Santiago Arango:	00:00:00	A couple of things real quick. This is out for everybody. Just a quick thing and for everybody to know. Next week of course we have Christmas coming up. This is so exciting. It's almost shocking to say that Christmas is next week, but as a reminder, I want to let everybody know we will not have a class next week. We will not have any pods next week. We'll still be open. You can shoot ... Shoot us messages. We still have one on ones, we have all that going on. We just will not be doing the pods or the trainings and everything will come back on Tuesday, December 31st. New Year's Eve ready to party, ready to have an amazing start early for 2020 and that's going to be just totally awesome.
Santiago Arango:	00:00:50	Then final thing, office hours with Ellen, Tuesday, January the 7th at 3:30 Central. Tuesday, January the 7th, 3:30 Central, Just as a quick reminder, everybody got ... Get that, put it on your calendar now before you put someone else in there and before you say, I forgot. None of that was put on the calendar now and we'll see Ellen live. Without further ado, Ellen, the fantastic. I have to say they're fantastic because Cheri is the awesome.
Ellen Rohr:	00:01:22	I see that.
Santiago Arango:	00:01:23	Take it away, whoa.
Ellen Rohr:	00:01:26	Yay. I couldn't believe that I was putting together my slides for this class and class number eight. We're on webinar number seven. Webinar number eight marks the last in the series of classes and I'm very pleased that we get to do this together. I am so grateful to you for the opportunity to share what I've learned and continue to learn from you. Thank you. Hey, I was noticing and I'm going to ask you to follow in James's good footsteps here. James says, listen to this, I can feel the pride in this, James. 2020 quarter one way ahead brief is built and ready to brief our whole team on January 3rd. What a great feeling. There are a couple of jobs that as the owner of the company, you can never relinquish. Every other job you can't not ... I don't want to say relinquish, delegate.
Ellen Rohr:	00:02:22	You can delegate so much of what you're currently doing at ... This is such a why, for getting involved in this program. The more money you make, the more options you have and that includes engaging other people to do the work that you don't need to do. What do you need to do as an owner of a company? This is for the owners. As the owner of the company, your job includes setting the vision, so the executive position at the company is to point to that a destination on the horizon and say, that's where we're going. This is why I'm going there. What

are your dreams? What's your why? Could we travel together at least for a while in the same direction? Your job is to set that point on the horizon to which you're going to boldly march for as what Jim Rohn ... Jim Rohn says it this way, for what it will make of you intent.

Ellen Rohr: 00:03:23 Another thing you cannot relinquish as the owner. You can't delegate your way out of the financial responsibility. This class is designed to help you become a good financial steward. For those of you who have called me and said, my accountant did me wrong. I will give you like one moment of empathy before I say, "Okay, now, the lesson here is, no one is going to watch over that money like you. You're the owner, it's your money, it's your responsibility, the Bean Team, the Bean accounting team, your financial planner, your controller, your accountant, and your bookkeeper." Anyone on your team who's helping you assemble the financial information works at your direction and you are responsible for making sure you get good financial report so you can make better, faster, more profitable decision. Your job as the executive; set the vision, take responsibility for the money.

Ellen Rohr: 00:04:23 Another job, FYI, that you're going to be involved with every day of your life as a business owner is going to be marketing. Marketing is just so dynamic happening so fast that a big chunk of your overall financial piece that you'll have to pay attention to what decisions are happening with marketing. Even there you can see that the heavy lifting can be done by others. Your responsibility is to oversee. In the Michael Gerber style of org chart, he attempts to communicate that high level, the mid-level management and then folks are actually making things happen. Some of them are your employees, some of them are outsourced, professionals and some of them are even volunteers. Put those kids to work. Right? Just a little reminder of why we're doing this. Getting back to James's comment here, boast on yourself. I want a little bit of bragging right now.

Ellen Rohr: 00:05:20 Jot down something that you have gained from this class or just what you have been reminded to do in the last couple of weeks that are going to help you kick off 2020 strong. What have you done? Did you put a budget together? Have you revamped your chart of accounts? Are you showing people some numbers? Have you set some goals? Just brag on yourself for a minute. Let's see what kind of winning behaviors we can applaud today. You go ahead and do that. I'm going to keep an eye on the chat on this screen and then I've got my slides on the other screen. Let's take a look. As you know, we've gone through the webinars. This is a recap of what we've done. You'll notice this is Jeff McLaughlin and I showing our Z's for Zoom Drain, we have a sign ... A team sign now. There you go.

Ellen Rohr: 00:06:14 This week ... Last week we talked about finding the Sweet Spot in terms of jobs that are going to help us win. I'm very pleased with the content we shared. I mean, I don't know if it landed, but I felt good about the release of the information in your direction. The idea is to find jobs that you can make money doing and do more of what works and less of what doesn't and use that to flavor your upcoming simple, simple business plan for 2020. This week our focus is going to be on, how do you get the team in on the game? How do you get the team in on the game?

Ellen Rohr: 00:06:51 We've touched on this topic throughout the last six weeks. I'm going to get a little deeper, a little more specific on things that you can do to help your team help you reach that point on the horizon. Then next, when we meet next on the 31st, taking next week off, I'm going to focus on the few things that really matter like don't make this too complicated. It's easy to get stuck in the weeds. What are the few things that I do to make sure that we're operating ... Lots of pictures of me in my slideshows.

Ellen Rohr: 00:07:29 A recap of our homework. This is our dispatcher Bobby, and that's me at the Mr. [Ed Dorr Wilbur 00:07:36] where the texts come up and get their marching orders. I just thought that was fun. Okay. The homework, the weekly financial meeting at the FQC. Pay attention to the replay page. Share that with your team members. Watch these videos, again. Tick off that financial checklist. You can use Trello, you can print it up, but use that to guide you through the process. Do whatever you need to do for your end. My controller right now is at the accountant right now and I will be checking in with them. She's got a list of stuff that we want to ask them to do. By the way, another tip, I never give my accountant an accountant copy of my QuickBooks.

