Love To Work

HELPING BUSINESSES WIN



www.MapWinners.com

THE BUSINESS WINS WHEN:



Leaders Work ON the Business as well as in the Business

Employees Love to Work (Job is fulfilling and moving them in the direction of their dreams)

Business fully implements LOVE to Work with 2X Profitability, and a Healthy Team Culture!

ARE YOU A BUSINESS LEADER?

If so, this system can help you business more than you can possibly know at this point and it will probably make your life a whole lot better in the process. The core of the system has been used in over 40,000 businesses, helping them scale up while reducing the time needed to actually run the business.

The Love to Work System is a framework or operating system for business that is flexible and powerful.

These pieces don't all need to be implemented in a business as once and probably shouldn't be. Probably the most crucial piece is that the Executive Team is Healthy and Aligned. After that you can pick and choose which make the most sense to implement when or perhaps blend them in with systems you already have in place in your business.

Is this framework or operating system the only way to run a successful business? Of course not, but it is a solid operating system to grow the business while making sure your people are taken care of.

Let's Get Started

What are the top issues your business is currently facing?

What are the top stressors for you in your role right now?

What are the biggest opportunities for the business right now?

Keep your answers to these questions in mind as you work through the resources and the Love to Work book.

01

Leadership gets clear on their business vision and strategy while looking at the reality of the business and the market.





Executive team brought into the discussion. Fills out Executive Survey.

02

03

Entire team brought into the discussion. Fills out Team Survey.





Start Love to Work Individual pieces for everyone in the business, (Can do in a full day, 1 hr a day for 6 days or some other more convienent schedule)

04

05

Leadership team sets regular meeting schedules and team. Begins working on foundational documents for business.



Begin to implement the Rockefeller Habits that make the most sense for the business.

06

07

Create Standard Operating Procedures for all parts of the business where it makes sense.

Continue for 12-15 months until Love to Work & Rockefeller Habits Fully Implemented in Business.

08

We will walk leadership through the process of how to implement the Love to Work system in the business and what if any tweaks need to made for it.

Watch our The Love to Work System Webinar to learn more

CLICKING HERE





WHAT HAPPENS WHEN YOU IMPLEMENT THE LOVE TO WORK SYSTEM IN THE BUSINESS?

- You will help your employees know themselves better and help them to enjoy their work more, while in the process become more productive.
- You will transform as a leader and your business transforms.
- You will fulfill more of the purposes you were created for.
- You will have a clear vision for your future and a strategy for your business.
- You will create a business you love leading and life you love living.
- You will get more time with your kids, wife, family and friends, without having to worry about the day to day in your business.
- You will work less, have more energy and grow a more profitable business.'
- You will have a simpler, more enjoyable business where everyone wins. You
- will have peace of mind.
- You will grow as a leader and person.
- You will have an edge over your competitors.
- You will grow to 2-3X average profitability in your niche.

You can continue to operate as a regular business leader. I don't what your life looks like currently but a typical business leader is working more hours than they want to with a greater level of stress than they want to have. Typical businesses are only able to execute on 15% of what they plan to do in their annual meetings. You no longer have the luxury of executing poorly or you will soon be out of business and if you are able to stay in business longterm you are leaving a lot of money on the table.

We want to help you transform as a leader and a business person as you help everyone in your business or organization move to the next level. We want to help you move from being involved in too many pieces of the business to being able to operate on the business. We want you to be able to Love to Work not just endure it.



THE LOVE TO WORK MANIFESTO

- We believe when employees love to work productivity and happiness increase
- We believe nearly every SME can double in profits without significant staff increases
- We believe everyone can improve
- We believe values are more important than skills (but skills are necessary)
- We believe a business should improve the lives of employers
- We believe the best leaders are servants
- We believe winning feels good
- We believe when a business wins everyone enjoys life more
- We believe all employees should receive regular coaching
- We believe work can be fulfilling and rewarding if there is clarity and accountability
- We believe business owners, managers, and executives must receive regular coaching
- We believe everyone should be accountable for activities and results to someone
- We believe when we understand and connect with one another life is better
- We believe toxic leaders suck- Literally; they suck life, health, and energy from their team
- We believe you have to be teachable to grow
- We believe every team member should tweak their job for maximum happiness
- We believe when we tweak our jobs for maximum happiness, maximum productivity results
- We believe discipline brings freedom
- We believe decisions should be pushed as close to the problem as possible
- We believe in developing everyone at all levels of the business

- We believe the #1 key to an individual's sustained success is to stop doing things you don't like doing.
- We believe in managing energy more than time
- We believe in doing less, then obsess
- We believe clear vision (goals) and discipline in execution = success
- We believe organizational health is a force multiplier of collective smarts
- We believe organizational health trumps smart people over time
- We believe everyone must be able to engage in real conversations around real issues for the team to be healthy
- We believe the greatest leaders have the smallest ego
- We believe the best leaders have the biggest ambitions, channeled through the company ororganization
- We believe we should be bold in vision, strategic in planning, disciplined in execution
- We believe that believing in others is one of the most powerful forces in the universe
- We believe you get what you measure and incentivize
- We believe gratitude changes our attitude
- We believe feedback and reflection open the door to personal transformation.
- We believe bad leaders can ruin great people and great leaders can pull the best out of average performers.

I LOVE…

(I feel strong when…)

I HATE…

(I feel weak when…)

BE

Goal:

Potential Picture

Why:

How:

Goal:

Potential Picture

Why:

How:

DO

Goal:

Potential Picture

Why:

How:

Goal:

Potential Picture

Why:

How:

HAVE

Goal:

Potential Picture

Why:

How:

Goal:

Potential Picture

Why:

How:

VALUES

Value (Word or Phrase)
•

Value (Word or Phrase)
•

Value (Word or Phrase)
•

Value (Word or Phrase)
•

Value (Word or Phrase)
•

Value (Word or Phrase)
•

Expectations of Teammates

-
-
-
-
-
-

How would I like your input

-
-
-
-
-
-

Date _____

Big Project:	Time on Project:
Tasks:	**Appt:**
	_:__
	_:__
	_:__
	_:__
	_:__
	_:__

I am Grateful for:
Today will be great because/Things I get to enjoy:
I intend to live today:

Daily Checklist Items

Notes:

3 Amazing things that happened today:

1. _____
2. _____
3. _____

How could I have made today better?

1. _____
2. _____
3. _____

PEOPLE:

Function Accountability Chart (FACe)

1. Name the person accountable for each function

2. Ask the four questions at the bottom of the page re: whose name(s) you listed for each function

3. List Key Performance Indicators (KPIs) for each function

4. Take your Profit and Loss (P/L), Balance Sheet (B/S), and Cash Flow accounting statements and assign a person to each line item, then derive appropriate Results/Outcomes for each function

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Functions	1. Person Accountable	3. Leading Indicators (Key Performance Indicators)	4. Results/Outcomes (P/L or B/S Items)
Head of Company			
Marketing			
R&D/Innovation			
Sales			
Operations			
Treasury			
Controller			
Information Technology			
Human Resources			
Talent Development/ Learning			
Customer Advocacy			
Heads of Business Units • _____			
• _____			
• _____			
•			

2. Identify: 1. More than 1 Person in a Seat; 2. Person in more than 1 seat; 3. Empty seats; 4. Enthusiastically Rehire?

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PEOPLE:

Process Accountability Chart (PACe)

1. Identify 4 to 9 processes that drive your business.

2. Assign someone specific accountability for each process.

3. List Key Performance Indicators (KPIs) for each process (better, faster, cheaper).

2. **Person Accountable**	1. **Name of Process**	3. **KPIs** Better, Faster, Cheaper

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STRATEGY:

Strengths, Weaknesses, Trends (SWT) Worksheet

Trends

What are the significant changes in technology, distribution, product innovation, markets, consumer, and social trends around the world that might impact your industry and organization?

Strengths/Core Competencies

What are the inherent strengths of the organization that have been the source of your success?

Weaknesses

What are the inherent weaknesses of the organization that aren't likely to change?

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STRATEGY:

7 Strata

Organization Name: _____

Words You Own (Mindshare):

Sandbox and Brand Promises:			
Who/Where (Core Customers)	What (Products and Services)	Brand Promises	KPIs

Brand Promise Guarantee (Catalytic Mechanism):

One-PHRASE Strategy (Key to Making Money):

Differentiating Activities (3 – 5 Hows):

X-Factor (10x – 100x Underlying Advantage):

Profit per X (Economic Engine):

BHAG* (10 – 25 Year Goal):

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STRATEGY:

One-Page Strategic Plan (OPSP)

Organization Name: _____

People (Reputation Drivers)

Employees	*Customers*	*Shareholders*
1. _____	1. _____	1. _____
2. _____	2. _____	2. _____
3. _____	3. _____	3. _____

Core Values/Beliefs (Should/Shouldn't)	**Purpose** (Why)	**Targets (3–5 yrs.)** (Where)	**Goals (1 yr.)** (What)
		Future Date:	Yr Ending:
		Revenues:	Revenues:
		Profit:	Profit:
		Mkt. Cap/Cash:	Mkt. Cap:
		Sandbox	Gross Margin:
			Cash:
			A/R Days:
			Inv. Days:
			Rev./Emp.:
	Actions *Live Values, Purposes, BHAG*	***Key Thrusts/Capabilities*** *3-5 Year Priorities*	***Key Initiatives*** *1 Year Priorities*
	1.	1.	1.
	2.	2.	2.
	3.	3.	3.
	4.	4.	4.
	5.	5.	5.
	Profit per X	**Brand Promise KPIs**	**Critical #: People or B/S**
	BHAG®	**Brand Promises**	**Critical #: Proces or P/L**

Strengths/Core Competencies:

1. _____
2. _____
3. _____

Weaknesses:

1. _____
2. _____
3. _____

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Your Name: _____ Date: _____

Process (Productivity Drivers)

Make/Buy	*Sell*	*Recordkeeping*
1. _____	1. _____	1. _____
2. _____	2. _____	2. _____
3. _____	3. _____	3. _____

Actions (QTR)
(How)

Qtr #	
Revenues	
Profit	
Mkt. Cap	
Gross Margin	
Cash	
A/R Days	
Inv. Days	
Rev./Emp.	

