

Create and Maintain Your Team

Toolbox Teleclass Transcription

By Debra Russell



Professional Program

**Track 3: Nuts & Bolts: The Fundamentals of
Business**



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INTRO – WHY DO YOU NEED A TEAM

Welcome to the November 2008 Toolbox Teleclass: Create and Maintain Your Team. Has anyone else joined since I went off to turn on the recording? Okay, I am just going to go ahead and jump right in and people will join us as they do.

I have a ton of stuff to cover in today's class, so hopefully I'll be able to squeeze it all in, but I'm just going to jump right in.

So the first question is, you know, why do you actually need a team? Why isn't it okay to just do it all yourself? And the answer to that may seem obvious, but if it were that obvious everybody would have teams and we wouldn't be doing this call.

IN ORDER TO BE HIGHLY EFFECTIVE, YOU NEED TO FOCUS ON THE ASPECTS OF YOUR BUSINESS THAT ONLY YOU CAN DO

So in order to be highly effective, you need to focus on the aspects of your business that only you can do.

THAT'S NOT THE SAME AS FOCUSING ONLY ON THE THINGS YOU WANT TO DO...

Now that's not the same as focusing only on the things that you want to do;

THAT'S ALSO NOT THE SAME AS JUST NOT DOING THOSE OTHER THINGS

And it's also not the same as just not doing those things that you don't want to do or are not the things that only you can do.

JACK CANFIELD'S SUCCESS PRINCIPLE #39 – STAY FOCUSED ON YOUR CORE GENIUS

When I say the things that only you can do, what I'm really referring to is your core genius. In Jack Canfield's *The Success Principles*, this is actually principle #39. And principle #39 is stay focused on your core genius. So I'm just going to read a bit of his piece, and so that you guys get a sense, but I highly recommend his book, and there'll be a link to his book on the call recording on the website tomorrow.

He says, "I believe you have inside you a core genius. Some one thing that you love to do and do so well, but you hardly feel like charging people for it. It's effortless for you and a whole lot of fun. And if you could make money doing it, you'd make it your lifetime's work. Successful people believe this too. That's why they put their core genius first.

THE ONLY WAY TO DO THIS AND HAVE YOUR LIFE AND BUSINESS NOT FALL APART IS TO DELEGATE. IN ORDER TO DELEGATE YOU MUST HAVE A TEAM.



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They focus on it and delegate everything else to other people on their team. Compare that to the other people in the world who go through life doing everything, even those tasks they're bad at or that could be done more cheaply better and faster by someone else. They can't find the time to focus on their core genius because they fail to delegate even the most menial of tasks.

Now when I talk about your core genius, the obvious answer to that question is practicing your craft or your art--creating your art. However, it's more than that, because very often the successful building of your business also requires you to be creating relationships and maintaining relationships as well as managing people. You know, managing your team. So it's really important that you don't just say, "Well then I'm just going to focus on making my art" and ignore everything else or delegate everything else or even worst abdicate everything else--give it all away.

There's a way to be successful with this process and a way to set yourself up to lose everything. And if you look at any of the really successful ball players or back in the day, the successful musicians who are being managed by big record companies, very often they lost everything because they abdicated their responsibility and let other people handle it without managing it. So there's a difference between delegation and abdication, and I'm going to talk about that a bit later in the call.

WHO SHOULD BE ON YOUR TEAM

But first I want to talk about who should be on your team. So because in order to actually begin to delegate so that you can focus on really the things that only you can do, you have to have a team. So who should you have on your team?

So I want you to think about this in a bigger-picture way. I want you to think about this as if you were a Fortune 500 Company or even a Fortune 100 company because that... thinking in that mindset is what's going to lead you down the road to a long-term sustainable business. So who should be on your team? Well, you need a board of directors?

BOARD OF DIRECTORS

CEO – *CHIEF EXECUTIVE OFFICER*

This should be you, of course – you create and hold the vision for your career and bring everybody else into alignment with you



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Now on your Board of Directors are going to be the Chief Executive Officer. The chief executive officer, that's you, right? Because you create and hold the vision for your career and bring everybody else into alignment with you. That's what a CEO does. He or she holds the vision of the corporation and brings everybody into alignment with that vision, so they can go off and make that vision happen.

Mentor

In the kind of the CEO position on your team is also someone...could also be someone who is standing as your mentor or mentors. Basically, people who have successfully done what you intend to do that you are looking to for guidance and those are your mentors.