Ellen Rohr: 00:08:24 Now I don't know; very many people who will tell you this. What if they make changes and you don't know what they're doing, a lot of your good work could go out the window. What I do is, I have Gail come back with whatever assignments we need to do. I've got some suggestions for my CPI. I've got questions about what we can yet expense for 2019. We've been in touch with the accountant all year, but I've got several businesses. How can we move money around? What can we get expense this year to manage our tax liability for the year? I just don't want any surprises, so this is our last minute moment to talk to the accountant. But what I'm not going to do is give my accountant my QuickBooks file and have him work on it independent of us.

Ellen Rohr: 00:09:15 What I'm going to do is have him bring back any changes that we need to take any adjustments, do them and then have them look at them. All right. That is a huge piece of advice that you don't get very often and I will not waiver from that. I've seen too many messes made by the accountants in this effort to fix what you've done. You've got to be in on it. At the very least, you get on a Zoom meeting like this and you guys do it together; have them hand you the adjustments that would be better. You do them, they check them. Questions, comments on that, let me know. All right. Let's see what we have for good news while I'm right here. Leadership team in place. Sherry, look at you all caps and adding the transparency that helps us move strongly into the New Year girlfriend, I'm going to cry.

Ellen Rohr: 00:10:05 You guys have come so far on that. I am just so proud of you. Refresh the budget. Kathy Smith by there. Yeah, refresh the budget. You know what's cool about that once you've done a budget even there things to on another one isn't it? We budget with one of my friends. He's 31 years old and crushing it. Put together a $2.2 million budget for 2020. How about that? So exciting. Have four top goals and all the bytes to get rid of that elephant. That's exciting. Karen, budget is almost done. You know what? It's never done. It's good enough. Do this version and another version and another version. I'm giving you big props for that. Priority scheduling, charging double for sweeps. Greg, how easy is that? I would love to hear you reply in a month from now that no one even noticed.

Ellen Rohr: 00:10:54 Yes. Thank you for giving me the VIP pricing that's going to happen. Start to put our books together the correct way. This is Amelia. Yay. Able to explain line by line the reports. It's been a sweet and bitter situation, totally relate. Showing numbers to our staff in Mexico. What? Setting goals and quotas also have a plan to learn how to track it better. Also found a new CPA dealer that is exciting to our Mex ... Do you have a location in Mexico? Is that what you're sharing there? That's so cool. Very nice. Okay, so I put here on the screen. Budget more. Do another budget. You've got your budget done. Do a Santiago approved three minute napkin type budget for sales, cost of goods sold, gross profit, gross margin percentages, operating expenses. Just put those few numbers together for your next milestone and just have it at the ready man.

Ellen Rohr:	00:11:55	Should you blow away your first goal, you'll have another one ready to go and it'll inspire you. Price increase. Sweet Spot jobs. All right. That was additional homework and then when you do all this, what you will come to understand, is that you are going to have to get better at marketing and sales. Thank you so much for the inner circle, Santee and Sherry and Team Phenomenal all around because I know that if I didn't have you guys, the work that we're doing here would almost be like giving you a loaded gun. It's dangerous to ... Just raise your prices is dangerous unless you're also improving your marketing, your sales, and your operations all around and we all have that support, coaching community and information. Now all we've got to do is implement it, right? Thank you. Thank you. Thank you for your service.
Ellen Rohr:	00:12:54	James, thanks for building a sample chart of accounts for SoftWash, right? The COA had the pro format. Yes, it did. How sweet is that? There is a nice little tool for the SoftWash folks because I love you. It's ready to go. Your chart of accounts matches the SoftWash pro format. Very cool. All right, so that's your homework. Update your goals and projects. I use Trello. If you're using the Ziglar planner as well, great, because that's your personal discipline and then you can leverage that time capsule work with some community boards and lists like Trello or dry erase board so that your team can get in on the game. We'll be expanding on that a little bit today. Just a reminder, I'm not going there. All of this and more is on the Phenomenal Administration Systems page. Pour through that. Assign activities to your team.
Ellen Rohr:	00:13:56	Use that information. If you're looking for a form, I might even have one on the complete Sweet, so dig around in there. All right, now I want a little ... More feedback today. What jobs did you discover for your Sweet Spot? Did anybody get a Sweet Spot job like was there a, "Oh my gosh, we love this kind of job. We do it and we do it well. Our team is good at it. It's easy to sell these kinds of jobs. Why don't we figure out how we can do more of them?" Did anyone have a moment like that or Sherry we ... Sherry you're just ... I'm feeling so emotional towards you today. I love you so much and I'm so proud of you and so grateful for you to share your story with us. We eliminated high-risk accounts like just quit doing that. Like me, I'm just not going to work for people who aren't going to pay me.
Ellen Rohr:	00:14:57	Why was that such an awareness? Let's stop working for people who don't pay us. Does this make sense? That's what we mean by sweet spot, finding those jobs that work and eliminating

those jobs that just don't. A little recap of Modest Labor, NICE Materials. How can we sell it? How can you price it? What makes it better ... I just pulled up a picture because Starbucks does such a nice job of apples to oranges. Those are not small, medium and large cups of coffee. They're a tall, which is a small, a Grande and a Venti and that makes all the difference, right? What can you do? We fix leaky and smelly chimneys. "Ooh, that would identify it. Ooh, why chimney is leaking. There's smoke coming in my house. Oh my gosh. And it's smelly. There's something in it." That can happen.

Ellen Rohr: [00:15:52](#)

Really good stuff. Yay. All right. Excellent. All right, so questions, concerns, insights. Let me pause here because I'm going to launch into some new information. Is there a misunderstanding I left you with from last week or a previous week? Santee made the announcements. I know one more, we want to make sure that you get to the event in February. The inner circle events and if by chance, there's someone on the hall who is not already in the inner circle, contact the chat in the box about the event, about the owners. There's a business owner's boot camp going on at the same time. That's a little test drive, it gives you a chance to test drive the community and the systems if you'd like to do that. If you chat about that, I'm sure Santee will pick up that information and get the right info to yours.