Rocks

Quarterly Priorities	*Who*
1.	
2.	
3.	
4.	
5.	

Theme
(QTR/Annual)

Deadline:	
Measurable Target/Critical #	

Theme

Scoreboard Design

Describe and/or sketch your design in this space

Your Accountability
(Who/When)

Your KPIs	*Goal*
1.	
2.	
3.	

Your Quarterly Priorities	*Due*
1.	
2.	
3.	
4.	
5.	

Critical #: People or B/S	**Celebration**	**Critical #: People or B/S**
Critical #: Proces or P/L	**Reward**	**Critical #: Proces or P/L**

Trends

1. _____ 4. _____

2. _____ 5. _____

3. _____ 6. _____

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STRATEGY:

Vision Summary

Core Values	Purpose	Brand Promises
	MTP	
Strategic Priorities		
3 – 5 yr	*1 yr*	*Qtr*

Your Name: _____

Your KPIs	*Goal*
1.	
2.	
3.	

Critical #: People or B/S

-
-
-
-

Critical #: Proces or P/L

-
-
-
-

Your Quarterly Priorities	*Due*
1.	
2.	
3.	
4.	
5.	

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EXECUTION:

Who • What • When (WWW)

Who	What	When

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EXECUTION:

Rockefeller Habits Checklist™

1. The executive team is healthy and aligned.

- ☐ Team members understand each other's differences, priorities, and styles.
- ☐ The team meets frequently (weekly is best) for strategic thinking.
- ☐ The team participates in ongoing executive education (monthly recommended).
- ☐ The team is able to engage in constructive debates and all members feel comfortable participating.

2. Everyone is aligned with the #1 thing that needs to be accomplished this quarter to move the company forward.

- ☐ The Critical Number is identified to move the company ahead this quarter.
- ☐ 3-5 Priorities (Rocks) that support the Critical Number are identified and ranked for the quarter.
- ☐ A Quarterly Theme and Celebration/Reward are announced to all employees that bring the Critical Number to life.
- ☐ Quarterly Theme/Critical Number posted throughout the company and employees are aware of the progress each week.

3. Communication rhythm is established and information moves through organization accurately and quickly.

- ☐ All employees are in a daily huddle that lasts less than 15 minutes.
- ☐ All teams have a weekly meeting.
- ☐ The executive and middle managers meet for a day of learning, resolving big issues, and DNA transfer each month.
- ☐ Quarterly and annually, the executive and middle managers meet offsite to work on the 4 Decisions.

4. Every facet of the organization has a person assigned with accountability for ensuring goals are met.

- ☐ The Function Accountability Chart (FACe) is completed (right people, doing the right things, right).
- ☐ Financial statements have a person assigned to each line item.
- ☐ Each of the 4-9 processes on the Process Accountability Chart (PACe) has someone that is accountable for them.
- ☐ Each 3-5 year Key Thrust/Capability has a corresponding expert on the Advisory Board if internal expertise doesn't exist.

5. Ongoing employee input is collected to identify obstacles and opportunities.

- ☐ All executives (and middle managers) have a Love/Hate or Idea conversation with at least one employee weekly.
- ☐ The insights from employee conversations are shared at the weekly executive team meeting.
- ☐ Employee input about obstacles and opportunities is being collected weekly.
- ☐ A mid-management team is responsible for the process of closing the loop on all obstacles and opportunities.

6. Reporting and analysis of customer feedback data is as frequent and accurate as financial data.

- ☐ All executives (and middle managers) have a 4Q conversation with at least one end user weekly.
- ☐ The insights from customer conversations are shared at the weekly executive team meeting.
- ☐ All employees are involved in collecting customer data.
- ☐ A mid-management team is responsible for the process of closing the loop on all customer feedback.

7. Core Values and Purpose are "alive" in the organization.

- ☐ Core Values are discovered, Purpose is articulated, and both are known by all employees.
- ☐ All executives and middle managers refer back to the Core Values and Purpose when giving praise or reprimands.
- ☐ HR processes and activities align with the Core Values and Purpose (hiring, orientation, appraisal, recognition, etc.).
- ☐ Actions are identified and implemented each quarter to strengthen the Core Values and Purpose in the organization.

8. Employees can articulate the following key components of the company's strategy accurately.

- ☐ Big Hairy Audacious Goal (BHAG) – Progress is tracked and visible.
- ☐ Core Customer(s) – Their profile in 25 words or less.
- ☐ 3 Brand Promises – And the corresponding Brand Promise KPIs reported on weekly.
- ☐ Elevator Pitch – A compelling response to the question "What does your company do?"

9. All employees can answer quantitatively whether they had a good day or week (Column 7 of the One-Page Strategic Plan).

- ☐ 1 or 2 Key Performance Indicators (KPIs) are reported on weekly for each role/person.
- ☐ Each employee has 1 Critical Number that aligns with the company's Critical Number for the quarter (clear line of sight).
- ☐ Each individual/team has 3-5 Quarterly Priorities/Rocks that align with those of the company.
- ☐ All executives and middle managers have a coach (or peer coach) holding them accountable to behavior changes.

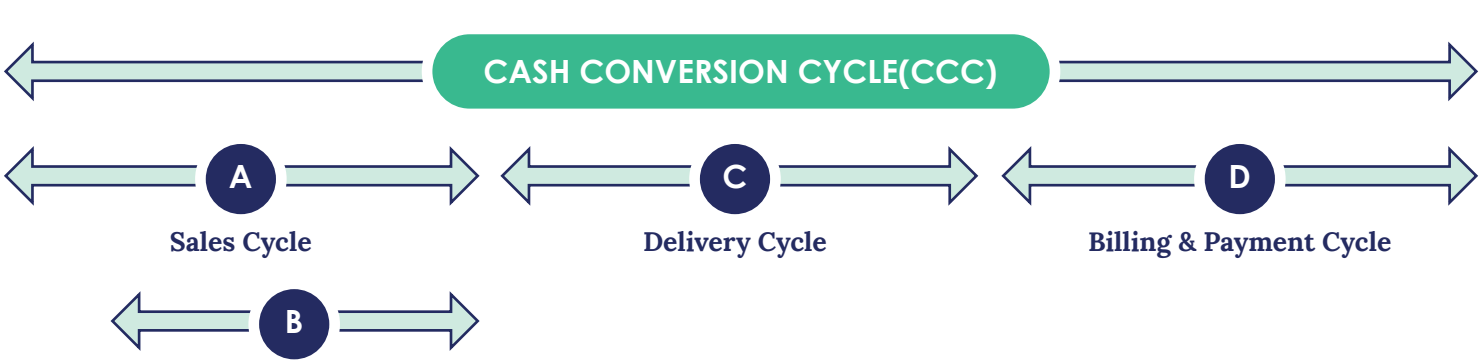
10. The company's plans and performance are visible to everyone.

- ☐ A "situation room" is established for weekly meetings (physical or virtual).
- ☐ Core Values, Purpose and Priorities are posted throughout the company.
- ☐ Scoreboards are up everywhere displaying current progress on KPIs and Critical Numbers.
- ☐ There is a system in place for tracking and managing the cascading Priorities and KPIs.

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CASH:

Cash Acceleration Strategies (CASh)



	Shorten Cycle Times	Eliminate Mistakes	Improve Business Model & P/L
A Ways to improve your Sales Cycle			
1.			
2.			
3.			
4.			
5.			
B Ways to improve your Make/Production & Inventory Cycle			
1.			
2.			
3.			
4.			
5.			
C Ways to improve your Delivery Cycle			
1.			
2.			
3.			
4.			
5.			
D Ways to improve your Billing & Payment Cycle			
1.			
2.			
3.			
4.			
5.			

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CASH:

The Power of One

Your Power of One	Net Cash Flow $	EBIT $
Your Current Position		

Your Power of One	Change you would like to make	Annual Impact on Cash Flow $	Impact on EBIT $
Price Increase %	1 %		
Volume Increase %	1 %		
COGS Reduction %	1 %		
Overheads Reduction %	1 %		
Reduction in Debtors Days	1 day(s)		
Reduction in Stock Days	1 day(s)		
Increase in Creditors Days	1 day(s)		
Your Power of One Impact		0	0

Your Power of One	Net Cash Flow $	EBIT $
Your **Adjusted** Position	0	0

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The Love to Work System is designed to do 2 things.

1. Help the business flourish.
2. Help each team member in the business flourish.

The first part of the book is the system that we have put together to help the businesses we own flourish. Feel free to take this and implement it in your own business.

Whole books have been written about each aspect that we will talk about so this definitely is not in depth but it gives the framework for a system that will work to have each team member of the business flourishing.

I've been interested in business since I was a young kid. I started off as a young teenager doing paper routes, snow blowing routes in the winter, mowing lawns in the summer and scrounging odd jobs when I could.

At one point, I actually sent away for an ad on the back of a magazine that was going to make me rich. Instead of asking my parents to write a check (because I had no checking account at the time), I took money from my paper route, went to a convenience store, got a money order and sent off and got this material that was all about writing the same ad that I had responded to and just copying it. I'm sure it could have made money but it wasn't a real business that would add value to others so I wasn't too excited about it.

