3) Plan** (What? Here's what we're going for in terms of our outcome; our expectation is that we'll plant X many meters per day; we need to deliver X much per day; we're going to have a turnover of X per week...)
- 4) Possibilities** (What if? Use a backup system. What if the building catches on fire? What if the truck breaks down? What happens in case of a flood? What if the power goes out?)
- 5) Process** (How? Here's the best way to do it: our 7 Steps to Success; our 5 Ways to Maintain the Tractor; our Step-by-Step Guide to Adding Fertilizer; and our 6 Keys to Avoiding Client Confrontation.)
- 6) Performance** (How much? We're expecting this to be done in two hours; our standards are to successfully rake the park within one afternoon.)
- 7) Payoff** (Woo hoo! What's the reward?)

THE FOUR TYPES OF LISTS

- 1) *To-Do List.*** Self-explanatory; these are the activities that you must do within the timeframe allotted.
- 2) *Not-To-Do List.*** These are the things that must be done, but should not be done by you: can you delegate these? Usually, these are the lowvalue activities on your agenda.
- 3) *Procrastination List.*** What have you been putting off? If you know that there are certain things that are “important”, but keep getting pushed back until they become “urgent”, it’s time to jot them down and get cracking on them.
- 4) *Delegation List.*** What are the items that need to be done, and need to be delegated? They may be low-value activities, or perhaps even highvalue activities, which you do not have the time, money, energy, or resources to do by yourself.

CHECK IT OFF

The founder of Fed-Ex, Frederick W. Smith, is a fierce advocate of the checklist. According to him, anything which we do over and over again— anything that becomes a routine—is the first process that we can have a routine for. This might be a daily, weekly, monthly, or even yearly checklist. Any time we forget things— because we’ve only got one brain for all four seasons—we can add to the list and use it as our go-to friend in time of need. In his words, “Systemize the routine and humanize the exception.”

Systems give you a peace of mind and a plan to follow. They simplify business processes and simplify life. By using systems, it doesn’t mean your processes are set in stone; it simply means that you have groundwork to build upon. You should keep updating and improving your strategies, and get together with your staff to ask: “What else do you think we should do? What else could help? How can we do this better?” Or, in looking over the checklist: “Did we forget to do something in this process? Okay, better add that to the checklist.” It will literally revolutionise the way you get things done: more smoothly, more effectively, and more easily.

“Systemize the routine and humanize the exception.”

–Frederick W. Smith

VISUALIZE IT

There are plenty of ways to visualise your strategies and plans. Just a few options include:

- Whiteboards
- Boards with magnetic strips (great for rearranging and prioritizing)
- Checklists
- Process maps
- Policy and Procedure manuals
- Narrated PowerPoint
- Screen capture recordings
- Online calendars and maps

MEASURE IT

Whatever you do, remember that you can't manage what you can't measure. Daily focus and staff feedback on targets and results can automatically boost performance up by 10%, even if that's your only new habit. Measure the numbers and give your team an incentive to raise the bar even higher. Cultivate team goals and individual goals; remember, too, that what gets rewarded is what gets repeated.

Measure those sale numbers, set a production target, and measure the progress to show where the money is flowing. Measure the outbound calls, the appointments, the number of proposals sent and accepted, the number of contracts landed, and so forth. What you focus on is what expands. Point out what's happening, praise any improvements, and give tons of positive feedback to create a culture of productivity and enthusiasm in the workspace. Once you have the systems in place, you can go about perfecting them.

What's the best possible way to do something? Not only are company expectations set, but options are given and shared, and everyone feels comfortable in knowing what has to be done and how. There's a tried-and-tested formula, and, while it's not set in stone, it provides a reassuringly solid framework to build upon.

YOU CAN'T **MANAGE** WHAT YOU CAN'T **MEASURE**!



MEASURE THE **NUMBERS**! SET BOTH **TEAM** & **INDIVIDUAL** **GOALS**!

GTD: GET THINGS DONE

David Allen is an expert on personal productivity. Promoting “the art of stressfree productivity”, he wrote a program called GTD (Getting Things Done). This can be summarised in the following diagram:

■ Is it actionable?

- **No:**

- ▶ Trash it
- ▶ Keep it as a reference
- ▶ Push it to the side as a “someday” endeavour

- **Yes:**
 - ▶ Process it:
 - Does it deserve project planning?
 - Does it fall into the maybe-later, “someday” category?
 - Will it take less than two minutes?
 - Yes:
 - Do it
 - No :
 - Delegate it
 - Defer it:
 - To the hotlist (put it up next on your to-do list)
 - To the calendar (assign a specific time in the future)

Chapter 6

Further Resources

“A manager is not a person who can do the work better than his men; he is a person who can get his men to do the work better than he can.”