COO – CHIEF OPERATIONS OFFICER

This is your management team – they're running your operations

Manager

Lawyer

Tour management

Coach

Under the title of Chief Operations Officer or COO, this is your management team. They're basically running your operations. The kind of people who would be under this umbrella is a manager (if you have a manager), lawyers, tour management (if you're touring), and well me, your coach. Because part of what a coach does is holds you accountable for achieving your objectives, achieving your goals that are going to enable you to create your vision for your career. So that is kind of under the umbrella of the chief operations officers.

CFO – CHIEF FINANCIAL OFFICER

CPA and/or bookkeeper

Then there's the CFO, which is your Chief Financial Officer, and that's really, you know, your CPA or your bookkeeper, or both.

CMO – CHIEF MARKETING OFFICER

And finally you want a Chief Marketing Officer which is the CMO, I just made that term up, but your chief marketing officer could include your:

Agent

Perhaps Manager here as well

(Depending on the kind of manager that person is)

PR /Marketing expert



Web designer

It's those kinds of people.

DEPARTMENTS – USING THE 5 HATS OF THE SMALL BUSINESS OWNER:

So your Board of Directors are the experts, primarily. In addition to your Board of Directors, you have your Departments. Now I talk about this in the [Business Management for the Creative Mind](#) call, which if you haven't listen to yet, I highly recommend you listen to.

And under each of those The Five Hats of the Small Business Owner that I cover in [Business Management for the Creative Mind](#) is really a department. The Five Hats, just as a review or for those of you who haven't heard this call before, is your creative hat which includes:

CREATIVE

The Product Creation. Creating your art as well as creating your brand image and your packaging;

SALES/MARKETING

The second Hat is your Sales and Marketing Department. The third Hat is Administrative Department. Sales and Marketing I think is relatively obvious, though in addition to the actual physical sales and the marketing of advertising and newsletter and blogging and all those kinds of activities.

Marketing is also creating and maintaining relationships with various people who are going to help your move your career forward, like venue owners, like you know A&R people, like gallery owners in the fine art, like publishers and agents in the writing area.

Those relationships while they may be initiated by people on your team, ultimately you're responsible for maintaining your relationships with the people who are going to help forward your career.

I recommend against delegating the relationship maintenance piece, because it's so critically important. Even if you have an agent, your agent may be booking those gigs for you, but you're delivering the product and creating your own relationship with those galleries or venue owners and/or you know, collectors or whatever depending on area of creativity you're in.

And that's critically important that you have your attention on maintaining your relationships and maintaining your relationships with your fans as well. So some of that you can delegate, but some of it you don't want to.



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ADMINISTRATIVE

The third Hat is Administrative. Ninety percent of that you can delegate, except for the piece about actually creating and maintaining your team, which is an Administrative activity.

FULFILLMENT

The fourth hat is Fulfillment. Some of that can be delegated very easily. For example, the providing CDs that people are purchasing online or downloading things, but also, you know, if you're doing a live presentation or a live gig obviously, you've got to show up for that. That's not something you can delegate. However, setting up the structure for that tour that can actually be handled by someone in the administrative area.

VISION AND PLANNING

And finally vision and planning. Now vision and planning is absolutely something you can't delegate. However, it is something that you can have support and help with from your mentors and coaches.

Now I'm talking about these things from a perspective as if you were a Fortune 500 company, but how do you a solo-preneur or small business owner, do that? Well I recommend reading *The E Myth Revisited* because Michael Gerber specifically addresses this issue.

But really what you want to do is identify what the different job descriptions are and which pieces of those jobs are yours now and which do you want to delegate, and I'm going to talk about that a bit more in a moment.

And begin to actually delegate those things/those positions. I also recommend that you find your experts before you actually need them, that you begin to establish relationships with your experts before you need to call on them.

The worst thing is when you get the big gig, and you've got a contract and they want a decision from you within 24 hours. If you start looking for an entertainment lawyer or an arts lawyer and you've got to turn something around in 24 hours, you're going to have problems. And you may end up making decisions that are not as well informed, because you didn't have an expert who you could call on when you need an answer in short order.

So I recommend establishing relationships with these experts now, so that you can call on them when you're ready for them. I think that's true for lawyers. I think that's true for a CPA. You know, particularly it wouldn't be a bad idea in the PR and marketing area as well.



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So knowing who your experts are, doing that research in advance is going to help you out in the long run.