After college, I immediately tried to start a couple of businesses. Some did okay, some not so well, but I kept my investment and risk low. I got married shortly after college and decided that I needed to get a real job. I ended up at a Fortune 500 company in Scranton, Pennsylvania and also bought my first apartment building.

I really enjoyed my time there. I learned a lot about business and how things worked in Corporate America. In Scranton, this company was trying to get into distribution and purchased an existing distribution company in an acquisition. Our CEO, who was friends with the CEO of Oracle, Larry Ellison, decided to scrap the implementation that they had been working on for six months and to start over with Oracle. They literally spent millions of dollars on consultants and software licensing. They brought in Andersen Consulting (today known as Accenture), who I'm grateful for because they were the ones that hired me into this company, but they were never able to make the software and business work.

Because they were a huge company, they had lost the wisdom and how to implement things smartly. I remember at one point saying to my boss, "We can run this business on an Access database better than we can on Oracle," and my boss was like, "Get out of here you little boy. You have no idea what you're talking about." I had the last laugh two years later, as they decided to close down the plant in a cost-cutting measure. They got rid of the consultants, they got rid of Oracle and ran the business the last six months completely on an Access database. I learned a ton about software implementation and project management.

There is a saying: "As simple as possible but no simpler." However, the philosophy of the company I worked for during my time in Corporate America seemed to be, "As complex as possible and then even a little bit more complex." There were things they could have done, ways that they could have thought outside the box that would have not only saved them millions and millions of dollars, but allowed them to get into distribution in a time when money companies were looking to outsource their distribution.

A thousand people ended up losing their jobs when they closed down the plant and they've dropped about 150 places in the Forbes 500 because there has just been this aggregation of poor decisions. All of that led me to

think a lot about how I was going to operate my own business someday and I began to develop my own operating principles for business.

My passion has long been to teach young people business skills and principles. For several years I funded students to learn them for free through my own businesses. (See www.thebamschool.com for more information)

I eventually realized that the segment of the population that I love most are leaders; especially entrepreneurially minded leaders. I love consulting and I love helping people break through their barriers. I asked myself, “How can I help entrepreneurs and business leaders, and specifically how can I help them to not have sucky lives like I had for a season, but to be winning instead?” I wanted to help leaders not only win in business but to do well at life at the same time. That is how I came up with the original plan for the Love to Work System.

The whole strategy that we have that will not only make your business a lot better but will actually make your life and the lives of those on your team a lot better. You are probably aware of the fact that your business life affects your personal life and your personal life affects your business life.

Even though people know this, they often do not realize the power each area of our life has on the other. Entrepreneurs have a very high divorce rate because, one, they're very driven; often spending many hours in the office. Two, the financial stress and ups and downs of business can cause a lot of heartache and headache that leads to relational strife. And so, my goal with this book and this system is to not only make your business better, but to make your life better at the same time.

The aggregation of marginal gains as it relates to business is so powerful that we often mistake the importance of its impact on our business

or on our life. The idea of the aggregation of marginal gains is a tiny 1% or 2% or 3% improvement over multiple areas, related to the same subject will have an exponential impact. So if it's in your business, you're thinking about, “How could we improve cash cycles by 1%? How can we increase billing by 1%? How can we save cost by 1%?” In just a few areas pretty soon, you're noticing a 10% or 20% difference on the bottom line on profitability.

The British Cycling Team famously applied this to their cycling and they were not known as the best cycling team. In fact, one company did not want to sell their product to the British Cycling Team because they did not want to be associated with them. Since 1908, British riders had won only one gold medal and in almost one hundred years, amazingly, of the Tour de France, they had never won the event. But Dave Brailsford was hired to lead the British Cycling Team, and he said, “If we apply the aggregation of marginal gains to this, I think within five years we can win the Tour de France. If we apply the aggregation of marginal gains to our cycling team within 5 years, we will win the Tour de France.”

Here's what's amazing: it worked even better than Dave thought. In 2012, Sir Bradley Wiggins won the Tour de France for Team Sky and a Brit finally was wearing the yellow jersey at the end of the race. What kind of improvements did they make? They looked at all the common things that would come to mind, for instance, what they were eating and their training cycle. The typical kind of things that a professional sports team would look at.

But they also looked at things like what pillow and mattress the person used at home, then they took them on the road to ensure the best night’s sleep. That seems very small, right? Is it worth the effort to bring a pillow and mattress with you? Well, if it helps you get to sleep just one to two minutes sooner, it's going to be part of that 1%. You are going to get 1% more sleep that night. Over the course of the Tour de France, three

more minutes of sleep a night is an hour more of sleep total, and that will make a big difference.

They studied which massage gel would lead to the fastest recovery for muscles. They put rubbing alcohol on tires to give them more grip. They tested fabrics in a wind tunnel to see which would cause the least resistance. They even painted the inside of their tour vans white, so they could see any speck of dust that might have an adverse effect on the performance of their bikes. They were fanatical in the sense of trying to improve all these different things and it made a huge difference. In the end, from 2007 to 2017, British Cyclists won 178 World Championships, 66 Olympic or Paralympic gold medals and the crowning achievement in the world of cycling, they won five Tour de France victories.

James Clear said that this is widely regarded as the most successful run in cycling history and it was all made possible by the concept of the aggregation of marginal gains. Now, here's what's so funny. It worked even better than the proponent thought it would. How often does something work even better than we anticipate? Not often, right? The aggregation of marginal gains worked even better than the coach thought it would work.

Here's something else that I find hilarious. This is actually what cemented the idea and the power of the aggregation of marginal gains in my mind. Sir Bradley Wiggins, who won that first Tour de France said, “The aggregation of marginal gains is a load of rubbish.” Why? Because he is the athlete that was out there on the bike doing the hard work, right? He doesn't want to give up some of his glory and think that the coach had much to do with it or all of these little things had anything to do with it. Like, “No, I was out there working hard. I was on my bike, I was riding, I’m the champion, I won.”

But I thought of something else. There is a principle in social psychology that people think they add more value to the equation than they

actually do. And as soon as I heard Bradley Wiggins saying this I thought, he is thinking that more of the success is due to him than actually is true, which is totally natural. That is what we do as human beings. Try polling your business and asking, “What percentage of the business are you responsible for the success of?”

If you have a hundred people in your business and you ask someone, “What percentage of the success are you responsible for?” Everyone is going to say, “Two or three or 2.7%. Hardly anyone is going to say 1%. Why? Because we all think that we are more important than we actually are to the bottom line; to the end result. Even we as leaders, managers, or business owners, sometimes over inflate our importance. One of the things that we find is a business owner often will think they need to do more of the thinking, planning and work and not lean on their teams as much which actually impedes progress. But that is a thought for another day.

So, the aggregation of marginal gains: it's more powerful than you think. It's more powerful than even the proponents of it think and it will make a huge difference in your business. The cool thing is that, once you learn the skill, it can make a big difference in your life. It can make a big difference in your employees' lives. When they learn the skill, it can help change their lives in a lot of positive ways while also making them and your whole business more productive and effective.

And we have some tools within the Love to Work System that not only help people as they think about business, but as they begin to do it, some of these things will flow into their lives. As you and I know, our life at work absolutely impacts our home life and vice versa; if your home life is better, it can bring more energy into the workplace.

Why wouldn't you want to give your employees a tool that's going to help them be better at business and going to give them better lives? So, let's dive into some of the key best practices that can improve your

business. Some of these you are most likely already doing at a pretty good level, and some are probably things that you will hear and think it would be a good idea if only you had the time to implement it.

Best Practice #1
The Executive Team is Healthy and Aligned

How important is organizational health? According to the McKinsey & Company study over a period of 10 years, “Organizations that are healthy outperform unhealthy organizations by three times performance as seen in the stock market price.” So, when you have a healthy organization, you are going to far outperform an unhealthy organization.

The practices within Love to Work are going to systematically lead you to become a healthier Organization. If you are already healthy, great! Keep doing those things that are leading to your health. If you are unhealthy, you need to deal with the root of the un-health. You might have a manager or a leader that lacks the ability to coach their employees, and so you might want to get them training. Perhaps there is not open dialogue at your workplace. There is a multitude of things that can lead to un-health and they are not all easy fixes, but many of them are simple.

Google said that coaching is so important that it is the number one determinant of a productive team. If the manager has the ability to coach their employees (which is basically a few relational skills that someone can learn in just an hour through our training), they will be able to lead a much more effective team.

We've probably all been a part of teams that are led by poor leaders and we've all been a part of teams that are led by good leaders. We might not agree exactly on what an ideal leader looks like, as we all have different personalities and makeup, but there are some consistent skills that can lead to someone as being labeled as a good leader and it makes all the difference in the world when it comes to the team.

Team members understand each other's differences, priorities and styles.

The first thing that we look at is: do team members understand each other differences, priorities and styles? There are a lot of different ways to do this. If you have worked together for 20 years, you probably know a lot of these things about your employees. If you are in a high growth environment, you need some sort of tool to help people quickly understand one another.

Maybe you use a personality test like the Birkman, that we recommend. It gives people a whole lot of data points about their coworkers in a short period of time, which allows them to understand what this person's priorities and interests are, how they operate and what's important to them. You can also help each team member uncover their values. Even if you are not participating in our training, shoot me an email and I will send you some materials that will help you uncover your team values. We have some training that lets each person understand the values that are innately held within them and pull those out and put them on paper so that everyone can understand what everyone else's values are in the team.

The team meets frequently (weekly is best) for strategic thinking.

Another best practice is that your executive team is coming together on a weekly basis to think through strategies and some of the decisions that need to be made to push the business forward.

The team participates in an ongoing executive education. Monthly is recommended.

