

**WORK LESS,
EARN
MORE!**



Work Less, Make More!

By Jon Goldman

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Second Edition

Work Less, Make More!

By Jon Goldman

How many times has this dialogue played out on in your head?

“You need to increase your sales!” ... “But you can’t increase sales without adding more staff!” ... “If you don’t add more staff, you won’t grow!” ... “If you grow too fast, you could end up losing everything!”

There’s no right or wrong statement. Each one is valid.

On and on it goes. Meanwhile, nothing happens while you try to figure out what to do next.

What do you do to fix it?

The solution: Freedom Teams.

A freedom team is a group of people and systems that give you the freedom to do what you love and to do those things you’re great at. A Freedom Team allows you to work in your core competency, leverage it, and outsource or delegate the rest.

Let me give you an example. Have you ever seen a fighter pilot? A fighter pilot looks like he's the only guy in the cockpit, right? When he's flying, the goal of his freedom team is to keep him in the air.

Tip: The key to building a freedom team is to hire people to support your vision. It may even appear that a Freedom Team will cost you more money but it will actually increase profits ... if you have passionate people committed to your business goals. Your challenge then, is to:

Put the right people in the right places with the right plan.

Your job is to perform the mission – not the tasks

Your freedom team should support you as if you were a fighter pilot. As a fighter pilot, your job is to fly and command that fighter jet at lightning speed. Your job is to successfully complete your mission. That's all that you need to focus on. In order for you to do so, you need to have an entire team of people on the ground doing what they do best to support you. You need an army of people in engineering, maintenance, accounting, human resources, logistics, safety systems and communications. It's a completely interdependent system.

Just like there's only one fighter pilot, there's only one business owner. And it's your right as the entrepreneur to claim your core competency and claim the spot that's best suited for you.

“Your freedom team should support you as if you were a fighter pilot. Your job is to successfully complete your mission. That's all that you need to focus on.”

As you continue to increase your revenue, add staff that will either make sales for you or increase your sales. Every position must do one or the other; either increase sales or free someone else up to increase sales for the company.

Use the money from those additional sales to build your freedom teams and systems, one block at a time.

When your Freedom Team is in sync together, your business becomes more effortless and it will naturally attract the right people and produce the results that you desire.

It's also your responsibility to manage the team. It's important to recruit people who want to be in those support positions. When you find a person to perform a support role in accounting, then that is his core competency and he's doing what he loves. As you create this, you have created a freedom team for yourself.

Everything revolves around you

Let me illustrate this idea for you. Picture a target. And in the center of this target is you. The second circle around the target is your marketing system, and the third circle around that is your freedom team. The idea behind this target is put you in the middle of it is for you to be able to do what you do best and delegate the rest. Unfortunately, most people have it all backwards.

When you put yourself squarely in the middle of the target and build your teams around your strengths and your weaknesses, your teams will flourish.

Without a Freedom Team in place you have two options – grow or die. The reality is that harsh. The natural order of business is either to grow or die. There is no such thing as staying the same. Things are always moving and changing and evolving. Your company is either going forward or it's going backward. It cannot simply remain static. You're now at a turning point in your business where you must decide which one is best for you, because you can no longer maintain this state of being in between.

The ultimate question facing all business owners

Here's a question that often stumps business owners: What's the actual goal of business?

Serve customers? Meet a need? Make money? Make a difference in the world?

Those are all valid answers, but I would argue that the ultimate goal of any business is convert it from a liability to an asset.

What do I mean by that?

Let me give you an example of a liability that most people consider an asset. Most people consider their house an asset. Why? Because it's something they live in, they've put money into it, and they've made payments on it. But the reality is that their house is actually a liability because they owe money on it and it doesn't produce any wealth or revenue for them.

“I would argue that the ultimate goal of any business is convert it from a liability to an asset.”

As long as the bank owns it, you're continually pouring money into it and it's not an income generating asset. It's simply a liability that takes money out of your portfolio and sticks it into something that is not performing.

Most businesses are liabilities because they're set up with a large amount of expenses and obligations. And they are set up to require your time, a further withdrawal against you and your personal resources.

If you don't work in your business, it will go down the tubes, right?

Then, in that case, your business is a liability!

You may argue that the business has a lot of value to it. You've got customers, inventory, a good reputation and so on.