Ellen Rohr: [00:16:46](#)

Tammy, are we still able to access the class material after the class is over if we are not in the inner circle? As far as I know, that's a yes and I think there is a time period that's quite generous. Santee, you may know the answer to that one and if not we can find out. Tammy it's not going to disappear on the 31st or the 7th. I promise. Ellen is correct. Okay, so it's going to be there if you want to download those materials. Great. In a week or so, like give us till after Christmas. I think there's going to be announcement of the business owner's boot camp which is a test drive situation. I can say test drive but you comment it, it's a two-action-packed days of breaking apart every area of your business and helping you put your business plan together and tackling all of the areas between me and Howard and some guest stars.

Ellen Rohr: [00:17:41](#)

We usually absolutely pack with value, this two-days business owner's boot camp. I love doing it. There will be some community moments with the whole inner circle. If you are thinking about the inner circle, start with the business owner's boot camp. The price is ridiculously good. You can also make a note in the chat here if you would like to attend. I think it's going to be like the 5th and 6th or 6th and 7th of February. But

		we haven't ... We don't ... If you haven't missed anything on it yet, I think we haven't sent the information yet on that. Just make a note. "Yeah, I'd be interested," Santee can help you get connected. Don't look at your screen. You'll get a seizure. Okay. The topic today is getting your team in on the game. I think this is an adorable picture.
Ellen Rohr:	00:18:39	This is my son Max who turned 34 years old last week, but never too old to be embarrassed by his mother, I think. Just wanted to tell a story about kids today. I think a Howard and Phenomenal product is such a great example of young people finding careers, not jobs. Be magnetized to a place where they're going to be appreciated and engaged and asked to participate and help and treated like human beings. Often, I hear trash talk about kids today and as a troublemaking test ... Fence testing person myself, I have been bad mouth in my life for all those same reasons for questioning authority and wondering why testing the rules, like why do we do it this way? How come? I think that's a good thing to stop, to eliminate. In other words, if you find yourself saying a sentence ... Starting a sentence with kids today, just don't finish the sentence or think of something nice to say.
Ellen Rohr:	00:20:00	This is why DiSC mapping is so terrific because kids aren't one way. Boomer, Baby Boomers aren't one way. Men aren't from Mars and women from Venus. We're all this big mess of personality and motivation. DiSC is the tool that allows us to celebrate diversity, embrace that people are weird and wonderful. What is it that you bring to the party? How can I best accommodate your learning style and your personality type and your basic motivation so that you can be successful here and that we can communicate better together? If you don't have DiSC on your top projects list, I would add that. It is a great substitute to start using DiSC in your language and replace sentences that start with kids today. Kids today are lazy. They don't have any work ethic. They're always on their phone. All these things that just aren't helping you.
Ellen Rohr:	00:21:05	My encouragement to get your team in on the game is to quit trash talking them. Quit saying things like, I can't find good people. Then it's funny when people start this conversation with me and then argue with me about how they're right. I think of the great line by Wayne Dyer which says, you can be right about that or you can be kind, you can be right or you can be rich, you can be right or you can be working all by yourself, right? Like embracing the possibility that kids today are not only wonderful, but they're absolutely going to help you grow this

business; that they are the key to you having that which you're walking towards, to having everything that you want. It helps you help them get in on the game. My number one tip today is to stop trash-talking kids.

Ellen Rohr: 00:22:08 All right. Now, what we want to do is we want to play a great game and I want to ... I give a shout out to my friend Jack Stack. In fact, I'm going to be introducing Howard to the group, The Great Game of Business. That company is located in my hometown right now, Springfield, Missouri. Howard and I have a meeting set up in January to visit with this crew. These are the guys who taught me so much about open book management. I was doing open book management before. I just didn't know there was a name for it. I was showing my team the numbers because I didn't know what else to do. We were going to quintuple our prices. Why? Well here, look at the budget, like I'm doing the math. What do you think? It is a big reason why we gain buy in and trust with our team as we did it.

Ellen Rohr: 00:22:58 Then I read this book, The Great Game of Business, and I thought, "Oh, there's a name for this. It's called open book management." I want to jump into this, but I'm getting ... I want to ... I go back to the questions I asked here. Let's see what you have to say. What you put out to the world will come back, this is Greg. Bad talking or downgrading someone will get you, it'll come back to you. "Oh, that's so true." What you put out, bounces right back. Are you in Mexico? Okay. When you fight your limitations, you get to keep them. Stop the trash talk. When you fight, that would you resist, persists. That's another one I've heard. I think that's ... I don't remember who said that, but I love it. That would you resist, persists. Like just stop and let it flow over you and choose some new things.

Ellen Rohr: 00:23:46 Yay. Stop dogging on your team, the team that's about to give you freedom. Absolutely. Just like why not love on them? Why not put them in and let them make mistakes like you don't. Hello. All right, let's talk about the great game. A game, a great game. I am inspired by this book and this is the language that I use to describe a great game that a great game consists of reasons. There is a why behind doing everything. I hope that on my ... I hope, I intend on my best days to deliver enough reason behind what I'm suggesting or the directive to my team members that they get it. I don't like to ask people to do things just because I'm your boss. To develop a reason helps. A great game consists of reasons for doing things and the biggest reason of all is, what is that point on the horizon for you?