You should be encouraging the ongoing education for not just executives, but everyone on your team. Maybe it's a business library that

you put in your business where someone can say, “Hey, can I get this book on this aspect of sales?” and so you say, “Sure. When you get it, throw it in our library and then when you’re done, someone else can read it.” You could have that person do something like giving a five-minute report on the key points of what they learned or, even more important, “What are one or two points we can apply to our business to help us grow?”

The team is able to engage in constructive debates and all members feel comfortable participating.

You need to have a certain level of trust within your executive team so that you can have some of those harder conversations around strategy, important decisions and where to go next. If your team is fairly healthy and comfortable with one another, there is a book called The Speed of Trust that can help you figure out where your executive team can grow in your trust of one another and how to flesh that out in your context. So we know the business moves faster, we know it's more productive, we know it's more profitable and when the overall team is healthy and the members have a high level of trust and confidence in one another.

Best Practice #2
Everyone is aligned with the number one thing that needs to be accomplished this quarter to move the company forward.

The critical number is identified to move the company ahead.

What is the critical number you need to focus on that is going to make the biggest difference in your company this quarter? Often there is a number, that if achieved, will make an outsized difference in your company. It could be any number of things and is best uncovered by looking at your recent history to see what is achievable and your goals to ascertain next steps. Is it additional leads in your pipeline? Is it increasing the size of the

sale you're making? Is it decreasing expenses around a certain aspect of your business?

As an exercise in creative thinking, think through an outcome you wish to achieve in your business or life and apply the following quote from Richard Koch to it. Richard is the author of the 80/20 Principle, among other business books, and one of the foremost business thinkers of our day. His thinking will challenge you and make you better at business and life.

"Make a great mental leap: dissociate effort from reward. Focus on the outcomes that you want and find the easiest way to them with least effort, least sacrifice, and most pleasure. Concentrate on what produces extraordinary results without extraordinary effort. Be efficient but relaxed. First, think results. Then get them with least energy. ~Richard Koch

I was just listening to a podcast from a man whose business is built around webinars. He is doing really well and making millions of dollars a year. He had a guest on his show who had done 120 million in sales so he thought, "There's probably a thing or two that I can learn from this guy, as he has done much more than me in sales." He showed the guest one of his ads that basically said, "Want to get more customers? Use a webinar." That was the general idea of the ad. And this guy who made 120 million in sales said, "You can easily increase the performance of this ad."

Then he explained why, saying, "You have customers that have preconceived notions that webinars are not the ideal tool they need to get more customers. So immediately, everyone who has that preconception is not going to click on your ad. But if you remove the answer in their head and just say, 'Do you want more customers?' you are going to have way more people interested." The webinar host responded, "Yes, but I would rather not have people clicking my ad that weren't interested so I don't have to pay for the click on the ad." And the guest said, "Trust me. Try an

ad like this. It is general and not specific. It doesn't give the answer in the ad and tell me what your return is."

The webinar host ended up running an ad like he was told and ended up getting three times the sales for the same amount of ad spend. Let me repeat that. Three times the sales for the same ad spend. A small tweak can return huge gains.

What happens when you improve lots of areas of your business by 1% or 2% or 3% and certain areas of your business by 100% or 200% or 300%?

You start to experience exponential growth.

This is the aggregation of exponential gains on steroids. Then next quarter, you are able to take another number and go, "Okay, my ads are performing 300% better now. Maybe this next quarter I'm going to look at my close rate. How can I increase my close rate? Or maybe the following quarter I'm going to look at what I can do with retargeting ads." There is a critical number that, if you reach it, will move the company ahead.

There are three to five priorities or rocks that support the critical number and are identified and ranked for the quarter.

So what are those three numbers under your big number that are going to support and move your big number ahead? You write those in order of importance. What's the first thing you need to hit? What's the second? What's the third? And if you hit these numbers, they should lead you to hit the critical number for the quarter. Obviously, in the real world, it's not always that easy. The economy could crash or you could lose your best sales closer to a competitor. Your website could get hacked. Life happens. We plan three to five priorities that are most likely to move the business forward. It provides focus and energy throughout your company.

A quarterly theme and celebration/reward are announced to all employees that bring the critical number to life.

It is actually important to invite your employees into the critical number. What is something that they would want as a reward for hitting the number? And then when you do that, when you have the theme, when you have the number, when everyone knows what your 90-day push is, there is energy behind it within the company. When you have a quarterly theme and celebration announced, your team knows what to focus on. We actually use this exact strategy to provide our guarantee with Love to Work. The first quarter we make sure that the employees, the business leaders and Love to Work goals are all aligned to move the company forward. We do this every quarter but it is especially helpful for the first quarter.

The quarterly theme and critical numbers are posted throughout the company and employees are aware of the progress each week.

Everyone in the company is going to know how you are doing and they are going to know that, “Oh, we need to increase this a little bit. We need to make sure this is going to happen or we are going to be left behind.” Things come into your life. Things come into your business that are unexpected so you are going to set a number that is high, but you're also not going to set a number that is unachievable. You need something that is going to stretch you and your team a bit, but not be unattainable.

Best Practice #3 A communication rhythm is established and information moves to the organization accurately and quickly.

All employees are in a daily huddle that lasts less than 15 minutes.

This is one of the practices that go all the way back to John D. Rockefeller. It was one of the habits he established in his business that

allowed him to become the richest man in the world. This is a quick meeting focused on the day's priorities; it gets your whole team focused on what is most important.

If you are not running a daily huddle yet, you most likely find an immediate uptick in the pace of execution in your business if you implement one. You can look online to find testimonies of how running a daily huddle has helped businesses. Basically, you are getting together, sharing a quick win, sharing the most important task of the day and you are making sure that the business is moving all the pieces forward that need to be moved forward.

It is a great way to develop culture and see if anyone is stuck or needs help. This is not the time to solve the problems, but it is the time to bring up the problems that are within the business and see what can be done about them. Afterward, one or two people might dialogue on that particular problem and solution, but the whole team usually does not need to be in on the discussion.

It is interesting that this best practice was discovered over 100 years ago, but was not widely practiced until recently when technology and programming teams brought back the daily huddle. Now, this best practice is finding its way to businesses in more traditional niches as well. One of the key things is that you stand. You are not sitting; you are keeping people focused and on topic. You don't want to be too comfortable.

You might want to use software so that everyone can write down their most important task of the day (M.I.T.) that they need to hit or nail for the day to keep things moving forward. If you have remote workers, software helps everyone in the team to know what everyone else is focusing on that day. So, the most important meeting in your meeting flow is certainly the daily huddle.

All teams have a weekly meeting.

You don't want to have meetings that are ineffective and you don't want to have too many meetings. We have the tools and training that will help you plan your weekly meeting and make sure that it is effective. What the daily and weekly meetings allow you to do is keep your problems for the meeting and not having so many ad hoc meetings during the week.

Obviously throughout the day you are going to need to solve problems, but this regular interaction will decrease those. One or two people might need to connect on something, but bringing the things to the daily huddle lets you save time and lets your team focus on the things that they are prioritizing for the day. With less regular distractions, it is more likely that your people are going to engage in deeper work throughout the day.

A monthly meeting for Executives and Managers where they meet for a day of learning, resolving big issues and DNA transfer of business.

What are those things that need to be passed on? What are the big issues that need to be dealt with? What are the subjects that you are learning together as a company? If you are not learning together as a company, your death is imminent. The world is changing too fast and you need to be intentional about your growth and maturity in all facets of your business.

Each individual should be able to access a learning development program or create their own that are related to their area of expertise within the business. As you talk about what people are learning, you will have new words, language, ideas and concepts that will begin to spread throughout your business.

Quarterly and annually, Executives and Managers meet offsite to work on the four decisions of People, Strategy, Execution and Cash.

Getting away from the business allows the team to really focus on strategy and prevents them from getting pulled into other things. These off-site meetings allow you to focus on the big decisions that need to be made for your business. You will be thinking through the decisions that need to made around People, Strategy, Execution and Cash. If you have never used an outside consultant before in your strategy meetings, you'll find that if you do, those meetings tend to flow a lot better and because you are more likely to stay on track. With an outside perspective, you will find that there is often a dose of realism to your planning that ensures you are more likely to actually be able to execute on the plan.

Best Practice #4
Every facet of the organization has a person assigned with accountability for ensuring deliverables are met.

The functional accountability chart is located on the resources section at the end of this book, and it helps ensure the right people are doing the right things right. Also included, are a number of other tools we use in the Love to Work process for your business. Each function of the business has a person accountable to it and making sure the function is being done correctly. Financial statements have a person assigned to each line item. Who's the person responsible for the number associated with each aspect of your financial statements? Each of the four to nine processes on the process accountability chart have someone that is accountable for them.

Accountability ensures that things get done. When everyone is accountable, the reality is that no one is accountable. There is a psychological phenomenon called the diffusion of responsibility that affects group responsibility. Everyone thinks someone else will take care of the situation or issue. Putting someone's name with a number destroys that

issue. Someone able to count is given the numbers; they are given the data, they are able to see what they're doing and they are responsible for it, so it is way more likely to get done.

Each three to five year key thrusts capability has a corresponding expert on the advisory board if internal expertise does not exist.

If you don't have an advisory board and you are a growing business, it is probably something that you want to begin to think about implementing. If you are a leader but do not have the authority to create an advisory board, you can begin to develop your own informal advisory board.

If you don't want to start with a full board, there are ways that you can reach out to experts who have knowledge in the area in which you want to grow. My own personal experience in reaching out to authors when I have a further question about their work is that they almost always respond and are eager to help in some way.

The great thing is that nowadays, with everyone having a website and businesses are doing content marketing, you can find an expert that knows how to move a specific aspect of your business forward (even if you need to pay them a bit).