That may be true, but as long as you are obligated to work in the business every day, then all you have is a glorified job and you don't have a true asset in your business.

WARNING! As long as you're obligated to work in your business every day, you really just have a glorified job. The goal is to turn your business into an asset that is paying you.

The goal is to set up your business so that it provides you with a residual passive revenue stream without you having to be there and do all the work.

Your business should work for you, like a stock or a mutual fund.

When you buy stocks, your money is working for you, and it pays you a dividend or it grows in value. You should invest in your business the same way, so that it increases in value and pays you, as opposed to you constantly having to work in the business. Good real estate investments are also a good model for the right thinking. If you buy a small home for \$100,000, put down a \$10,000 deposit, your mortgage will be \$500. Then, if you rent it for \$950 per month you now have an asset. Once your initial investment of \$10,000 is paid off, you are getting equity and this asset is paying you.

What can you do with your business so it's paying you?

The world's worst business is something that demands that you're there and on-call all the time.

Unfortunately, many businesses are like that. Unless you're there to open the door, the doors don't open. Unless you're there to constantly monitor everybody or push sales, things fall apart. It may appear that most businesses are like this.

Every retail operation demands that you are there as long as the doors are open. Service businesses like financial planning, mortgage, real estate agents, face-to-face selling all depend on you. Being a doctor, lawyer or computer programmer all depend on you.

But here is the secret. Every one of the businesses I just mentioned can become assets with the right Freedom Team and marketing system in place.

You just have to build the system and remove yourself from the equation and the regular flow of most of the day-to-day business activities. Begin to work on your disappearing act little by little. Eventually you will retrain your staff and your customers.

Here's how you benefit from a Freedom Team

Your goal is to set up a system that works on autopilot and simply requires checking and managing reports and results.

Autopilot means that it has checks and balances built into the system, to keep things from falling apart when you're not working in the business every day.

It should be a system that also allows the Freedom Team to move the ship forward, even without you having to be on top of them at all times.

Tip: As the business owner you want to put your company on autopilot. It should have checks and balances built into the system, to prevent entropy from happening. It should be a system that also allows the Freedom Team to move the ship forward, even without you having to be on top of them at all times.

Here's another benefit: You would get a balanced life.

You will be able to have a balance in your life between your personal and professional roles. You see, most people who are entrepreneurs, experience "the death of an entrepreneur," which is complete chaos, when their business takes over their personal life.

Entrepreneur Jim McQuaig has created such a balance for himself as owner of a mortgage company called Nation's Home Funding.

In a profession where the average loan officer is constantly responding to phone calls on his cell, always on the run, knocking down meals while falling behind, Jim created a system so he is able to eat dinner every night with his family, find time to go golfing and traveling, and work only 10 hours a week. How did he do all that? He uses something called the "two-call system." Jim manages his team so that they would only get two types of calls:

1. a thank you, and
2. a referral.

His team gradually built up a very strong service network that generated referral calls naturally and abundantly to the company. Because they were so proactive,

they got many calls from clients saying thank you for what you've done, and calls from referrals.

If any other type of call came in, then Jim would continue to retool the system. In setting up a system like that, Jim was able to lead the company to exponential growth, into the billions of dollars, because he could provide such systems for other loan officers that joined his company.

Another example is Michael Forrester. He's built a business that is built primarily on the Internet. He is an author, and he does a specific type of personal coaching and counseling. Forrester created a Freedom Team and a system that allows him to spend more time with his family, and to come and go as he pleases.

One of the things that he created was a series of ongoing tele-seminars. After he did them a couple of times, and mastered them, he then recorded them and set them to play on an ongoing weekly basis, so that now he doesn't even have to be on the calls.

He also set up systems that deliver the content to his customers without him actually having to provide the service. This program gives him literally an extra 2-3 days per week of free time.

Tips to build a Freedom Team?

Here's the \$1 million question: How do you get about building a freedom team?

The first thing you must do is develop a plan and create a system. Unfortunately, most business owners never do this. Why? Because they are busy living to work instead of working to live. Your goal is to design a life for yourself. It is your right and obligation as an entrepreneur to create a system that works for you and your freedom team.

“Your goal is to design a life for yourself. It is your right and obligation as an entrepreneur to create a system that works for you and your freedom team.”

You've heard the expression don't put the buggy before the horse.