Ellen Rohr:	00:24:47	What is in it for you? Should we march together for a while? What dreams do you have that I can work with you to help come true? Having a reason is essential to playing your great game. Having rules is essential. Never apologize for having manuals and systems and procedures. It's okay. There isn't a game without rules. You wouldn't play soccer or football without rules. There's gold posts and lines and offside. Even if sometimes you get the short end of a bad call by your service manager, that's the game. Games have rules. Don't apologize for them. Just make sure that the rules don't get in the way of making money, of making your dreams come true, of being a kind person. The rules are also subject to some input and yet they are essential to have them. People say safe and can get the job done and are just operating in straight out chaos.
Ellen Rohr:	00:25:54	Having said that, there are rights. Rights mean, what is not in the rule book? Where are my freedoms? In basketball, there are rules, but every now and then if you've got an open court, you could run down the court and do something pretty cool. If you were capable of dunking that basketball, you better make sure you make the shot. There is some freedom in the athleticism, in the delivery of your service. If your interpretation of the game within the confines of the rule that creates mastery and art and that's really, really cool to have some breathing room. At Zoom Drain, we don't fire people for making decisions. We fire him for breaking the rules and that's way different. There are going to be times when your team has to make a call and you want them to make the right one. If they know your why and your reason and your values and if they understand the rules are held accountable to them, then how delicious to give them some space to be creative. To get projects done, to do their job without micromanaging and then there's a reward, a reward based on some empirical data on the score.
Ellen Rohr:	00:27:10	We've been talking this whole phenomenal financial blast webinar series has been focused on the base for getting the balance sheet and the profit and loss in place. The financial quick check is the overall score for the company. I suggest you do that first. From there, you can start slicing off pieces to create games for every person on the organizational chart. Now, I've even done a program that is available. I think it's available to inner circle members. I believe it's available as an a la carte. If you are interested in the better way to pay program, I think it's a 777 program. Again, put your name in ... These guys are so nice to me, Santiago, Victoria, Michelle. These guys know better than I do. What the rules of the game are as far as what programs are available and how to procure them. But the better

way to pay program is a nice next step from the phenomenal financial blast.

Ellen Rohr: 00:28:16 We'll probably do in 2020 as we progress. There is a recorded version as well. Reward based on the score is essential to playing a great game with your team members. So the main course would be their salary or their hourly wage and dessert would be bonus and contests and other additional sweeteners to the package. Maybe even some benefits at your company. I hardly recommend the book, The Great Game of Business. They just ran a 20th anniversary edition. These guys taught me a lot about open book management and may give you some inspiration as far as applying some of the principles I've shared with you.

Ellen Rohr: 00:29:02 All right, now I wish the quality of this picture were a little higher but it really emphasizes what I was after with this next point I'm about to make. If you are going to keep score at your company, like if you are going to get your team in on the game from the financial quick check, from the balance sheet, from the profit and loss; we can start to dig a little deeper and find additional methods of keeping score. For instance, suppose you have service techs at your company like I do and suppose we set a goal for 2020 to do $1 million in sales and I have four service technicians. By the four service technicians who are responsible for $1 million in sales. Pop quiz. What is each technician's goal? I want to do $1 million in sales according to my budget in 2020. I have four service technicians.

Ellen Rohr: 00:30:00 What is each of their goals? Correct. There's better way to pay ... Okay. Kathy's asking a better way to pay Santee, if you want to help me with that. Thank you. Okay. The Halas family, they're better than phenomenal. Halas family says $250,000. That is correct. Now, some of you might be thinking, wait a minute. Should the senior guy who's been there five years, have more of a goal than the guy who just started? In my philosophy, No, It's called the fair share that each of those team members this is just a little tip into how you could create a game. I'm not going to go too deep into this today. I just want to get your gears crunching. Okay. The fair share would be that, if I have four guys, each of them is responsible or gals, each of those people are responsible for 250,000. And my job as the owner, as the manager, as the ultimate person responsible for the care of my team is to help them get good enough that they could deliver 250,000. Now, should they exceed that?

Ellen Rohr: 00:31:07 Wouldn't it make sense to give them a bonus or some productivity bonus? Yes, but bear with me, the most important thing here is that these people, they have to be capable of getting that sales. How do we do it? We train them, we teach them what they need to do to be successful. Well, I'm just going to go give you this example from my world and you make the adjustments for your world and type in questions if you have them as I chat. Right now, if I'm supposed to do $250,000 in sales and I just started with you. There should be some reasonable amount of ramp up to get their time in which I can ramp up, during which I can ramp up to be able to be tracking $250,000 in sales. The more training you have, the less experience you need for a new hire.

Ellen Rohr: 00:32:11 The more training you have, the less experience and skillset you need for a new hire means there are a lot more people in your potential pool to hire from. If all you're looking for are experienced techs or experienced people in whatever industry you're in, then the pool gets smaller and your headaches get bigger. Are you with me? If you are going to track, I'm going to track your sales and our goal is to help you get to $250,000 in sales on a daily, weekly, monthly basis. That's our game. All right? That's the score card is going to be your sales. Then if I'm going to track that, I have to train them because if I'm going to track it and not train them; it's mean. It's mean. If I'm going to train them and not track, it's pointless. It may even be dumb. Training, training, training for what?

Ellen Rohr: 00:33:15 We train to move a statistic. We measure, so that training was effective. Are you with me? Tracking and training are how you get your team good. I will tell you that I have never met a team member in my whole life who resisted training. I've never met someone who said, I don't want to get trained. I don't want you to tell me how to be better at my job. I don't want to learn anything on this job. I have not had that experience. I have had the experience, and this is picture just really captures it for me. This is Sam doing technical training on a boiler, wall-hung boiler at his company and these guys are engaged like they're there. They're watching him do ... Like this is the energy that I have experienced over and over and over again in my life knowing what he did here.

Ellen Rohr: 00:34:22 These service techs they're selling heating systems, so they're responsible for good customer service; going through a sales process, doing a diagnosis, making appropriate suggestions based on the questions that they ask their customer. All of that takes good communication skills, good organizational skills, and then they're going to present solutions based on their diagnosis. Those technical skills and communication skills using a price book, asking for the sales, shutting up, waiting for the answer, maybe overcoming an objection. Finally, we have, yes, yay, congratulations, you've made a good decision and then they have to actually fix it. We are responsible for... The companies I work with, the leaders that I work with, their training is to be responsible for that person, knowing all of that, and that training happens at school. You could develop a training center at your company.

