

Managing

- Brooke: All right. In this video we're going to cover the topic of management. It is a huge topic, but we're going to try, and simplify it down to some real core principles. The first thing we're going to do is define it. What is management?
- Kris: Management is using your resources to get a result.
- Brooke: That's it. You don't need a book to read about it. Don't look it up online. No, you don't need a power point, right? Managing is using your resources to get a result. Now, so many people as solopreneurs think they don't have management experience, which is not true because when you're a solopreneur, you are managing what are you managing, Kris?
- Kris: You are managing your time and you are managing yourself.
- Brooke: Yes, which is what we talked about in module one. You're managing your own action. You're managing your own time. You're managing your own brain, so you have lots of management experience. Unless you don't.
- Kris: Or you're not good at it.
- Brooke: So the best advice we have to about managing is you have to get good at managing yourself first. You have to be able to manage your brain, your time, your action properly before you can ever think about managing someone else. So managing yourself has to be your number one priority. You've had a lot of experience at it. You've either done it well or not so well, get that organized first. Okay? And it's an ongoing thing, managing yourself as you're managing other people. You want to speak to that a little bit?
- Kris: Yeah, I think the thing that a lot of entrepreneurs will be thinking is, yeah, I'm really good at managing myself. That's why I get great results is I'm good at managing myself. That's why it's hard to manage other people because, right? But I think you have to be careful when you really look at how well are you managing your time? How well are you managing your mind? If you're working excessive hours, you aren't ever really finished. You never really turn off, then no, then you're not managing you as the resource, the primary resource of your business, you're not managing it very well. So that's why module one, the work that we teach you is so essential.
- Brooke: That's right. So let's go through the steps of managing. There are three steps to managing. Step number one, ask yourself what is the result you want? I know it seems obvious, but you must define it clearly. If you are only telling people what you want them to do and they don't know why or what the result is, you're going to end up with a mess. So always start. What is the result we want? That's always question one.
- Kris: I want to interrupt.
- Brooke: Do it.

Kris: I want to really emphasize what Brooke just said. What we tend to do is we ask people to get things done. We ask people to do work. What Brooke just said is what the result that you want. That's a very different question and it does require a little bit more of you to think about not just get something done, but what's the outcome you're looking for? I just want to really stress that because I think we gloss over that.

Brooke: What is the result that you want in whatever it is you're asking someone to do, you have to define the results. That's number one. Number two, what is the process to achieve that result? What are the steps to achieve that result? What was question number one? What is the result we want? The more specific, the better. Step number two, what is the process or the steps to achieve that result is number two, and number three is who will execute each step and by when. This is how you delegate, this is how you get anything done. Remember, the definition of management is using your resources to get a result.

Brooke: So once you know that, that's the definition, the question is how will you use the resources? That's through these three questions. I'm going to read them one more time. What is the result that you want? What is the process or steps to achieving that result and who will execute the steps and by when? In some situations you'll have multiple people doing multiple steps within a process to get a result. Sometimes it will just be one person. So how do people mess this up? Tell us.

Kris: They don't know the result that they want. That's unclear. They don't have a process and they abdicate the process. So they'll just ask their employee, they'll say, "Hey, can you get this done?" But they don't have a process. And so then they abdicate the process to the person and then of course they don't really follow a process that we want. And then ultimately we don't get the result that we want because we haven't been clear about the result that we want. We just asked something to be done.

Kris: And the last piece is the by when. And know I talk to my clients about this all the time, we ask people to do things and we don't give them a by when. We don't ask them to have things done by a certain day. We just assume that if I asked you to get it done today, you'll get it done today. Or if I ask you to work on it, you'll get it done today. So we have to be really clear about when we expect work to be finished.