You can also grow your own people and help them to become experts. Each leader in your business should be doing some of their own personal development connected to the areas they are responsible for. Just an hour a day of learning about a certain subject or skill will generally put you in the top 1-2% in that field within a year. How is that possible? Because so few people intentionally learn and grow after they have achieved a modicum of success in their field.

I remember talking to a lady that had received a PhD in her office and asking about the books that she read recently. She was making $150,000 a

year and pretty much at the top of her career path with that company. She replied, “Oh, after I received my doctorate I basically quit reading books and just watch TV after work.” That is for someone with a PhD. If you help facilitate your own learning and that of the people within your business you will find your business starts to operate better and people come up with better ideas for running your business.

During my stint in Corporate America, my wife asked the head of our division how he had been able to ascend to his position of leadership in his early 30’s. He responded that he was an accountant and realized he needed to start growing if he wanted to ascend the corporate ladder and he became a voracious reader. Seeing a real-life example of someone changing their life by reading and applying those lessons to their own life inspired me.

Shortly after I left Corporate America I decided to read a book a week. Honestly, I did not notice that much of a change in the first nine or ten months. We were with some friends at a resort about a year after I started reading a book a week and someone asked me how my year had been. As I reflected, I was shocked to realize how much I had grown in a year. I blurted out, “I have grown a lot this last year.”

My wife is a little more image-conscious than I am and was concerned that I sounded very prideful because I blurted the statement out with such energy. I told her afterward that it was more shock than pride. My practice of reading a book a week had begun to pay off. Shortly afterward, I was invited to join the leadership team of the organization I was with. One member of the team, who is 20 years my senior, objected that I was too young to be included. The leader responded that I more than worthy of being part of the leadership team. Seven years later, I was the leading the organization. Books and an insatiable desire to learn made the difference. Along the way, I founded the first Christian Leadership Podcast under the brand Leadercast.com, which I later sold, and began coaching leaders.

Best Practice #5
Ongoing employee input is collected to identify obstacles and opportunities.

The basic idea of this is that you are staying close to your employees. You are having conversations with them, you are connected to them, you are getting feedback on what's going on in their world. If you stay close to them, they are often able to solve some of the small issues without you. When your people know that you are taking care of them and that you have their back, they will love you for it.

My wife, Jen, and I actually worked for the same Fortune 500 company in the 1990s. Jen became an Account Manager for three of our four largest accounts because she was doing such a great job. They just kept giving her more accounts because she was nailing it. She put systems and processes in place and was able to run, with one assistant, what has been being done by 10 or 11 people. The crazy thing was that she was running it better with two people and systems than it was being run by 10 people. But one of the reasons why things ran so well was that she cared for her people well. We had an office environment with less than 100 employees in the office, and a warehouse environment with close to 900 employees in the two warehouses.

What Jen would do to make sure that her accounts were happy is she would take care of the employees in the warehouse, and when they had something that was going wrong in their business, she would come in and fix it. She would create systems that would actually make things run more efficiently for them.

When things got really backed up, Jen was out there rolling up her sleeves, packing boxes in the warehouse and doing the work with them. Her employees knew that she cared about them and they would do

anything for her. I remember one time she actually bought flowers for one of her ladies. I don't remember the occasion, but taking flowers out to someone in the warehouse was just not something that was typically done. Some office employees would not even walk out into the warehouse. Not Jen. She understood her people; she knew them and was connected to them.

All executives have a start/stop/keep or a love/hate conversation with at least one employee weekly.

You are asking team, “Hey, what did you learn that you love this week? What did you learn that you hated? What is something that you need to start doing? What is something that you need to stop doing or is there something we need to keep doing?” Having those conversations with people and using that language will keep driving performance forward because employees will be taking some time to think about what they are doing and make changes as needed.

Also, there are some leadership best practices at play in these conversations. You are showing your team not only that you are interested in their performance, but that you are interested in them as well. This should come as no surprise, but when employees know that someone is concerned about how they are doing and how they can be helped, it increases their overall energy for execution.

The insights from employee conversations are shared on all the weekly executive team meetings.

When you get some data back from an employee, you write that down, you share at the executive meeting so that everyone knows, “Hey, so and so, hates this aspect of her job; is there anything we can do?” And you can go back and say, “No, sorry. So and so needs to keep doing that,” or, “Hey, you know what, I just heard another employee say something they

would love to do. Let's see if we can switch out some of those responsibilities." Or they say, "Hey, we need to start doing this aspect. If you can do this thing it's going to help us reach our quarterly number."

Employee input about obstacles and opportunities is being collected weekly.

Do you have a process and mechanism for collecting information about obstacles and opportunities within your business? Align Today is a software that actually has a place for employees to share where they are stuck and you can run a report and see where each person is stuck and who they need help from. You can see, for instance, that your sales manager has five people who are stuck, so you know to dig down to what's going on there. You are able to look and push those things forward when you have the "stucks" collected in a way where everyone can see them.

A mid-management team is responsible for the process of closing the loop on all obstacles and opportunities.

If someone is reporting an obstacle, who is the person responsible for getting back to those people? If someone is bringing the idea of an opportunity, who is responding to those people with feedback, permission, response or whatever is appropriate?

Work hard at saying yes to people. Work hard when an employee comes to you and says, "Hey, I think we should try this." If it makes sense, and it's not going to harm anything, try to give them the freedom to move that issue forward and give it a try. As you develop a culture where employees have autonomy, they will also increase in ownership.

Do not be the person who says no all the time. Currently, in my wife's job, there is a manager who is known for saying no. People like this person as an individual, but do not like working for him. They know that when they

bring things to him, his default answer is going to be, “No”. So, the main key is just staying connected to the frontline people; letting the feedback flow up, letting the people on the frontline solve the problems, but letting the feedback go all the way up to the top level.

Employees actually want feedback as well. According to a survey done by Know Your Company:

1. 65% of employees think their business is behind the curve on at least one issue.
2. 60% of employees feel like something is holding them back at work

According to a study referenced by Harvard Business Review, 74% of employees feel like they would do a better job if they were given corrective as well as positive feedback and 57% preferred corrective feedback instead of purely positive feedback. The reality is that if feedback is regular and delivered well, employees want it. You should model this as well asking for feedback from your employees.

I have had a leadership coach for 10+ years now. Early in our time together, he encouraged me to ask my staff, “In the time that I have known you, what do I believe to be true about you?” Without exception each employee thought I valued their contribution, but not to the level that I actually did. I realized I did not share enough of the positive feedback with them. As leaders, we need to be sharing feedback regularly and it should largely be positive but there should be corrective elements when needed. If employees do not get corrective feedback then the positive elements begin to lose their power.

Try to catch your employees doing things right and make a point of it. The Birkman is a useful tool to also let you know who needs more feedback and what kind of feedback will most encourage your people. Some people are very encouraged by just general positive feedback, while a different

personality might receive that feedback as fake. For instance, I had an employee, Melissa, who was encouraged by general feedback.

If we were at a party or social gathering I would always look for a way to get everyone to clap for her. “Look, Melissa has a beautiful new haircut! Let’s give her a hand.” As everyone clapped, she would nearly be moved to tears. On the other end of the spectrum, people need very specific feedback along the lines of what they are contributing to the overall goals of the organization and how they are doing.

Best Business Practice #6
Reporting and analysis of customer feedback data is as frequent and accurate as financial data.

It’s key to get customer feedback all the time. This allows us to understand where our clients need help, need more services from us. Many times, it allows us to deal with an issue that we would be completely unaware of otherwise. I recently hired a marketing firm for my business and I was thinking, there are some issues that I have had with them, that if I was asked about, I would respond to. I'm not going to reach out to them and talk about these issues. But if they ask me about it, I would give them feedback that I know that they would want to deal with. I don't think it would be well received if I called them up and said, “Hey, here is an issue.” It sounds like a complaint.

Asking simple questions of others allows us to get the feedback that can be helpful. Often there are issues that our customers and clients would be willing to tell us about it we would only ask them. This gives us an opportunity not only to improve the system but also to have a win with that particular customer or client by hearing them and doing our best to rectify the situation.

All executives and managers have a 4Q conversation with at least one end user weekly.

Fred Reichfeld was the Loyalty Practice Founder at Bain and Co. As they studied companies he found that in nearly every field there was a company that was growing at 2.5X the rate of "good" companies in its niche. They set out to study both sets of companies and what they found was that the "good" or "average" companies spent almost zero time discussing their customers. The companies growing at 2.5X the industry standard spent about 20% of their time discussing customer feedback. Fred Reichfeld developed the Net Promoter Score to see how the company is doing meeting the needs of customers to find out what percentage of customers are so happy they will actually promote your brand or product.

The 4Q questions are:

1. How are you doing?
2. What's going on in your industry/neighborhood?
3. What do you hear about our competitors?
4. How are we doing?

This will keep you abreast of your industry, your competitors and your customers. It allows you to take care of issues while they are still small and sometimes you will start to hear the same messages from multiple customers. Then you can start to pick out trends or market needs and know how to best respond to those.

As I write this book, we have four teenagers in the house. My three kids, who are all in high school, and my son's friend who is living with us for a semester. With 4 high schoolers in the house, I am fully up on the current teenage trends. As a product of the '80s, I am glad to report that much of the music and any of the brands from the '80s are popular once again.

So be willing to step out of your office or pick up the phone and have a 4Q conversation with at least one customer or client a week. You'll find out things, especially trends that will propel you to the top of your industry if you listen to them. When it comes to customer feedback, don't just go "Livin' on a Prayer" or "Dancing in the Dark." Instead just "Beat it!" to your customer's door and as you listen to them they'll experience, "The Power of Love." "Girl, You Know it's True."