Ellen Rohr: 00:35:33 Now this is a bigger company. They actually built all this stuff to work on. How cool is that, but until you're at that point, this guy, this company used to work on their own heating system, but as they worked on that system, what they were doing is they started to keep score with their team, right? Those sales goals were based on the budget. There was some reality. There's voodoo in making a budget. I get that, but there was some basis for that goal, for that standard. And now we're going to help you get good enough to achieve it. That is part of this great game. All right. Now I see you asking about the better way to pay program. Awesome. Thank you for that. If you're interested, jot your name in. It looks like Santee is helping you get connected here. Thank you very much, and Christian. Yay.

Ellen Rohr: 00:36:25 Is this information landing? Are you with me? Like now getting your team in on the game is how do they win? What's the point of them playing with you? They don't mind if you make your dreams come true. They don't mind if you make a lot of money. Santee has said this so clearly before, they want Howard to be successful and to make a lot of money and make his dreams come true. Howard also understands that his teams is the one response ... They are the ones responsible for making this dream come true. It is a symbiotic relationship, usually beneficial.

Ellen Rohr: 00:37:02 Is this landing? Oh, this is great. Just had a meeting with them this morning. Better knowledge. Less the worry. Yeah. Yeah. Train them. Help them get good. Help them get good enough to be successful. What is good enough in this example I gave you? Good enough is that you deliver $250,000 worth of sales. Sales that sit well. Sales that make customers happy. We can measure that, too. We can measure gold stars, five-star responses. You're going to create a game. You're going to get some empirical data for measuring if they're getting better. In this world, a leak is bad, right? It is an Imperial measurement. It would create a callback. We measure callbacks, so you're going to get them in on this game in the same way that you're leveraging the information that you've learned in the Phenomenal Financial Blast to help create a non-emotional data-driven game for your team.

Ellen Rohr: 00:38:05

All right, so let's talk about the big picture. Getting your team in on the game. I recommend that you invite team members. Well, this is what I did here, is I've got in black, the bullets that are in black our big picture financial scorecards that I might share with the key employees. You don't necessarily have to share that with everyone, but I do suggest you share it with someone. And then in purple, the FQC and the scorecards, I do recommend that you move in the direction of sharing that information or portions of that information with more people. Scorecards can be developed for every position at the company and you might just start by keeping score with sales. Just a baby step. If you haven't tackled a better way to pay program. If you just want to start tracking sales by the person who makes sales. That would be interesting.

Ellen Rohr: 00:39:09

Just start writing it on a scorecard, on a dry erase board using your POS system and posting those numbers once a day, once a week. These are the scores that yes, you get your team in on and the purple scores are appropriate for more team members. Scorecards for every position on the org chart is possible. Start with sales. Start with sales. Okay. Now the financial quick check. Let's again remember this. I think I told you the story last week about the ... My friend at Oracle who everything that happens at that massive company, 175,000 employees, Larry Ellison and the senior VPs get every bit of information on a one page report. The rule is don't give him anything that's more than one page, how powerful that is. The financial quick check is just an example of a one page report. You could share this with your team.

Ellen Rohr: 00:40:12

You could share it with all team members if you're sensitive about the cash flow. If you're saving money off at you're making; just share the income and the direct costs information and the reason I say that is because the sales and then the labor and materials are those things that your frontline people are impacting, delivering every day. They're the ones who are taking the activity and making the action that results in those numbers. They're creating the sales and they're the ones that are cutting the checks too for labor and they're the ones holding and installing the materials. Do you see that this is their global game? Now at some point, for those of you who are a little bigger, Greg, we talked about doing this maybe in 2020, maybe you're going to wait to 2021. I'm happy to see your updated chart of accounts.

Ellen Rohr: 00:41:12 You might split departments; so we have the service department, which is small jobs and then the install department, which is the bigger jobs. For some of you there might be service and there might be over the counter sales. You work out of a shop where there's actually over the counter material sales. Those would be different skillsets, different procedures, perhaps different employees. That's what leads me to suggest you might want to track those departments separately and then combine them. You can see the departments and then the total when you create a dashboard report like this. Share what you feel comfortable sharing and then you can ease into more if you want to. Is this making sense? Let me pause here for a moment and let you guys give me some feedback on this. Comments, questions, concerns? Is it landing?

Ellen Rohr: 00:42:13 `What do you got? One way to get your team in on the game is to share the financial quick check. Here is an example of a job, I'm sorry, of a position scorecard. Job costing is a scorecard literally for the install team and specifically for the lead installer. Talked about this a little bit last week about getting to a Sweet Spot job, you might try job costing. It's also a very nice example that the lead installer's scorecard is a position-based scorecard that dovetails with the whole. Making sense? Now the month end here in checklists ... I'm bringing those up right now because you might have team members help you ascertain that the information is right. I just printed one up here. Don't bother putting your nose right up on the screen. I've got samples in the administrative page on the inner circle website and on this replay page. For those of you who are not in the inner circle yet, but this is something that your team can help you ascertain. Is this number right? How many vehicles do we have? Could somebody go take pictures and count them? Could someone count the inventory so that we know what we actually have for inventory? Could someone audit the accounts receivable? Is that even right? Is that what people owe us? You can delegate pieces of these checklists in an effort to get team members in on the game. See? They're helping. It's so good.

Ellen Rohr: 00:43:51 Yeah. Sherry like I ... The ease into, yeah, don't beat yourself up. Don't beat them up. Just start thinking of ways that you could share information that doesn't make you panic or have a heart attack but allows you to build some trust and open up the conversation to your team because I know, like I know, like I know that your team is going to solve all your problems for you. All right. As Santee and Sherry; before I get off the phone today at near the top of the hour and about five minutes, I want to open up the phone to you too because I know what I'm saying. We have had these conversations and I'd love a little input from you guys. Here's another thing I want to trot out. Like how do you get your team in on the game? Financial quick check, scorecards for every area, even before, even before you build in bonuses, you can start to keep score and they will still play. They will still play.