—Frederick W. Smith

The best thing about having systems is that they save you the trouble of reinventing the wheel each time. If someone perfects a process, but exits without leaving a “legacy” of a how-to list, the next person must struggle to figure out the process again. It’s like trying to roll an enormous rock up a hill, making a bit of progress every day. If you don’t ledge a stone beneath it to keep it in place, when the day comes for someone else to take your place, the rock will roll all the way back to the bottom again. And here we go again.

It’s immensely expensive to lose really good staff—when they leave, they take a wealth of knowledge, experience, and productivity with them. But the damage can often be greatly mitigated if you have a system in place that allows the next person to step into their spot with a ready armoury.

Systems prevent roll-back. Arm yourself accordingly.

BOOKS ABOUT SYSTEMIZING

- *Work the System: The Simple Mechanics of Making More and Working Less*, by Sam Carpenter
- *The E-Myth Mastery*, by Michael Gerber
- *The New Business Road Test: What Entrepreneurs and Executives Should Do Before Writing a Business Plan*, by John Mullins

- *Purpose: The Starting Point of Great Companies*, by Nikos Mourkogiannis
- *Getting Everything You Can Out of All You've Got: 21 Ways You Can Out-think, Out-perform, and Out-earn the Competition*, by Jay Abraham
- *Traction: Get a Grip on Your Business*, by Gino Wickman

SOFTWARE TOOLS (PROCESS MAPPING)

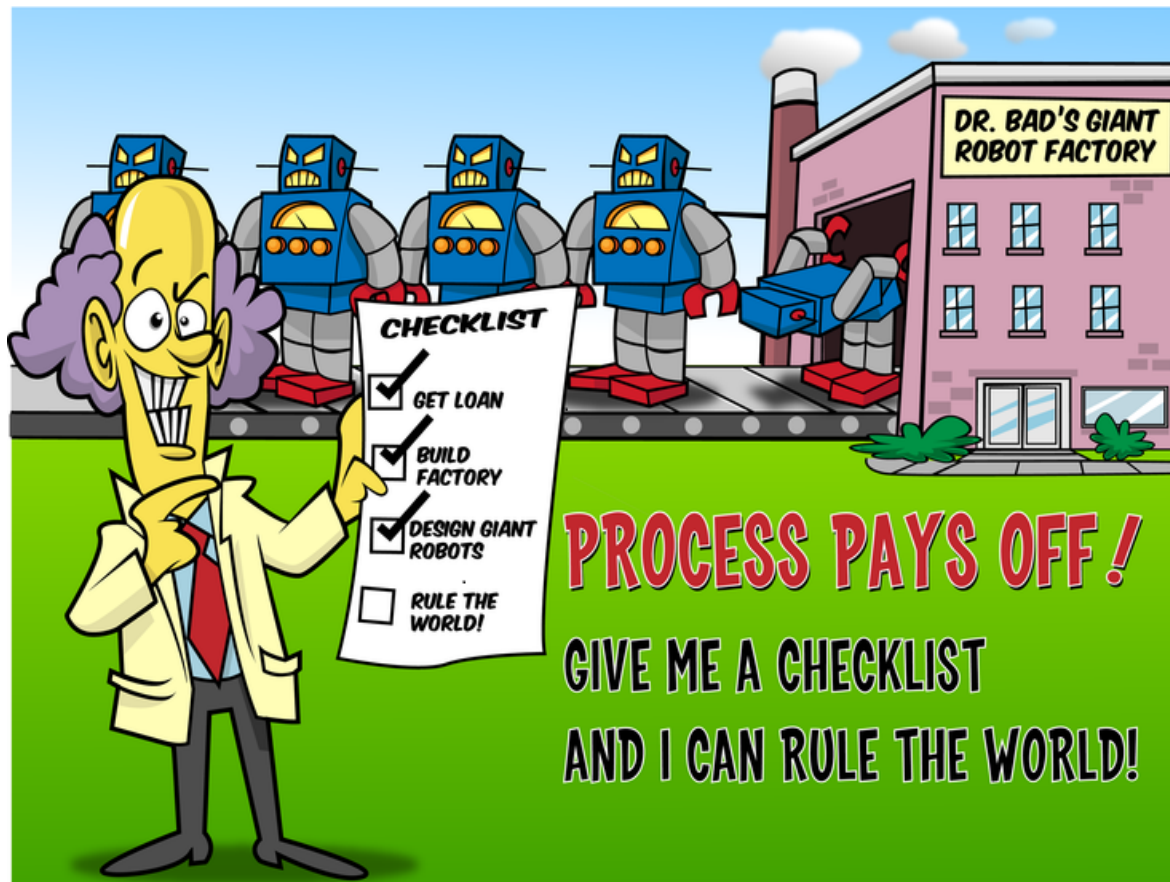
- Leafy
- FreeMind
- Trello
- Basecamp
- Wunderlist
- Redmine
- Wrike