Brooke: Yeah, because it's not just the timeline for when we need the result, but also the expectation on how long things will take to get done. It's amazing how I can delegate something that I think, I mean, I want my employee to spend three minutes doing and they'll interpret that as three weeks. Literally I'll be like, this should have happened in three minutes and now three weeks later it's still not done, so that is just a really important process. If you can learn these three steps and always use them for everything, you are going to have such an easier life managing employees, even managing yourself. Even if this is something you're doing for yourself, what is the result I want? What is the process for me to achieve it and when do I want to have it done by? Even when you're managing your own activities, that's going to be super helpful.

Brooke: Okay, so the question is who do you delegate to and how do you delegate it? Okay. We have the process for managing anything that you're going to assign. So how do you delegate it? Now, this is going to reference back to the video where

we talked about having people who are tacticians and having people who are strategists. And I want to be really clear, you must watch that video before this is going to make any sense to you. So we have three things that we can delegate according to our processes. We just told you, right? We can delegate the result, we can delegate the creation of the process or/and we can delegate following the process. So who would we delegate just following the process to? A tactician. That's right. So we've created the process. We know exactly how we want the result to be done. We documented the process, we've hired a good tactician and assistant, someone that's supporting us. We say, "Here's the process to follow, you do it." Now, how is that managing?

Kris: That's tapping your resource, that's using your resource to achieve a result through a defined process. So as a manager, you've established that and then you ask your resource and say, "Hey, can you get it done?" And that's managing.

Brooke: It's the simplest form of delegation. I know that it seems totally obvious, but I never understood that you have to actually delegate the process and not assume that they know the process. And this is for basic things. This is for, we need to hire a caterer. This is for, I need you to make me a dentist appointment and this is, I need you to create an entire program for me. If you're dealing with someone you've hired as a tactician, you must delegate the process for them to follow. Okay? That's the easiest form of delegation.

Brooke: The second type of delegation is I'm going to delegate you the process to create. So I would say to Kris, this is the result I want, I need you to create a process for it. Now, what makes sense is I delegate and I say to her, "Hey, go create a process and then show me the process." Why don't we do that?

Kris: Because that takes time.

Brooke: Right, exactly.

Kris: And I just would rather you just get it done and I don't have to be involved in all of the details of the process, but that doesn't get the result that you want.

Brooke: Right, so if I'm delegating to an employee and I want a very specific result, I'll say to my strategists that I'm now, because I'm only going to delegate process creation to a strategist. I'm going to say to her, "Hey, I need you to create a process to get me this result and then show me the process." She's not going to go start working on the result. She's not going to take any action on the result. She is simply going to give me the process that she's going to follow. In some instances, it'll be a really quick back and forth. I'll say, "Hey, I want a dentist appointment, tell me the process you're going to follow. I want to hire a chef, tell me the process you're going to follow. I need you to write a book for our company, tell me the process that you're going to follow." So she's going to go and do the process. I'm going to tell her when I need that process done and she's going to come back with the process.

Brooke: This is such a beautiful thing because I can understand how she's thinking. I can understand how she creates processes. I understand how her strategy mind works and I can give her feedback based on how to think about creating a process. And I want to be really clear here. As a manager, it's so much better for me to understand why she created the process the way she did and teach her how to change that versus just getting a red pen and correcting it and not

telling her why. You're teaching your strategists how to create processes. So taking the time to do that is super important.

Brooke: Now, once you have someone on your team that has proven that they're super good at creating processes and super good at executing those processes in those situations, and only in those situations do delegate, just the result without having to see the process first. So I know for sure with my assistant, she has so many processes for things and she's created so many great processes that she can follow. So many times I can delegate. I'll say, "Hey, I need another dentist appointment." She can go reference that process we've already created. In my situation with my assistant, she's a tactician. She's good at executing processes. So if I delegate her something new, I'm going to delegate the actual process. I'm not going to have her create that process because that's a tactician that I'm dealing with. If I'm dealing with an executive in my organization and they've created tons of processes and I know that they do them well, I often won't even need to see the process at that point, and that's usually after several months of knowing that they know how to create a process.

Brooke: So I can say, "Hey, go write a book or create a new program," or something like that and I know that they can take care of it. But what's great is I know they're going to create a process first. So if something happens with the result, I can always go back and say, "What was the process that you followed?" And we can evaluate from there.