Ellen Rohr: 00:44:50 Ultimately you're going to want to put a little bonus program together for them, but they just want to know, am I doing a good job? What is the game here? What are you measuring my performance on? Is it sales? Is it production? Is it the number of book calls? Talk to them and just start manufacturing a few individual scorecards that have some data to them. Don't measure things like sunny disposition or good attitude? I don't know how to measure that stuff. Keep the empirical and those other soft things will happen, just saying. All right, now the other thing I want to mention is the ride along. Here's Jeff and Brad. I was just at Zoom the other week and I love going on ride along. I'm going to pick a guy, I'm going to ride shotgun. I got a little checklist I go through, but I don't make it awful.

Ellen Rohr: 00:45:44 I do everything I can to use that opportunity to get to know that person; get to know their why, their goals to put on the dream manager hat. We're riding along today. You've got the cheese with you today. What do you want me to know? How can I help you? The other day someone said, could we have ear buds? I said, I'm not asked about the ear buds. I think it's not okay to have ear buds while you're driving. But what do you want; it's just hard to hear in the cab and like that, do we know it? I go back to the office and they got; we can't do ear buds, but we have these little speakers. I said, well, did they know that they haven't? No, it was just all I did was connect dots that were already there because of my ride along and my street kit Craig went up. Solved a little problem that the Bluetooth speaker in one guy's truck didn't even know that was an option. It worked great.

Ellen Rohr: 00:46:38 The ride along is where you're just going to have the informal conversation. What works for them? What doesn't work? What do they wish were different? What do they like about their job? Tell me about your family. What are some of the goals that you have? Just to talk real to them. I wish we could do ear buds man, but apparently that is against the law. So we can't just

		some conversation happen when you spend time with your frontline people. Greg, is all different scorecards and job goals all set up? Maybe, I mean there are some scorecards that I have that you're going to be able to use and there's some already like you can go look in the complete suite for some sample scorecards. You can get started on this in anticipation of doing the better way to pay. But we know with the better way to pay, you might want to make sure that that's going to be a priority.
Ellen Rohr:	00:47:36	It's going to be one of your Phenomenal Four ... That is not a program you're going ... You're not going to change the way you pay these guys tomorrow. Don't do that, plan it, ease into it as Cheri said, and do it with a lot of communication. The pre-requisite for the better way to pay is this class and start talking about; should we change the way we pay with you guys in advance of doing it or you're going to have a coup on your hands. Are you with me on this? With new hires. Yes. With new hires, you could adopt a better way to pay right from the get go and let the seasoned guys know that we might change the way we pay. Let's talk about it. Oh, Howard, hi.
Howard Partridge:	00:48:20	Hi.
Ellen Rohr:	00:48:24	I'm checking the time. If I were to, we're probably getting close to the top of the hour. Hello handsome. How are you?
Howard Partridge:	00:48:30	I am better than Phenomenal. How are you?
Ellen Rohr:	00:48:34	Good. Good, good. We're talking about getting your team in on the game. What do you have to share about that today?
Howard Partridge:	00:48:41	Well, I'm going to share with you that I just ... I was doing a seminar just a second ago and I was sharing with that group the same thing that I've shared with you before and that is that leadership is effectively communicating your vision and there's nothing more important than hitting those numbers. Why wouldn't you communicate those numbers with them?
Ellen Rohr:	00:49:10	It's so funny though. There's so much emotion about it. It's like daddy told you never to share this once upon a time. There's some stuff we have to overcome to get to that point.
Howard Partridge:	00:49:21	Yeah. I think what the challenges is that, the owner does that one ... They rank and file employee to know how much they're making. Right? I think that you have to position it that the company needs to make X amount of profit, right? In order to continue to grow and do the things that you're doing. In some

		cases, you may be losing money. You need to get people on the train to get this thing fixed because that benefits everybody. One of the ways that I put it both with my company and as well as talking to other companies is, does it make sense that the better the company does, the better everybody here can do? Does that make sense? Okay. Now, if your team does have the trust in you that that is actually going to be a fact; then we have a little more leadership work to do.
Ellen Rohr:	00:50:33	Here's a pop quiz for you, Howard, may I ask you a question?
Howard Partridge:	00:50:37	Yes, ma'am.
Ellen Rohr:	00:50:38	How do you build trust?
Howard Partridge:	00:50:41	Through effective communication. Okay.
Ellen Rohr:	00:50:47	Telling them the truth.
Howard Partridge:	00:50:49	Telling them the truth. Right. It goes like this. All does this knob life is about relationships, right? When you have a breakdown in a relationship, there's usually a breakdown in communication, which leads to a breakdown in trust. If you're hiding something from someone, you're not communicated, "Huh, I wonder what they're hiding." They're telling me we're losing money, but I don't know that for sure. Maybe they're making a lot of money; they just don't want to tell anybody. Right. Yeah. You're right, it really comes down to trust. The thing is, is that when you communicate with people in their language, Zig Ziglar said it second best. He said, "You can have everything in life you want, if you will. Just help enough other people. Get what it is that they want." Well. They want to know the truth. They don't where are we at? Where are we going?
Ellen Rohr:	00:51:51	Maybe talk real, too, like on this picture here, these guys, they know what's going on. They know what's working; they know what's not working. They don't need me to come from the ivory tower and just spout nothing but philosophy. They need a little bit of vision, right? They need to know but they also need to know that the decisions they're making about sales and customer service and about telling their customers the truth and doing a good job; all of that is what that makes sense. Like the building blocks of all of it is theirs and they ... If they're in on the game, even before you kick in bonuses, they're going to appreciate being talked to like that.
Howard Partridge:	00:52:31	Yeah. I got to love your rock star pose in that picture there.