Fun '80s Fact. My mother-in-law was an athletic director and refused to let Shaquille O'Neal, known as JC as a freshman in high school in Germany, play in a game because of his math grade, so my wife, as a high school student herself, ended up tutoring him and helping him get his math grades up.

The insights from customer conversations are shared at the weekly executive team meetings.

You are dealing with employee feedback at the weekly meeting and you are dealing with customer feedback at the weekly meeting. What is the word on the street from our customers? What are they happy with? What are they not happy with? What do they want that we can implement? What's something that they would like to see on our product development plan? What is something that we can do for our customers that would be a major win for the business?

Is there something we could do that would be a big win that may be transferable to other customers? All employees are involved in collecting customer data. You want to have a mechanism where any employee can share the data and any insight they get on a customer. What's a way that someone who is connected to the customer can give the data in a way that it's going to be dealt with, talked about and responded to?

A mid-management team is responsible for the process of closing the loop on all customer feedback.

If you get customer feedback, positive or negative, who is responsible for responding to that customer in a way that is appropriate? And who is responsible for getting back to the person who collected that information to let him know that it's actually being dealt with? It could be a team or a person, depending on the size of your company, as long as the feedback is being thought about and responded to.

Best Practice #7
Core values and purposes are alive in the organization.

You may already have your core values discovered and you probably have them written out somewhere, but your core values and your purpose needs to be explicitly articulated and lived out.

Core values are discovered, purpose is articulated and both are known by all employees.

They are written in a way that everyone knows them, sees them, understands them. So you have your core values, you have your purpose articulated, people know what it's about and it impacts the decisions that they make.

All executives and middle managers refer back to the core values and purpose when giving praise or reprimands.

If you are not using your core values and purpose for evaluating your employees, they are not having the full impact on your business that they could have. We have already mentioned that employees actually want both positive and constructive feedback. If there is a known standard that

employees know they are going to try and measure up to it gives everyone more clarity.

A company I was doing some consulting for, fired one of their most talented programmers because he did not act in accordance with their values. At first, even though most of the employees did not really like this particular programmer, they were worried that it would impact the company negatively. Instead, morale rose and the rest of the team stepped up and performed at a high level and the business was actually in a better place afterward. The additional benefit was that all the employees realized they needed to act in accordance with the stated values.

HR processes and activities are aligned with the core values and purposes.

You may not be able to impact many of your HR processes if you are a leader in the business and not the owner, but you can at least impact those somewhat within your area of influence using this best business practice. When you are thinking through hiring, orientation, appraisal, recognition, rebuking, or calling people to a higher standard, you are thinking through the core values and purposes and relating the feedback to those.

A great resource to check out is Topgrading. It actually gives you a formula, one, for doing great interviews and getting great people, and two, for creating a job description that is actionable. This means that it is written in a way that when you hire a person, they already have the numbers they are going to be responsible to meet. So be sure to check out topgrading.com and the book Topgrading if you are looking to revamp some of your hiring practices.

If you are about to hire someone, you can implement the Topgrading process and you will find yourself consistently winning the hiring game and getting good fits 80-90% of the time instead of the industry average of

around 50%. Job descriptions should be written in such a way that the expectations for the potential hire are clearly stated and they know what they are going to be measured against in their first quarter and year.

A quick question from Topgrading that you might find helpful: when interviewing people, ask what the negative things you are going to hear from their references are. They often volunteer even more than the person giving the reference.

Actions are identified and implemented each quarter to strengthen the core values and purposes in the organization.

This causes you to be intentional to make sure you are running the business in line with your core values and purpose. What specific things can you do to highlight your core values? When you catch an employee doing something right or great, and in line with your core values, make sure to highlight that story. Spread it around the office and it will make everyone feel better and be more likely to perform similar actions in line with your core values.

Best Practice #8
Employees can articulate four key components of the company's strategies accurately.

It is really important that your customers or potential customers, when talking to your employees, are hearing the same message that the executives in the business would be giving. This doesn't happen automatically, as you well know. If your employees are not able to articulate these things clearly, then your customers are never going to fully understand why and how you do what you do and why they should do business with you instead of one of your competitors. The other thing it does is that it allows everyone in the company to get behind the main things.

The BHAG (Big Hairy Audacious Goal) or the Massive Transformative Purpose (MTP) whichever you are using within the business is tracked and visible.

Everyone should know your big goal or purpose that you are working towards. The progress on this should be tracked and visible and as one of your KPIs. This number should be something that everyone in the company knows you are aiming for. Hopefully, it is something motivational that moves them and get them to work towards your main thing.

Core Customer(s) Their profile in 25 words or less.

Your employees all understand your core customer's avatar profile and they can communicate that easily. Come up with a way to ensure new hires are aware of the people that you are targeting especially and that existing employees know this information as well. When everyone in the business knows your ideal customer avatar, they are more likely to think about innovations or improvements that can better serve that person. In addition, they will understand more ways that you can actually reach out to that person with a message that is going to be attractive to them.

3 Brand Promises - And the corresponding Brand Promise KPIs reported on weekly.

You have probably heard of KPIs (Key Performance Indicators) and if you have tried to implement them in your business you know it can be a little bit tricky. What does it mean to connect a KPI to your Brand Promise?

Your brand has some spoken and unspoken promises to your customers. Your KPIs help you know if you are on track to meet those promises to your customers. KPI's can either be leading indicators or lag indicators. Leading indicators are generally connected to processes and

performance, for instance, the number of people that we have reached out to with outbound marketing. Lag indicators include things like sales, renewal rates and referrals brought in.

Your Brand Promise KPI's are connected to the results that your customers expect to get when purchasing from you. Some famous Brand Promises to spark your thinking for your own brand:

Apple: "Think Different"
BMW: "The Ultimate Driving Machine"
Walmart: "Save Money. Live Better."
H&M: "More fashion choices that are good for people, the planet and your wallet."
Geico: "15 Minutes or less can save you 15% or more on car insurance."
Marriott: "Quiet luxury. Crafted experiences. Intuitive service."

Your Brand Promise KPIs will help you know if you are on target. If you look into them it will give you awareness of what you are doing well and what needs improvement, allowing you to make adjustments along the way.

Elevator Pitch - A compelling response to the question "What does your company do?"

There could be elements of the Massive Transformative Purpose, there could be elements of the benefits of your avatar and what your product does for them, but you need to have an elevator pitch that is common across your company. It doesn't have to be memorized exactly word for word, although that might not be a bad idea, but at the very least each employee should be able to explain exactly what you do in a way that is compelling to the person that you are communicating to.

When each of your employees understand these four components of your strategy, they are able not only to communicate it, but they are able to live it better. In the typical company, the average employee doesn't know all of those elements of strategies and certainly cannot communicate it. The salespeople may know the avatar, but the rest of the company is likely not clear on it.

The executive team might be aware of the big goal they are heading to, but the rank and file employee is generally not. When every employee of the business knows these four elements and can communicate them clearly to others, you will see an increase in traction as you move towards your Big Hairy Audacious Goal.

A follow up to this is to have each employee's role connected to the company elevator pitch. What do you do? "I help business owners win by applying the aggregation of marginal gains to their business through social media," instead of, "I do social media." Or, "I am part of the management team of a business that helps small business owners win," instead of, "I am a middle manager."

Best Practice #9
All employees can answer quantitatively whether they had a good day or week.

1 or 2 Key Performance Indicators (KPIs) are reported on a weekly for each role/person.

A lot of time when you ask employees, "Hey, did you have a good week?" The response is going to be based on how they are feeling. Did they get good encouragement from their boss? Are they happy with their coworkers, or is someone driving them crazy? We want to know those things as well, but those are fairly subjective. We want them to also be able

to have an objective look at whether they are doing their part to move the company forward.

We want to allow employees to objectively know whether they had a good or bad week. What are the one or two KPIs for that employee, and how are they doing on those? How will you track that? This should be tracked on a weekly and sometimes daily basis depending on what makes the most sense in your business. I like to call this number The Most Important Number (MIN). What is the most important number for each employee? What is the most important number that that particular employee or team is responsible for?

If it's a team number, what's the person's number within that team number that they can objectively go back at the end of the week and say, “I hit this number every day this week or for the week.” They know how they are doing and they get immediate feedback. This is especially important in competitive environments like with sales teams.

Each employee has one most critical number that aligns with the company's critical number for the quarter.

So the employee’s number lines up with the company number in that area and it is moving the company's critical number ahead when they hit their targets. If the numbers do not align then the employee is not clear on how they are helping the company move forward. The momentum that is gained from alignment is lost and you will find that it is much harder to meet the overall targets for the team and business.

Each individual or team has three to five quarterly priorities/rocks that align with those of the company.

When the company says, this is where we are going this quarter, then the employees know exactly

1. Where the business is going.
2. How their team helps that goal.
3. How they help their team reach the goal.

This gives clarity and alignment with the whole business. It allows teams to understand what is most important and enables the sharing of resources to be able to hit those priorities.

All executives and middle managers have a coach (or peer coach) holding them accountable to behavior changes.

Coaching is huge. I already mentioned that Google said the number one characteristic of a high performing team within Google is that the executives and managers have the ability and skills to coach well. They understand and employ the elements of good coaching in their managing relationships.

They understand asking questions, empathetic listening, goal setting with the employee and problem solving with the employee, instead of just saying, “Do this,” or “Don’t do that.” You are teaching them to think at a higher level instead of thinking for them. Coaching is causing them to rise up to the next level. Within Love to Work, we actually have a course that each executive, manager and employee can go through to get coaching skills in about an hour. They will have all the elements they need to be a good coach. All the research today says coaching is important. And the further you get away from being a frontline employee, the more important coaching is. The more difficult coaching skills are for you, probably the more important it is as well.