Kris: That's such good insight right there that the process itself is so diagnostic for you when you don't get the result that you want. So when you have a process that you're following and something isn't working out well, it's already outlined. Then you can really look at, okay, where did this not go well? And I can't emphasize enough, I know that a lot of people who are watching this are thinking, but I don't have time to set up the process. I don't have time to wait for them to go through that. And I would really just push back and say, look, you don't not have time.

Brooke: Right. It's going to take longer either way.

Kris: It's going to take longer, there's going to rework, you're not going to get the result that you want because I know you're not getting the results that you want right now. So this way ensures that not only do you get the result you want, when you delegate this one time. You get the result you want every time you delegate that task or that result that you're looking for. So keep in mind that again, all of these modules, it's investing on the front end so that we're creating the freedom that you want and the production that you want and the results that you want in your business longterm.

Brooke: And what this process does, if you manage this way, is it takes all the drama out of it. And here's why. If you don't get the result that you wanted, one of a few things have gone wrong, either the process wasn't correct and you fixed the process. Now, why is that magical? If I assign Kris to follow a process and she, and I've given her the process and she followed it and we didn't get the result that we wanted, I can adjust the process. I'm the creator of the process. If she created the process, we adjust the process that she created. I'm not mad at her, it's not about her personally. It's not about her qualities or her skills or anything, it's just the process isn't working. It's simply math and it pulls all of the personal drama out of it.

Brooke: She doesn't need to be defensive. I don't need to be angry. We can just be like, "Oh, that process didn't work. I wonder why." And it may be the way that I did it. Maybe the way that she did it. And sometimes you have to really look at yourself and I want to say most of the time you really have to look at yourself. Have you delegated a strategic process creation to a tactician, that's on you. They're never going to be able to do that. Have you created a process that doesn't work and given it to a tactician to follow and they followed it and it didn't work? That's on you. This is great news because as soon as I know that something is on me, I can fix that and we love that as entrepreneurs versus like nobody can do anything. I just can't find good people.

Kris: It's too hard.

Brooke: Okay? So it's breaking it down. Did I delegate the wrong thing to the wrong person? Is the process not working or do we need to create a new process, and that's it for every single result that you want it's a process or a delegation problem, period. We have completely cut out all of the drama with, well, this person's just not working out because of some random reason that you pick out of the air. It should be really clear and we're going to talk about when to fire someone in a minute and we're going to give you some really good evidence based reasons to do that. Nothing should be based on feelings. If you've delegated a result to someone and they didn't get the result done by the time you told them, there's only a few reasons why that didn't happen. Figure out what part of the process didn't work, revisit it and correct it.

Kris: It's also good because when we fire, when we hold people accountable because we're in a bad emotional space, we're not effective. And what I would add to what Brooke just said is if you have a proven process, which I know you have a lot, right?

Brooke: Yeah.

Kris: You have proven processes, we know work. And sometimes we do get an employee into a role and they can't deliver the process and we know the process works. Now we know, now that's a misalignment. That's either we got a tactician in a strategist's job or we have somebody who just doesn't have the skill to execute on the process and the result that we want. And again, that's not personal.

Brooke: It's just math. It makes it so much easier. So watch this video one time, 10 times, many times. Look at the notes. Memorize this process, and anytime you run into trouble, I promise you, you'll be able to go back. This is a self correcting process. You'll be able to go back and see where it didn't work. Simply correct it and move on. Leave all the drama out of it.

Kris: I would suggest you take a minute and answer those three questions based on something you're working on in your business right now. What is the result that you want? What is the process and steps to achieve the result and who is going to execute and by when? And just sit down and do that right now. Go through the process while it's fresh in your brain and delegate. Give it a shot.

Brooke: And remember, if you're going to delegate, delegate following processes to technicians, delegate creating processes to strategists and make sure you check

the process before they execute it. And when you have someone that's really experienced, then you just delegate the results.