In your business, the “horse” is the engine in your business – sales and marketing. Without them, there's no business. The “buggy” in your business is the things that support you and the business – your freedom teams, staff and operational systems. You are the driver. You guide the horse and the buggy and give them direction.

So what's more important? The horse (sales and marketing) or the buggy (freedom teams and operational systems)?

The answer: The horse – sales and marketing!
Without them your business will be gone.

Where do big payoffs come from in business?

Quantum leaps always come from breakthroughs in sales and marketing. How many times have you met smart and talented business people who have a great service or product, but don't have a great business? How about all the times that you meet people who have great marketing and an average product who have been very successful? You may even think to yourself “My products and services are better than theirs!”

Look at companies like McDonald's. They have a very average product, but they have extraordinary marketing positioning. Or Domino's Pizza. It has very average quality pizza, but their brand promise and guarantee of getting it to the customer within 30 minutes or it's free, is extraordinary. (Some even say that their pizza is lousy. But they would be missing the whole point.)

Tip: Quantum leaps in your business do not come from improving operations. Great leaps come from creating marketing systems that are fulfilled by the operations.

Unfortunately, many people have this backwards. They think that quantum leaps come from improving the operational system. In reality, quantum leaps come from creating marketing systems that drive the operations. Nevertheless, your overall company will never be able to make a quantum leap, unless your operational systems are set up correctly to support your marketing promise.

- First comes the promise;
- then comes the fulfillment of the promise.

Set up your business so that you can make the world's greatest promise and then have the world's greatest fulfillment system deliver the promise.

First, you need a system

In order to build a freedom team, you need to have a few key systems in place. First and foremost, you must be completely clear about your company and where you are going.

Imagine you are the captain of a ship and you are about to launch it to sea. But before you launch, you first need to know something about the ship you're captaining.

You need to know the purpose of the boat. Is it a naval ship and you'll abide by naval values? Is it a commercial ship and you'll follow commercial values? Or is it a fishing vessel and you'll govern the ship by fishing values?

What are your core values and how do they relate to your company?

Next, you have to decide, where the ship is going. That's why a GPS is so valuable. You can put in your coordinates of where you're headed and it will help you navigate a course. You can certainly change your course as you go – and you may have to! But the important thing is that you have a goal.

What is the goal of your company? Where are you headed?

Finally, you need to determine which crew members you'll need such as a first mate and other crew members. Different crew members do different things. The role of the captain is to determine the jobs that need to be taken care of so you know which crew members you'll need.

What jobs need to be performed on your team?

It's important to create a profile for each team member: What sort of skills must they possess and what will they be accountable for?

Tip: Hire people who are in sync with your culture first. If they have the skills, but don't support your business' values, the person will fail. Next, you want each person on your team fulfilling their core competencies. Your team should be designed so each person is doing what he does best.

On a ship, for instance, a lookout person is always needed to spot potential hazards at sea such as icebergs and other boats. He's accountable for the safety of the ship and crew. All that he does and how he does it then is a function of that role. Other people have different roles. There's also always someone who knows how to fix a leak on the ship or who can take care of the engines. Each requires special skills.

The last thing about selecting team members is that every new team member you bring on board must be in alignment with your core values. If not, it doesn't matter how good skilled they are, they're not going to be a fit for you.

What will you use as your GPS?

Let's go back to our example of you as the captain of the ship. What will you use to guide your ship if you can't see at night, in a storm or in the fog?

You'll rely on your GPS. Your GPS in your business is what I call your critical architecture elements, otherwise known as CAEs. These are the things that are the pillars for your business. They're often timeless, although sometimes they are timely, but the main thing is that they are visible. These are the elements of your business that are most critical.

CAEs are both external and internal. External critical architecture elements are those things that guide you when making decisions about how you position your business in the market. You must be able to dominate a market to play in that market.

Externally, Kroger Company's goal is to dominate a local market and be the top grocer in that market. They govern their stores based on the profit per location. That's their CAE. If they can't be the market leader, they pull out and play in another market where they can be number one!

Internally, you will need to have a certain number of employees or outsourced team players in order to operate your business. You may need two people in accounting, one person in operations, and one person in sales, all of whom are necessary just to exist, without whom, your company simply couldn't function.