I had a manager, Rob, that really struggled with coaching training about seven or eight years ago. He told me, “I just want to tell them what to do.” I told him he needed to learn these skills if he was going to be as effective as possible. We dialogued on it for a number of years and finally,

through the set of circumstances in his life and through additional training that he got on coaching, he came to me and said, “Okay. Coaching is way more effective than just telling people what to do.”

With coaching, there is way more buy-in and there are better solutions; people are much more likely to do the hard and difficult things if they are the ones deciding to rather than being told to. Rob no longer works for me, but we are still friends. As we've gone out to coffee or grabbed lunch over the last couple of years, he actually used his coaching skills to encourage me, to strengthen me and push me forward as well, especially after I lost the $250,000 in business. It’s been neat to see this transformation as he has finally embraced the coaching skills and process rather than just telling people what to do and expecting them to do it. The irony is that as a young manager, Rob would bristle when told to do things he did not want to do, and yet that was his default style of leadership for 17 years.

Whatever the coaching program looks like in your company, at the very least, each executive should have coaching skills and be coached on their behavior and how they are interacting with their employees. A better step is that everyone in the company gets trained on coaching skills and has a coach or a peer coach. The coach doesn't necessarily need to be within the company. One of the things that I say to the companies that I work with is that it might even be good to have someone that has a peer coach who is a friend in the same town. They meet for lunch once a week and they are being coached, maybe some of the time it’s on their personal stuff in their life, and some of the time it is on things at work.

Whatever is bubbling up in your employee’s lives, that is what they want to be coached on. Honestly, you shouldn't really care whether the issue that they want to be coached on is at work or at home because, as they get coached on either one of those, they are going to be in a better place emotionally. They are going to be handling things more wisely. In the

long run, they are going to win more and, because of that, you are going to win more as their employer.

I cannot stress the importance of this enough. If you just Google right now, “What is the ROI of coaching?” you’ll see different numbers out there, but I’ve never seen a number under 500% ROI when companies put a monetary value on it. I just saw a number yesterday that was 570% ROI, and a number that was out there based on an older study was 610% ROI. For every dollar spent in coaching, the company recouped $6. I just saw a recent article that reported on over 20 studies that showed an average of just under at 700% ROI and the thing is that even after the initial ROI is measured, you are still getting an extended return on investment. People who have been coached attest to the impact often more than 5 years later.

It is an area where a small effort makes a huge difference. If you have never been trained with coaching skills, it is totally something that is worth doing. Most of the coaching training companies out there do a great job. Most of the reputable companies on coaching and training do a good job. There are small differences in coaching models; they are all pretty much the same.

It’s not rocket science; it is basically good relational skills with a couple of extra little twists. Do some sort of program, if you are not part of Love to Work, that helps you get those coaching skills. If you are part of Love to Work, that is included in the package, for you and every employee. Every employee is able to invite one other person from outside the business into that training as well. That way if your employees have a peer coach in another company, or perhaps a friend from college, that they want to meet for coaching, that is available to them as well.

Best Business Practice #10
Plans and performance are visible to everyone.

A "situation room" is established for weekly meetings (physical or virtual)

If you are a distributed team, this is a virtual meeting space or online tracker. If you are all together in the same location, it is a special place where you can have your meeting that is not going to be interrupted. You want to have a location where you are going to be able to get the 10-15 minutes you need to execute your meeting without being interrupted.

Core values, purposes and priorities are posted throughout the company.

Have signs up in the workplace where people can see them. When I worked in Corporate America, I remember a new VP came through in charge of our division and had a new vision. Honestly, on our part of the division, there wasn't a lot of buy-in. There was a little bit of skepticism by that time that the business was actually going to be successful, and ultimately, the business unit ended up going under. But I still remember his two words when he came through were, "Focus and execute."

This was back in the late 1990s. Focus and execute. These are our priorities; we need to focus on these and we need to execute on them. Probably the reason that I still remember that 20 years later is that he had a big banner made that sat up on the wall next to our office. And so, when I walked into our office, I would see this big reddish banner, "Focus and Execute." That thought has stayed with me. How can you place your core values, purposes and priorities throughout the company in a way that people can see it?

Scoreboards are up everywhere displaying current progress on KPIs and critical numbers.

How are people doing? Especially for a competitive environment, like a sales team, maybe you have each individual's numbers up and available. For sure, the team numbers are everywhere. You definitely have the

company's big numbers on a scoreboard where everyone can see them. During your daily meeting start sharing your most important number and your most important task. Everyone is going to know how everyone else is doing and how they can help one another.

If someone is holding the company back or not pulling their weight, it will soon be evident. Also, it will be evident over time if an employee is slacking and consistently setting very small Most Important Tasks to ensure they always make them. This will come out in team dialogue or meetings with their manager. This will help you to see if it is the person or system that needs to improve as well. Once everyone has a number, non-performers can no longer hide and systems that are broken are highlighted so they can be improved.

Each employee is called to perform at least at an average level. So what this will do is that it's going to call everyone up to be at the very least average. It's going to make everyone do better. What gets measured gets done. If you are measuring your employee's Most Important Number and their Most Important Task, things are going to get done. If they are not getting done, it is going to highlight one of two things. You have systems that aren't set up or that are broken, or you have people that are not able to perform at the level that your company needs them to perform at.

As your company moves forward and you are executing at a faster pace there is a greater energy in your business. There is excitement as you meet quarterly goals. Most people really like being part of a winning team. When companies implement best business practices they will often experience a flywheel effect. As you meet your goals there is excitement. Excitement creates enthusiasm within your employees that leads to better connections with your customers. This leads to more sales which in turn leads to more profits.

As you uplevel, some people are no longer going to be a good fit for your environment. Some of those will discover that on their own and will look for other options; some, unfortunately, you are going to have to share with employees at a time, “Listen, these are the metrics we have agreed upon for you and you are consistently not meeting those.”

When you give them those opportunities, many people will rise to the level; some will not. That is part of the hard call of being a leader. If you lead well (I am not saying this is always the case; it has not been a hundred percent the case for me), a lot of those relationships can go well when you have to let someone go. They understand, especially if you have hard numbers, why it is that you’re having to let them go. Some people, obviously, are not going to respond well to that. They are going to be upset, they are going to be hurt; there are emotions connected to that. But a lot of times, even with emotions that often accompany those situations, if you have been growing as a leader, you can give them hope even as you encourage them in a new direction.

There is a system in place for tracking and managing the cascading priorities and KPIs

Your system tracks the priorities and KPIs that you have for the business, the individual teams and your individual employees. And there is a way that all of those go together. There are SAAS offering that are created just for KPIs. It is also available as part of the software we recommend to help uplevel your company. For a smaller company, maybe that is something that you create for yourself within Google Docs or an Excel spreadsheet or something similar; something that everyone has access to.

Perhaps display that on a monitor somewhere within your business. If you are a Love to Work client, we can actually help you out with that as well. We can help you think about which KPIs will actually impact your

business and adjust them as needed. You will want to track and display these in a way that makes the most sense for your business. Know that understanding which KPIs are most important takes a little work and you will naturally be adjusting the numbers and what you are tracking as the business grows.

At the end of this book, we talk about how we can help you implement the Love to Work system which is wrapped around the Scaling Up and Rockefeller Habits process in a way that allows your business to grow and operate in a way that makes everyone Love to Work more.

Your unique business strategy.

Obviously, you can not just randomly apply best practices to your business. You must think about what the strategy is that makes the most sense for your business. The strategy that makes the most sense is going to be different at different stages of your business. We start off this process by doing a Business Model Canvas, which is simply a high-level picture of your business.

This is a great tool that gives you an overview of your business and helps you to see perhaps where you need a little more effort. A Business Model Canvas will also allow the different departments or units to understand what others are doing within the business and how everyone's numbers impact other parts of the business. Each of your employees should be able to understand your business model canvas. It gives people a high-level view of your whole business on one page.

After the Business Model Canvas was made popular, the Lean Canvas came out. It was kind of a modification of the Business Model Canvas and it actually did address some of the deficiencies of the Business Model Canvas. The Business Model Canvas people came back and now

they have developed the Value Proposition Canvas. It's two pages now, instead of one, but it is actually very strong and robust.

For a while, I was recommending clients use the Lean Canvas and often used it myself, but now with The Value Proposition Canvas, I think overall the Business Model Canvas is a much stronger product. The Value Proposition Canvas has you look at your ideal customer avatar. This is a description of your typical customer in a way that brings it life. You look at the pains and gains that draw them to your product. You will clarify what your avatar is looking for in your product both to reduce their pain and increase their gains. If you have never written this down and codified it, it is a fairly short, simple process and very valuable to your whole company.

"B.O.P and S.O.P & Ops Manual"

Business Operating Principles

BOP stands for Business Operating Principles. These are the principles that are used to help make decisions within your business. This allows front line employees to be able to make decisions with confidence because they have a guide and a standard that gives them a grid through which to think. This is usually no more than a page, which allows you to have maybe 30 principles, at most, that your employees use to make decisions that align with your core values and with the direction that you are moving.

You will find that the first time you create your Business Operating Principles, some of them might not actually be helpful as you initially thought for making decisions. You might need to change those a little bit over time, but you will get most of it right on your first brush through. It will really help your employees know how to make decisions without going to managers; without things having to go up the chain because they are given these principles that will help them make decisions.

The Ritz-Carlton famously gives their employees the authorization to spend up to $2,000 to keep a customer happy. They also have an average lifetime value of $250,000 per customer, so that number makes sense for them. That is one of their operating principles: they want customers to be happy and so they are going to empower their employees to make decisions, that can cost up to $2,000, to keep them happy.

