



9 STEPS TO A CHAMPIONSHIP SUPPORT TEAM

- 1 **Eliminate** - negative, miserable and incompetent employees
- 2 **Fabricate** - an organizational structure
- 3 **Orchestrate** - systems for everything
- 4 **Motivate** - recruit, train, motivate and retain your team
- 5 **Indoctrinate** - share your vision with your team
- 6 **Delegate** - as much as you possibly can, except the responsibility!
- 7 **Congregate** - make it a priority to listen to your team regularly
- 8 **Compensate** - your team well and institute a group performance bonus system
- 9 **Educate** - develop the skills of your team

Develop a ‘Helium Culture’

Key Question: *Do the people in your team feel appreciated?*

In an ideal business environment the following will be the norm:

- The Principal appreciates the team and clients
- The team appreciate the principal, each other and the client
- Clients are selected for their ability to appreciate the team and the principal

How do you achieve this?

Imagine that every human being is like a balloon. Inside the balloon is helium, which represents each person’s self-confidence. When you add helium, the balloon expands and rises. Take helium out - it deflates and drops to the ground. ADOPT THE HABIT of putting helium in other people’s balloons. This is critical. Unless you have a ‘Helium Culture’ in place at your business, everything else will be irrelevant. It’s the foundation upon which everything works.

THE HELIUM GAME

For the next week, try playing the Helium Game. Find a way to say or do something to another human being, which increases the amount of helium - or self-confidence - that they’ve got. It could be your friends, employees, clients, your family, your bank manager, the person at the check-out - even the person who cuts in front of you in their car.

Why is this important?

- It makes you an extremely ‘attractive’ person.
- People will be drawn to you.
- Opportunity will be drawn towards you.
- Your own self-confidence will increase as a result.
- The atmosphere in your business will improve dramatically.
- Negative people will naturally move on and leave the business.

As the week progresses make a note, each day, of anyone you consciously added helium to:



Monday _____

Tuesday _____

Wednesday _____

Thursday _____

Friday _____

Saturday _____

Sunday _____

Did this exercise change your perceptions at all?
Write any comments here:

*To give
no trust
is to get
no trust*

[Lao Tzao]

Step 1 ELIMINATE - negative, miserable, incompetent employees

HOW TO RECRUIT THE RIGHT EMPLOYEES

Instead of using employment agencies, it can be more effective to use your current contacts and network to find a new member of staff through personal referral. All you need to do is to write to people you know to ask them for their help in recommending suitable candidates for the position.

The following is a sample letter you can send to your current database of suppliers, existing staff and clients:



THREE POINT TEST of TRUST

- **Direct Trust** = someone you know personally
- **Intuitive Trust** = someone your intuition tells you is OK
- **Third Party Trust** = someone else knows them and can vouch for them

This is a valuable yardstick to use when interviewing prospective clients or when interviewing prospective new staff members.

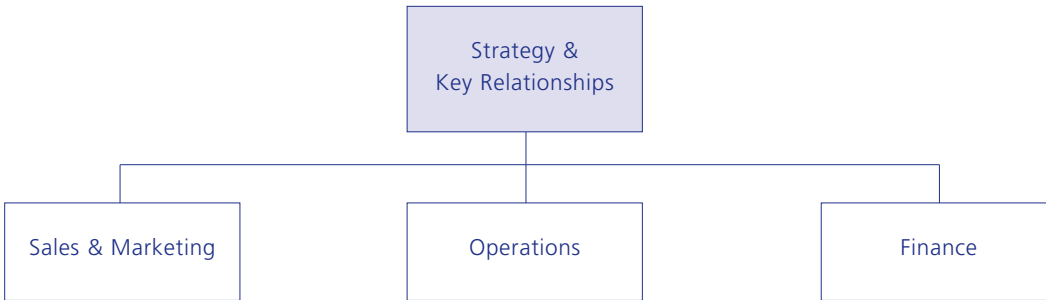
Ask yourself:

1. *What evidence do I have that I can trust, respect and like this person?*
2. *Do I respect what this person has told me about themselves - both professionally and personally?*
3. *Do I like being in the same room as this person?*



Step 2 FABRICATE - an organizational structure

Create your organizational structure FIRST and then look at the people you've got available to fill the positions. What does the structure look like for your business?



Step 3 ORCHESTRATE - systems for everything

In your business, do you have systems for:

- Answering the phone
- Greeting clients
- Organizing your database
- Confirming appointments
- Dealing with missed appointments
- Selling the idea of annual portfolio reviews
- Follow-up portfolio reviews
- Standard letters

Creating systems for your business takes time, but will ultimately save you many hundreds of hours.

- Use your Buffer Days to spend time on this - *DO IT!*
- Decide what you need and design a system for it
- Write it down - create a procedures manual if necessary
- Make sure the systems are simple and usable
- Teach your team how to use them

Make a list here of all the procedures in your business that need to be systemized - and then add a target date by which you will have developed the system:

	Target Date

CFA RESOURCE BANK

'The E-Myth Revisited'
by Michael Gerber

TIP!

INVESTORS IN PEOPLE

Being part of this will force you to create systems that ensure the smooth running of your business.

TIP!

Visit www.ygnius.com and download their mind-mapping software - a quick and easy way to create your own systems manual.



Step 4 MOTIVATE - recruit, train, motivate and retain your team

Q How do you motivate your team?