ONLINE MANUAL TEMPLATES

- www.TurnkeyOperation.com.au
- www.systemsforbusiness.com.au
- <http://www.justoutsourcing.com/wp/systemizing-your-business/>
- <http://www.platinumbookkeepingplus.com.au/systemizing-your-business-anddeveloping-effective-processes/>

YOUR CHECKLIST OF LEVERAGE

- More planning and prioritizing (E vs. E)
- More clarity and focus (TTTTT)
- Better systems and processes
- Better recruitment and more effective training
- Quality, design, and branding efforts
- Use of technology and new equipment
- Energy (remove and reduce pain)
- Sustaining and saving money
- Enlisting ideas and experience





David Staughton

AUTHOR | SPEAKER | CONSULTANT

Wouldn't you like to know...

- How you can sell more without ever reducing your prices?
- How you can dramatically increase your sales in quiet times?
- How you can sell the products your customers seem to be overlooking?

David is your man.

Anyone can tell you how to sell more when times are good. David shows you how to grow great profits even in the most turbulent of times.

Growing up in modest circumstances, David worked in his family's hardware store from the age of six. Money was always tight and his family struggled. Tired of hardship, David resolved to become a millionaire by the age of 30 and give his family a better life.

It didn't go exactly as planned. Although David worked hard seven days a week, he found himself with few customers and on the brink of bankruptcy. But something happened...

Within no time David raised himself and his business from the struggle. From narrowly escaping bankruptcy, David went on to create an award-winning business empire in Victoria Australia with several hundred employees and a multi-million dollar turnover. How did he do it?

The good news is that David can teach you his magic.

Everyone can sell popular products during the best times of the year. Selling ice cream in summer is not what David is all about.

David uses his unique, no-nonsense strategies to help you sell during quiet times – without major discounting

Armed with hard-earned experience from the trenches of entrepreneurship, David will demonstrate how you too can make sales when no one else is selling, no matter the time of the year, month or week.

The logo for Big Hat Professional Services features the word "BIG" in a bold, dark blue sans-serif font, followed by "hat" in a pink, cursive script font. Below this, the words "Professional Services" are written in a dark blue sans-serif font, and the website address "www.bighat.com.au" is in a pink sans-serif font. The background has a light purple and white abstract swirl design.

BIGhat

Professional Services

www.bighat.com.au

Big Hat Professional Services provides consulting, coaching and training expertise to CEO's, Entrepreneurs, and Senior Management, of the corporate, government, non-profit, and business sectors. The six programs listed below are customised to suit the needs and meet the goals of each client.

The logo for Polished Professional Services (PPS) features the letters "PPS" in a bold, dark blue sans-serif font. A pink arrow starts below the first "P" and points upwards and to the right, passing over the "S".

PPS
Polished Professional Services
work/life effectiveness

The logo for Dealer Development Services (DDS) features the letters "DDS" in a bold, dark blue sans-serif font. A pink arrow starts below the first "D" and points upwards and to the right, passing over the "S".

DDS
Dealer Development Services
delivering sales results

The logo for Making More Sales (MMS) features the letters "MMS" in a bold, dark blue sans-serif font. A pink arrow starts below the first "M" and points upwards and to the right, passing over the "S".

MMS
Making More Sales
rapid profit growth

The logo for Serve, Sell & Satisfy (SSS) features the letters "SSS" in a bold, dark blue sans-serif font, followed by a pink smiley face icon. The smiley face has two vertical lines for eyes and a curved line for a mouth.

SSS 😊
Serve, Sell & Satisfy
first class frontline

The logo for 'Off Peak' Solutions (OPS) features the letters "OPS" in a bold, dark blue sans-serif font. A pink line graph with an upward-pointing arrow is superimposed over the letters.

OPS
'Off Peak' Solutions
sales all year round

The logo for Lessons for Leaders (LFL) features the letters "LFL" in a bold, dark blue sans-serif font. A pink triangle is superimposed over the letters.

LFL
Lessons for Leaders
being a better boss