Your critical architecture requires having each of these elements in place. That will then tell you that you must have a minimum amount of sales in order to exist, according to the level your critical architecture elements dictate. You may need a sophisticated database in order to manage your CRM and all of your marketing. Without that, you cannot be successful. So it's important to determine what your critical architecture elements are.

The 4-step process to developing your system

The secret to have others do the work you've been doing is to take all the processes you've developed for yourself and turn it into a system so you can teach others how to do it.

It may seem daunting at first. Most business owners get frustrated with this process and never do it. They simply don't take the time to do it and remain stuck working in their business. But if you do take the time to document your systems, it will eventually pay for itself **100 fold!**

Why? You see, if you try to teach each person separately how to do it, you'll never have real leverage. You should assume that many of the people that you hire will eventually leave or will move on to other positions, and therefore all the time you spent on training them is not leveraged. By creating good, documented training, you will have invested your time wisely, leading you to greater leverage. If you don't have good documentation, you'll never achieve leverage.

Step #1: Simplify everything you do.

Start out by looking at the beginning of the day and by writing down all of the different processes that you go through in order to accomplish each project. As you go through all the different processes, find out the steps needed and who is responsible for getting each step done. Be sure to take notes. This process can also be dictated over the phone into an inexpensive dictation service.

Tip: Document the steps needed in your processes so you don't have continually train new employees. Simplify the steps and then codify them in a manual. In doing so, you'll release yourself from your team and start to gain freedom because they now have a system that they can follow.

Step #2: Codify your processes.

Create your documentation with screen shots of the computer screen, if that's necessary, like a manual. You'll want to create two types of manuals: An operations manual and a sales manual. Basically, you're creating a gigantic checklist for your business. In doing so, you'll release yourself from your team and start to gain freedom because they now have a system that they can follow.

Be prepared to lose time and money at the beginning. But once it's done, you'll start to see the beauty of the system work for you.

Step #3: Multiply your documentation. Put your processes into a format, such as in a binder or on a disc, which you can give to a staff person to use as a training tool. Your system should be designed so someone can follow along without you

being there. It should be instructional so be sure to draw attention to mistakes to avoid, common errors and helpful tips someone would need to know to perform the job.

Step #4: Satisfy you end-user by continuing to update your documentation with more useful tips and explanations. As your staff begins to use your documentation they'll come up with questions and work-arounds you may have never even thought to address. So be sure to make changes to the document as needed.

The Work Less, Make More Wizard

Each question below is designed to help you develop a system in your organization so you can build your Freedom Team and Freedom Systems.

Your company's core values ...

What are your company's core values? *(What's most important to your company? Examples: Integrity, service, honesty, sincerity, fast turnaround, courteousness, etc.)*

Your company's goals ...

What are your company's goals?

Tasks required ...

What tasks must get done for your company to achieve its goals?

Positions needed ...

What positions are needed based on the tasks listed above?

Repeat the 3-step profile process for each position.

1. Position description:

Describe a position needed on your Freedom Team. What are the tasks you expect the person to perform?

Position:

Brief description:

2. Profile for each position:

List the values, traits and skills you need in the ideal candidate for this position.

Values:

Traits:

Skills:



3. Performance goals:

What are the goals for this position and how will performance be measured?

Goals for this position:

How will you measure performance?



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About Jon Goldman

Jon sold out of his \$24 million promotional company to pursue his passion — helping entrepreneurs turn their ‘stucking’ points into launching points for success.

Jon’s frustration at seeing creative, intelligent business people ‘stuck’ propelled him to create a company focused solely on supporting the entrepreneur/leader to retool his or her business and life – Brand Launcher.

It takes one to know one...

Business renaissance man Jon Goldman is a successful entrepreneur, rainmaker, personal development coach and mentor. He brings many skills to the table -- most notably a rare combination of marketing savvy, business process engineering and deep personal insight. Jon’s fresh, unconventional approach has made him a direct response superstar.

In the direct mail world, he’s recognized as ***The Lumpy Mail Man***. His advice and expertise have helped clients increase their direct mail response rates by 10 times!

He is the author of **The Million Dollar Lumpy Mail™ Marketing System**. It’s the world’s largest and most authoritative how-to kit and resource for supercharging any direct marketing campaign. Jon is the author of **The 90 Day Launch System**, **The Secret of the Watermelon**, and **Vendor-to-Expert**.

Jon Goldman currently lives in Baltimore, Maryland with his wife and children.