A You don't motivate them. Instead you create an environment in which people become self-motivated.

Key Points:

- Ensure there is a thriving Helium Culture in your business.
- Live your life as an example to those around you.
- Ensure the people in your team feel fully heard [see Step 7 - Congregate]

Step 5 INDOCTRINATE - share your vision with your team

- Does your business have a mission statement? Did your employees help you to create it?
- Do your employees have an idea of what the mission statement says?
- Have you shared your vision for your business with your support team?
- How do you intend to do this?
- When do you intend to do this?

Share your vision - if you have a 3-year vision, 12 month plan, 90 day goals - share as much of that information as you can with your team. Set a date to do this *NOW*.

Step 6 DELEGATE - as much as you possibly can, except the responsibility!

For the next few days, keep notes on all the things you do during your workday. How many of these things could you delegate to members of your team?



Activity	Can I delegate this?	Who can I delegate to?
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

REMEMBER THE 80/20 RULE!

80% of your time is spent on activities that produce 20% of the results
 20% of your time is spent on activities that produce 80% of the results

How can you delegate effectively, so that a higher percentage of your time is spent producing top results?

As a business principal you should be spending -
 80% of your time:

- Developing relationships with the right type of people - suppliers, team, strategic alliances, clients.
- Helping those people to identify and solve their problems.
- Asking those people to recommend you to others

20% of your time:

- Managing and leading the people to whom you've delegated everything else.

WARNING: Delegate does not mean dump! You are still responsible.

TIP!
 It can be difficult to give up control to others. Accept that the best people in your team will be those who are 80% as good as you are.



Step 7 CONGREGATE - listen to your team regularly

Group congregation = Quarterly time out for team meetings (3 hours). These should be facilitated as a group discussion. This is an opportunity to discuss and review:

- 3 year vision
- 12 month plan
- 90 day goals for next quarter

It is also an opportunity for your team members to give marks out of ten on how THEY think the business is doing in these categories: Finance, Sales, Marketing, Resources and Personnel.

One-to one congregation = Staff appraisals. Do this at least once a quarter.

HOW TO CONDUCT AN APPRAISAL - or 'Personal Progress Interview' [PPI]

Make this a friendly, light, non-confrontational exchange. Just be open, honest, straight, make it safe for both parties to communicate anything. Make sure that you acknowledge all answers verbally and write them down. This method ensures that the employee feels fully heard and acknowledged before any constructive criticism is offered.

Firstly:

Tell your employee that you want to spend a few minutes with them having a look at how things are progressing and how they feel about their job at the moment. Then ask the following questions:

- 1 What do you like best about working here?
- 2 What do you like least about working here?
- 3 If you could wave a magic wand, what would you most like to change about working here?
- 4 If we were to supply you with additional training over the next 12 months, in which area would you most like to be trained?

Secondly:

As the responses to these questions are given, listen carefully, acknowledge the answers, ask for more information if necessary, clarify that you have fully understood their comments and then discuss any actions that may be necessary to build on the good and change the bad.

Thirdly:

Explain that you would now like to offer some constructive feedback on their performance. This takes the following form:

- 1 This is what I like best about your work performance
- 2 This is what I like least about your work performance
- 3 These are the things I'd like you to change

Step 8 COMPENSATE - your team well and institute a group performance bonus system

People go to work for the following reasons:

- To make money
- To be appreciated
- To have some fun
- To work in a nourishing environment

To make sure that your team remain happy, motivated and loyal, follow these three simple steps:

- 1 Pay them the right money = a good competitive basic wage, which is above average for the geographical or sector position of the business, i.e: top end of basic.
- 2 Give your staff a guarantee that their basic wage will be reviewed annually in line with average earnings.
- 3 Implement a group performance related bonus system. Introduce an element of pay for everyone which is linked to the performance of the business/organization as a whole. Create a system whereby: Given the achievement of an agreed performance level/target, everybody in the business gets TWO WAGE PACKETS in December = 8.33% bonus.



It is vital to communicate the scheme to the team, and to have a means by which everyone can check performance against target. In the staff room you may want to have either a Graph or a Thermometer which shows in an instant how the business is performing against target.



CHECK LIST	Target Date	Done
I have communicated my vision and targets fully to the team	_____	<input type="checkbox"/>
I have ensured that they understand the group performance related bonus system	_____	<input type="checkbox"/>
Everyone is clear as to the targets for the business and/or their individual targets	_____	<input type="checkbox"/>
Graph/thermometer is installed in staff room	_____	<input type="checkbox"/>

Step 9 EDUCATE - develop the skills of your team

It is your responsibility to train your team to do their job better by means of:

- Training courses
- Role-play

If sensitively handled, role-play can play a key part in significantly improving your team’s ability to do their job well. It will also enhance their self-confidence.

Look back at the list you made for the systems needed in your business. Now consider how the use of role-play could help your team to implement those systems more effectively.

Some areas to consider are:

Telephone - how are the phones answered? What sort of image is portrayed of your business? Is it always consistent?

Reception - how are your clients greeted? How are they handled at each point of contact? Is there a consistent system?

Point of sale - rehearse how you sell.

Key Points on Role Play!

- Make sure the principal is involved and participates before anyone else.
- This is an opportunity for everyone to make mistakes - with each other, NOT with clients.
- Consider closing the business down for half a day in order to do this without interruptions.
- Consider taking the team away for a weekend where you will have ample time for role play as well as other recreational activities.