

7-30-20 Action and Documentation.v.2

Thu, 7/30 12:27AM 9:53

SUMMARY KEYWORDS

business, execution, procedures, documentation, talk, srp, execute, document, action, policy, process, camp, run, revenue, career, generate, additional headcount, operators, grow, hand



00:00

Hey, everyone, welcome to another episode. So I always bring you stories about interactions that I've had or experiences that I recall throughout my career, right? That's the whole point of this, if I can download some information that I've learned throughout my career and get you a little further ahead in the game, then I've served my purpose, I've given you something that you can use to move forward and run a little faster. And that's exactly what I want to do. That's part of being your coach. So what I want to share with you today is this idea of people in your business saying, This is what I do this is, this is what I this is just what I do.



00:39

When you go and ask them,



00:41

Well, why are you doing something a certain way? or How are you getting that done and the responses? Well, this is just what I do. Now, I don't know about you, but when I go or I've gone in the past doesn't happen now. But when I've gone in the past and I start to inquire to my direct reports and Teams Well, okay, so how are you? Let's go back to my pharmacy days. How are you taking care of that patient? What? What does that look like walk me through the process that you follow. And they can't really walk me through it. They just say, Well, this is what I do. Or, additionally, I look at them and say, because there's two people there, and they're both technicians, for example, and they're taking care of a patient. And I said, Well, what are we through your process? And each one of

them does it a different way. I'm baffled right now, I can tell you that through my corporate career that happened, not quite as often because we had a lot of SOPs and procedures in place. But it can still be common, especially if you're running a new program, or there's a framework where there's not true definition of a policy in place yet. That's where things commonly happen. And so my challenge for you today, and what I want you to think about is you can't have someone say, this is what I do. You have to have two things in order to run your business successfully. You have to have that documented svps that's, that's the first thing. So the simple fact that you're doing something is awesome. When I have someone asked me between the two pieces Katrina, if I can only do one right now, go execute something or actually write something down. Which one should I do? I'm going to tell you go do something. Okay? That's always going to be my answer, I need you to go do something. Because doing something grows the business, writing down notes and writing down ideas doesn't grow the business, right? Because we're not generating any revenue off of that we're just being really good at documenting something we actually never execute. So you need execution. But what I'm talking about in this example, right out of the gate is the simple fact that we have execution happening. But we have no policies and procedures to refer back to, to keep everyone on track. You know, I've talked about that in the past that we have. Most of the companies and especially large companies have si P's in place. So say for example, if I went to go work in McDonald's and I started on the very first day I should be able to know how to make french fries because they have have probably a one page card that they can hand me with pictures and words, they can walk me through exactly step by step what I need to do to make the french fries so that every single customer gets the same tasting french fries, it doesn't matter if I made them on my first day, or if the manager made them on their 20th year there at that facility, they should taste exactly the same. And that's the entire point. When you document a process, you are gaining consistency and execution. It's also the hit by a bus mentality. If I got hit by a bus tomorrow, I would want everyone to be able to carry forward in my business. To do that people need to know how I do things and how I expect things to be done. And so that's what slps do for us. They serve as the guidance such that I can train you on how to do something and I can hand you the slps or make you watch the video in combination of all of that and you're ready to go run the play in my business. So when I hear people say this is this is what I do, this is just how I do it, that it gets under my skin a little bit. Because I want you to say, Well, I do this based on the policy. I do this based on the SRP, the standard operating procedure, because we have procedures that we follow. When I hear people say that in their business, I know that they're laying a strong foundation, because now they can bring on multiple people, they can grow into teams, and they're going to have consistency across the board. And that's what you want to be able to have is consistency. You want the customer at the beginning of your process to get the same exceptional treatment throughout the entire process and at the end as they did in the beginning. So you have to have policies and procedures

around how everyone is going to service that customer at every phase. Right? So great example of that. So that's why I want to call out the fact that



04:54

both action



04:56

and documentation they're both needed. Okay. So let me also say that it isn't all about documentation. I've already put a little caveat in there, but I want to throw it back around. We, we have two camps here, that really happen a lot in business, we have the doers, that go execute and run really fast and want to get stuff done. But they don't want to waste time writing anything down. Because they that's how they see it, they see it as a waste of time, writing things down slows me down. I'm just gonna probably change it as I perfect it. So I don't want to write anything down yet. And that's the sign of probably an operator operators typically say things like that more often than not, okay, not all operators. I'm an operator by, you know, by experience and by career. And so, that's not who I am. I definitely document I am in the middle camp. And so I'm gonna talk about that in a minute. But



05:46

in general,



05:48

lots of operators tend to run fast. They want to get action and execution. And so documentation doesn't always happen to the degree that you would want and what I'm challenging you to deliver to, okay, now, there's the other camp, there's the they're the compliance people, right? They're compliance minded, they're quality minded, they may be even legally minded or HR minded. They want policies and procedures in place. Because that's, you know, that allows for fairness that allows for consistency that allows for better training. Right? It allows for all of these things that we need. There's no camp that's better than the other, they're both equally as important. But usually, you know, we as individuals gravitate to one or the other naturally, okay? What I'm challenging you to do is to live in the middle camp where you do both. Start with action, generate execution, perfect it okay, but be documenting how you do things. And then as you perfect your

execution, perfect your documentation. Make your SRP or your policy align to the execution that you expect to see out of whatever team member that's doing the function. It's really that simple. It will help you be successful. I promise. Because ultimately, we as business leaders, we don't want to have to remember how to do all of it, we can't. There's no way. If we are trying to remember how to do every process and all that's in our brains, we can't focus on anything else. And so I want you to be able to focus on other things. I want you to be able to scale. If you are the only one that knows everything and all the answers are in your head, then you are the rate limiting step. We talk about that a lot. You won't be able to scale, because you're going to have to do the training every time. You need to have SRP so you can have a training program so that you can grow and add additional headcount as you need to. Okay. You also want to be able to focus on the strategy and the other pieces of your business which you can't do. If you're constantly thinking about procedures and how things work. And then last but not least, you want to eventually be able to pull out of your business you don't want to be the end all be all of your business. So if you are the only person that's that's running the show, you're the rate limiting step. You can't scale. You can't go on vacation because you



08:07

have all the answers.



08:10

You can't train anybody new because you have to train them. You can't sit down and think strategy because you have no room in your brain, you're trying to remember everything else. And then you'll never be able to pull off of the business and let other people run it because you have all the answers. And we've talked about that in other episodes, but I keep bringing you back to it. Because right now we have a lot of things that are changing in our business, we have to adapt to the environment that we're in. And so when we adapt, we start executing differently, which means we need to jot down and change our si PS. So if you don't have si PS, this is a great time to go ahead and start putting them into place because you're making changes. So now you can generate si P's that align to your new processes. It's a great opportunity, and that's why I'm talking about it right now. As you make changes in your business, document them okay, like I said, I had to choose which pathway I want you to start with, I want you to start with the action every single time. Because I want you to get results in your business results drive your business forward. We can't sit around documenting all day and not do anything to actually drive revenue. Okay, action draws revenue documentation ensures that there's consistent revenue coming in, when we figure out the light bulb moment is Eureka, we figured it out, right?

The documentation allows us to continue to capitalize on what we've just discovered and replicated. Okay, so action generates the results. The documentation maintains the momentum. They go hand in hand, so you've got to have both. All



09:43

right.



09:44

Go document and take action. Do both in your business today. I promise it's going to move you forward. Go and be legendary.