You are looking for about one page of Business Operating Principles to help your employees make decisions. The time that you spend in doing this is going to help your employees so much and it is going to take a lot of pressure off your managers as frontline employees start to make more decisions. As with any change, there are going to be some growing pains, especially when decisions are made that are not exactly what you would have made. You'll need to tweak your principles to help them understand not just what decisions they could have made better, but why that decision would have been better. That way, next time, they can make the right one.

Standard Operating Procedures.

Standard Operating Procedures (SOPs) are like flossing your teeth. You know you should do it, but chances are good that you are part of the 70% of the population that does not floss daily. SOPs are probably one of the underused tools within your business. As you continue to refine your processes, like we talked about in the aggregation of marginal gains, you need to have a way that you are keeping track of what should be done and how it should be done.

What are the things that you are changing? What are the marginal gains that you have made? How have you implemented changes within your business? What Standard Operating Procedures do is they let you know, every time, that this is the way that we do this particular process. It's your business's own best practices standardized.

Now there might be creative elements, where you break out of the mold or try something different. For instance, if you are doing social media marketing, you want to keep track of the things that are most effective for you and the way that you are operating. Hopefully, the people who are in charge of those areas are also learning more about social media marketing at the same time and they are keeping track of the baseline: what are our Standard Operating Procedures regarding Facebook posts or reaching out on LinkedIn. You will perhaps have a spreadsheet to track what types of posts get the most engagement for you and run more of those or what lead magnets actually lead to sales.

Your hiring and on-boarding process should have a Standard Operating Procedure. This is how we create job requirements. This is how we create the job description and where we have had success in the past finding hires. This is how we reach out within our network to new people. Then the job description is used so that the first quarter on the job these employees know exactly what their numbers are that they are responsible to hit.

In addition to hiring and on-boarding, every department will create and use their own SOPs. Some on-boarding elements will be the same for the whole company and some will be specific for each team, department or role. The accounting, finance, marketing, operations, etc. each have their own SOPs. The frontline people should be making these SOPs, because they are the ones actually doing the job.

It should be reviewed by the manager and it should be tested by a different employee within that same unit. Or, have another employee or manager come in and execute purely based that Standard Operating Procedure. Sometimes we are so close to something that we miss a step. SOPs can be done through a written document, videos created, screenshots, or a PowerPoint of the way that they are executed. When

businesses operate with SOPs, suddenly jobs are executed faster and with fewer errors.

It is interesting, or it is reasonable I guess, that pilots have a checklist because they have such an important job. It is only recently that checklists have been brought out in other areas of life. For instance, Atul Gawande wrote a book about checklists called **The Checklist Manifesto.**

He talks about how, when hospitals implement simple checklists during surgery they can greatly increase the effectiveness of it. He found that just having all doctors and nurses know everyone's name reduced errors by 35% because people were more likely to speak up if they know each other's names. Next time you are being wheeled into surgery maybe you want to show up with your own checklist if the hospital has not instituted them yet.

I have started a checklist for myself in the morning which, currently, has about 14 items on it. It starts with water. Most days, I get up and I pour myself a glass of water, but occasionally I don't. I look at my morning checklist and I see it and think, "Oh, I forgot my morning water," and I go back and get water. It's simple, right? How can I forget that? Without a checklist I often did.

Interestingly, in the time between the first draft and the final rewrite, I have moved to a large glass Australian water bottle that I fill up THE NIGHT BEFORE. That way it is just sitting on my desk ready to go in the morning when I start my day. It is a more effective process for me to do it the night before when I am setting up the coffee machine for the next morning. What was most interesting to me was that I didn't consciously make this change, it just sort of happened after I put the item "Water" on my checklist.

The last thing on my morning formula is exercise. Some days, I plan my day and then I jump into tasks without exercising, and I go back and look at my checklist later and I realize, “Oh, I haven’t done my exercise routine today. I need to make that happen right now.” Or, I put it on the calendar for a more convenient time. That is a pretty simple thing, but it is actually making a big difference in my life.

How much easier is it for an employee to forget a task when they don’t have a checklist or a Standard Operating Procedure that tells them what to do? This best business practice takes a little more time to implement and maintain but it is completely worth it. It could be that you bring in a temporary hire or low-level employee to kind of go around and collect SOPs from everyone so they are standardizing your business. Or maybe someone has a little bit more time right now, so you have them create these with the person doing each job. This is one area that you will have to maintain as a company because SOPs will change slightly over time as your company grows and improves.

SOPs should be saved somewhere where everyone else can view and use them. It should also be able to be edited by someone who is responsible for it and checking before the edits go live. That way, an employee can say to someone in charge of a particular department or area, “I think we need to make this change.” Maybe it's something that you bring up at the weekly meeting, “Hey, I think we need to make this little change.” Get everyone’s feedback connected to the process and decide what you think the best new SOPs should be.

If you get away from them and if you are not using them, it is not going to be as helpful for your company. In an organization that I led for a number of years, we had great Standard Operating Procedures, and they helped execute our mission really well. In 2006, I moved away from the organization but I returned a year later after the guy who followed me

resigned. This was the same guy who years earlier said I was not yet ready for leadership. ;-)

I came back to run it and I thought to myself, “I was here for 6 years; I know enough that I do not need to worry about an Operations Manual and SOPs right now.” A lot of the other people knew their responsibilities and their roles. I had to rebuild the organizational health and I had to rebuild some trust with outside people. There were other things at the time I thought were more important than the SOPs.

Honestly, the organizational health was a huge priority. We stood to lose the contract that all of our jobs depended on. I could have actually built organizational health even faster, and in the long run, we would have been better off if I had taken a little time to reinstitute our SOPs that had fallen into disuse. Thankfully, we did restore health and trust but it took more out of me than it needed to because I was carrying more of the load than I needed to.

When I moved on again three years later, my replacement asked what I wish I would have done differently. I told him two things. One was to re-implement a tool that we used to help bring about transformation that I had quit using, and the other was SOPs. So, make sure you are using BOP and SOP and put it all in your Operations Manual, this can help your business if you do nothing else. Create one page of Business Operating Principles and implement Standard Operating Procedures that your business actually uses.

Value Proposition Canvas & Business Model Canvas

When it comes to your own unique strategy, you start with your Value Proposition Canvas and your Business Model Canvas. Then you're going to flesh out each of these pages in a way that is unique to your business. There are probably a number of things bouncing around in your brain that

you would like to implement to make your business better. Using a tool, like the Business Model Canvas helps you to get clarity on what to implement when.

This is where having an outside strategy consultant come alongside you and your team can be extremely valuable. They can help you think about things unemotionally, without being clouded by people or pet projects. To be sure, most of the valuable input is going to come from your team and your team best knows your own strengths and weakness and what is actually possible to accomplish within a time frame. Consultants will often help shift your thinking or see things from a different angle because of their experience in many different businesses.

It will help you get some outside perspective on the decision-making process, related to strategy initiatives, that you need to take for your business. If you prefer not to use outside consultants, you should plan ahead of time what decision-making process you will use to help you make strategy decisions that will move your business forward.

The most simple one is probably to put your strategy options down on a whiteboard or on a grid. Along the bottom of the grid, you will measure from easiest to most difficult, the resources of people, time, energy and money it will take to get each option or idea accomplished. Then on the up the left side of the vertical axis, you measure which of these things will have the greatest impact on your business. So you are measuring cost along the bottom and impact along the left. That allows you some objectivity to these decisions and lets you make strategy decisions within your own business that are going to be the most helpful for moving your business forward. You might also want to put the likelihood of success of a strategic idea as a percentage number to help you decide.

Strategy is changing quickly, especially at a tactical level. The tactics over getting new clients and customers are changing on a yearly or even

quarterly basis. They are changing quickly. Obviously, some things are never going to go out of style. Providing your customers with excellent value for their money is always going to be a winning proposition. Just because you are the best value doesn't mean that you are going to get the most business. In today's world, marketing is HUGE.

You need to get your message out there in front of your customers. They need to know who you are and what you do. There are a lot of different ways that you can do that and having your employees implement these best business practices means they are going to be talking to advisers who have gone down that road.

They are going to be reading books, taking courses, watching videos and learning in the areas that they are responsible for. You are going to be dialoguing, strategizing and talking about the things that are most important to your business. You are going to be making regular improvements and decisions around your unique business strategy that best fits your company.

Operations Manual

The Operations Manual is where you keep track of everything in your business. It will be accessible in some online format in a way that people can review and edit as necessary though you may want to have SOPs around editing it. Some business owners and leaders prefer to keep printed copies of this in a binder that they can go through and edit with a pen or pencil and have someone make the changes to the online version for them.

Some of the items that may exist in your Operations Manual:

Business Model Canvas
Value Proposition Canvas

Future Ideas Around: People, Strategy, Execution and Cash
Best Practices Checklist
Business Operating Principles
Standard Operating Procedures
Organizational Chart
Training Plan
Meeting Flow and Calendar
Tribal Knowledge and Business History
Job or Role Descriptions
Contact Information

- Employees
- Lawyer
- Vendors/Suppliers
- Insurance
- Banks
- Landlord
- Love to Work

Birkman Reports or other personality tests you use for teambuilding
Emergency Procedures

The great thing about all of Love to Work's process is that it helps to cultivate within the company a strategy specifically that is going to help your company win because you are becoming more healthy as a team, learning in areas that matter and executing on your strategy.

If I can be of any help to you implementing Love to Work in your business or if you are going to be working with us through our businesses, please reach out to me. I'd love to hear from you.

Buddy
Buddy Rathmell
540-467-4751
buddy@mapwinners.com



The Love to Work System was created for our own businesses and is now shared through MapWinners, which helps local businesses win with websites, Google Maps ranking, and AI visibility.

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