Ellen Rohr:	00:52:36	I said, "Well, let's mug it up," and this is what I got.
Howard Partridge:	00:52:42	Oh man. You guys understand after seven weeks, why I love Ellen so much.
Ellen Rohr:	00:52:49	Well, and this is all you hear now. The Phenomenal Four, you use it in your time capsule every day. You can leverage it with your Trello board. I do because I have a big remote team. Whatever works for you, it's the concept of now that you've got this information, how do we make sure we don't fall prey to FTI, Howard?.
Howard Partridge:	00:53:10	Yes. That's right.
Ellen Rohr:	00:53:11	Yeah. You're going to move this to your to do list and I'm going to just put up the homework and then I would like some feedback from Cheri and Santi today. Did I get the quote right? I've been working on it.
Howard Partridge:	00:53:24	You can have everything in life you want. If you will, just help enough other people get what it is that they want. I tell you what, I'm going to make my announcement now. I'll let Cheri and Santi give you some feedback and so I said ... It was said second best by Zig because I used to teach Zig and this has not been religious or anything, so don't worry. But you know I used to tease him. I said, "I tell people that you stole that from Jesus because Jesus said that'd be given back to you. Press down, shaken together, running over." He was like, "Well, I know him personally so that's okay." That leads right into my message for you. That is Merry Christmas. Is it true that we're going to be off next week?
Ellen Rohr:	00:54:15	It is. Christmas season
Howard Partridge:	00:54:15	Yay. Have a Phenomenal Christmas. The thing is that we want you to spend some time with your family, have a little downtime; you can start putting all this stuff together. I know from me during this downtime, my love to spend time planning and projecting and all that. That's why we do the Phenomenal Financial Blast like at the end of the year so that you can get your pro pharma, your budget, your ... All of that set up for the next year. Then you're going to have one more session, I believe on New Year's Eve, is that right? Yep. Ellen's going to close this phenomenal process down and finish it up. Then we are going to hit the ground running in 2020. I want to go ahead and tell you guys you'll hear more about it later but my new book FTI, Failure to Implement, whereas, here it is, is available on

		Amazon for preorder already and so you can pre-order. You'll be hearing more about that. We're doing our business planning here at Phenomenal Products all day on Monday and we have a phenomenal plan for you and we're going to help you implement like never before around the 10 principles of phenomenal performance.
Howard Partridge:	00:55:50	This is the year to perform and we're going to do everything we can to set up the path for you so that you can perform at the highest level in your life and in your business. I'm really excited. One final thing, a greatest Christmas gift or one of the greatest Christmas gifts you could give yourself is those of you that have not done lifetime; we have lifetime available for 747 and 777. What a phenomenal Christmas gift and a tax deduction. Yeah. You never have to pay inner circle dues ever again. You can be with us forever. Cheri Perry is a lifetime member.
Cheri:	00:56:40	Yeah, I'm all in.
Howard Partridge:	00:56:43	Oh, this is an all in girl. All right, listen.
Ellen Rohr:	00:56:47	Okay. We're going to stay on. If you have to get off at the top of the hour, fine, but we're going to stay on for a little bit. By the way, on Monday, if my name comes up, the answer is yes.
Howard Partridge:	00:56:58	Perfect. Perfect.
Ellen Rohr:	00:56:59	Okay. All right.
Howard Partridge:	00:57:02	Let me brag on Cheri and Santi real quick and then I'll get off. Listen, Cheri, you have given ... I know that Thanksgiving's over, but I'm grateful for you. Every single day, you have given to this community and you have given and given and given and we are so, so thankful for you. What a gift you are to us. What a gift.
Ellen Rohr:	00:57:31	Thank you.
Howard Partridge:	00:57:33	Ellen–
Cheri:	00:57:34	Please stop, you're going to make me cry.
Ellen Rohr:	00:57:36	Oh, we love you, man. You're just–
Howard Partridge:	00:57:39	Ellen you are a gift to this community.
Ellen Rohr:	00:57:40	I love this community.

Greg Jones:	00:57:40	Hey, Ellen.
Howard Partridge:	00:57:48	Now, I'm going to cry because this young man right there with the books behind them, Santi.
Ellen Rohr:	00:57:56	He's crying.
Greg Jones:	00:58:03	Hey, Ellen
Howard Partridge:	00:58:03	You're such a gift. Greg Jones trying to break in.
Ellen Rohr:	00:58:12	Hey, Greg.
Greg Jones:	00:58:12	Let me tell you how to build trust. Look at Howard Partridge. He's about a young man, but I'll go ahead and share what going to I'm say. You build trust by, it's an old quote but it still rings true today. You walk the talk. You lead by example, open, honest, transparent communication, and to me that's Howard Partridge. That's why people trust him. You may not always agree with him, but you always know you can trust him because that's the way he walks.
Ellen Rohr:	00:58:48	I get jacked it up 100%. Howard you have always been real to me, 100% real to me and I ... That is-
Cheri:	00:58:59	Even with this. Even with this. I'm just going to say.
Howard Partridge:	00:59:01	I have to bring it back.
Cheri:	00:59:03	Don't bring it back.
Howard Partridge:	00:59:04	Well, I didn't see you on there. I heard somebody tried to break in, but I'm grateful for your mentorship. I'm grateful for my whole team. This whole just community is a gift to me. This Christmas season; let's be a gift to each other and thank you all so much. We'll see you on New Year's Eve so that we can rock to 2020.
Ellen Rohr:	00:59:33	Yay. If you want to stay on for a minute, I budgeted some time here. I'm here. If Santi and Cheri you have to take off, I get it, but if you want to share some thoughts. I did ask you to bring it to the party. What have you got?
Cheri:	00:59:50	I'm on vacation and so I don't have a timeframe, so Santi first.
Santiago Arango:	00:59:55	Okay. Thank you, Cheri.

Howard Partridge:	00:59:58	I hope you all be all good.
Ellen Rohr:	00:59:59	Thanks to wicked Howard, too.
Santiago Arango:	01:00:03	The first thing I got to start by saying is, how grateful I get to be in the position that I am in as a result of God, number one, and then Howard recognizing something in me that I didn't see myself. How many team members do you have that they don't see something in themselves and it requires somebody else to think at a higher level than they can at that moment, to help them to go through that? I can't think of a person that said it any better other than Jesus himself, loved them. Jesus loved the people that were crucifying him as it was happening.
Santiago Arango:	01:00:51	Show that love towards every single other person and everything will change. You don't have to worry about lies. You don't have to worry about anything. If you're truly loving someone, it will change them from the inside out. It will literally change the world. As it continues to this day 2000 years later. My thought on all of this and just all these amazing things that we went through today, it can change your team, it can change your business, it can change your profits and can I say something else? It will change you.
Santiago Arango:	01:01:31	You know what's really cool? I get to see that change. I get to be a part of that change every single day. You get to do that, too. That is just amazing. Thank you so much. Thank you, Ellen. Thank you Cheri. Howard, I can't even say words or I'm going to cry here and Greg, thank you. Just, I'm so grateful for every single person that's on the line right now and those of you that are listening to this later, I am grateful for you. All of us can make a change. There's somebody in our lives and we can start with our team members because then they can change their lives for their spouses, their children, and we can change all the communities and we can change the world. Thank you. Thank you. Thank you. Just Howard, from the bottom of my heart. Thank you.
Howard Partridge:	01:02:29	I got no joke for the call.
Cheri:	01:02:29	You heard him? He was choked up. Okay, well catch the replay for what I had to say about you Santi. Quickly, I want to say this. Early in your session, Ellen, you mentioned, I think you mentioned the word abdication. A lot of times as business owners and I have been guilty of this, I say, okay, somebody else has it and then I go the next direction. When it comes to the vision and the money, we cannot abdicate that to anybody on

our team. You have to be involved at some point. Taking care of the vision and what like you said, setting the point on the horizon, that's our job and I really, really enjoyed that focus. I also loved the comment you made today. We don't fire people for making decisions, we fire people for breaking the rules, but you're going to fight her for breaking the rules, you better know what the rules are and they better know what the rules are. Go ahead.

Ellen Rohr: 01:03:24 Oh no, I was just going to say an aligned with what Santi said, too. Like, you sometimes don't know the impact you're going to have on somebody. If you love on them and you, you assume that while they're on your watch, you're going to help them get better. That could even include firing them. Sometimes these lessons don't land. Like I, I recall a boss I had that, it was like 10 years later that I thought; she was so good. I didn't even get it at the time. I'm sorry to interrupt you, but I was just like that it was just weaving that together, like firing somebody can be loving on them.

Cheri: 01:04:01 Well, I love Howard what you said earlier today about having some an emotional connection because we are riding on the same wavelength today because the [inaudible 01:04:09] according to what Santi said is that loving your team and really loving people means doing the things that are necessary like holding people accountable, having a known financial position so you know what you can and cannot do, so they know what they can and cannot do. If you're taking care of your bottom line and you're taking care of your business, you can take care of your people. You can love your people as much as you want, but you find yourself in the middle of a fiscal problem. You limit your ability to do what you need to do.

Cheri: 01:04:44 Every single thing that you're talking about Ellen in this series is so critically important. It's one of the reasons why Dean and I are spending this week before we go into our EOS meetings with our team to make sure we're on the same page, to make sure that we have enough transparency in the business. To give people the tools they need to be successful and enough control over it to have Dean. I'd be comfortable with that and it's a dance, and so it's fun dance. Zig Ziglar was a good finder and that's thing that I love the most about our inner circle, we teach and train and talk and walk the talk like Mr. Partridge about finding the good in people. What a great pod today, Ellen. It was great information. Thank you.

Ellen Rohr:	01:05:30	Oh, I've had so much fun. Thank you so much. Hey, I posted the steps of delegation. Just a little bonus if you're still on the call. This is, instead of abdicating, if we ... When we assign someone a project, we add these steps of delegation to each of the projects when we're doing it right. Like I'm not saying I don't fail every day on this, but if you were going to say to someone, listen, "I want you to help me revamp the uniforms." Wouldn't it make sense to have a meeting? Or if I said, listen, "We want to put scorecards together for your position." All right. Why not have a meeting and just go through some basic questions that'll help us gain some understanding, some scope of the project, and then we're going to have another meeting? The meeting schedule, people resist meetings. How into meetings is EOS? Meetings are where work happens, right, we have to have these.
Cheri:	01:06:23	It's a very specific, productive, very time sensitive, very intentional meeting. I think if people did meetings like that, they'd be more into them.
Ellen Rohr:	01:06:37	This is like a big deal for Zoom this year. I'm really excited about the EOS training and I even got called on the carpet for ... I have a huddle once a week that's very loose and I got called onto, "No, it needs to be tighter." This was from my franchisees. Like okay, "No, let's tighten up our standards." I took the hit, so I fail every day because my personality is such like, can't we just get together and throw each other around? No. If you're not a high eye, that's not going to be very interesting or productive meeting. This is, Allie V came up with the actual words. You can even use the journalistic questions. What are we doing? Why are we doing it? Who's doing it? By when, how much time, money and energy do you have?
Ellen Rohr:	01:07:21	These are the steps of delegation. However, you choose to interpret or customize them for you. They're going to help you with the projects that are going to be discovered as you go through this process. As you go through the financial blast, you won't have everything done yet, so you're going to have some projects. One of the projects maybe to get to a known financial position and then many projects within that project, you can start having these conversations with team members and they can help you. It's so good and Cheri, I feel like you and I are soul sisters. I love, love, love playing with you. Thanks for being on the call and contributing. It is funny that, of all places for a vacation you would go somewhere so cold.

Cheri:	01:08:06	Yeah. I'm so calm right now I can hardly stand it. All I have to do is go outside and get frozen solid. Shouldn't take long and that's my normal self.
Ellen Rohr:	01:08:16	That is so funny. Hey, did Ivy have a question. Did we want Ivy to chime in here?
Cheri:	01:08:25	She will comment.
Ellen Rohr:	01:08:26	I love, love, love, love, love, transforms. It was such a lovely pod today. Thank you so much. Anything else that we can share for you today?
Cheri:	01:08:44	I'm going to go try to find your trucks today.
Ellen Rohr:	01:08:54	Okay, go. Drive around. You'll see them. Okay. Love you. Goodbye everybody. Thanks.