So I'm going to take a moment and see if there are any questions, though I may say I'm going to handle that question a little bit later. So are there any questions on what I've talked about so far and is there anyone... I heard a couple of people beep in if there's anyone who wants to just say, "Hello"? Feel free at this point.

Dominique: Can you hear me? I'm here.

Debra: Who is that?

Dominique: Oh this is Dominique.

Debra: Hi Dominique. Oh say your name first.

Dominique: Oh okay, I'm sorry. Dominique and I have a question.

Debra: Go for it.

Dominique: *The E Myth Revisited* by Michael Gerber. Was that the name of the book?

Debra: Yeah, it is and all...in these calls, any resource that I mention will be on the call description when the recording goes up, with a link to get them.

Dominique: Okay.

Debra: Don't worry too much about that.

Dominique: Thank you.

Debra: Excellent. Any other questions or anyone else want to say hello?

Cathy: Cathy here.

Debra: Hey Cathy! Welcome. Do you have a question? Who's that?

John: John's here.

Debra: John?

John: John McAdams.

Debra: John McAdams. Hey great! We just got a new John in the membership, and he signed up for this call, so I didn't know if you were him. So great, anyone have questions? Excellent. I'm going to move on.



THE 3 KINDS OF TEAM MEMBERS

So there are basically 3 kinds of team members. There are the Experts. That's the first kind. There are the Employees or Independent Contractors. I grouped them together, because in general whether they are an employee or an independent contractor, it really speaks more to how you pay them than to the kind of person or the kind of talents they have.

And then finally, there's the Volunteers, Interns, Families, and Fans and they're all in one category, because you're not paying them. The volunteers, interns, family, and fans.

Now if you want to employ your family and save money on your taxes by doing that, that is something I can help you with, but not in this call. Bring it to the Q&A and I'll talk about that. In other words, if you have a child who's above the age of 12, which is when I started working for my mother, I have a cool little technique that you can actually save on taxes by employing them. So anyway, but I'm not going to talk about that today.

EXPERTS

Let's talk about Experts first.

COSTS MORE TIME AND LESS MONEY

Now an expert is going to cost more money but less time, because ideally the expert knows way more about this stuff than you do. So you don't need to train them as much as you need to let them know the result you're after and let them just go do their work, because they're experts. That's why we're hiring them.

VERY OFTEN THESE ARE PEOPLE THAT WILL SAVE YOU WAY MORE THAN YOU PAY THEM, BECAUSE THEY WILL STOP YOU FROM MAKING TIME AND MONEY WASTING MISTAKES

Very often these are people that will actually save you way more money than you pay them, because they're going to stop you from wasting time, from making time and money wasting mistakes. The kinds of experts I'm talking about include:

LAWYERS, CPAs, PR/MARKETING PEOPLE, WEB DESIGNERS (THAT IS BECOMING MUCH LESS NECESSARY, THANKS TO PROGRAMS LIKE WORDPRESS), COACH, EXPERTS IN YOUR CRAFT, AGENTS, MANAGERS

Lawyers, CPAs, PR/Marketing people, Web Designers. Now that is actually becoming much less necessary thanks to programs like Wordpress and website templates. Also included in that experts would be Coaches, as well as Experts in your craft.



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So is you're seeing a vocal coach or a song writing coach. If you're studying painting or you're taking writing classes, those are also experts so that you're developing your craft, which hopefully, you are always developing your craft.

In addition, I would group Agents and Managers usually under the Experts bucket. Sometimes they are not as much of an expert as you wish they were. It just depends on the agent or manager.

If you're working with an agent or manager who's just starting out in their career and as a result they're charging you less because they're building their business and working with you in order to do it, I would actually not group them as an Expert.

I would group them as an Employee or Independent Contractor, because you're going to end up spending more time and energy training them in how to do their job for you.

Since agents and managers are working on commission – ask yourself, could you be making a living on 10% of 3 or 4 of you?

Also since agents and managers are working on a commission, one of the things--this comes up in questions to me quite often which is, "How do I know when I'm ready for an agent/manager?"

But you want to ask yourself is, "Could you be making a living on 10% of what you and 3 or 4 other people like you are earning?" Because for an agent or a manager to be effective, if they're handling more than 3 or 4 main clients at a time, you know, they're not going to be representing you well, and they're probably doing that because you're not really ready for an agent or a manager, and very often you will be disappointed in the results that they get.

So you want to bring your own career to a level that it pays them to take you on, and even once they take you on, it's still your career and you need to be the leader--you need to be the CEO--of your own career.

YOU ARE PAYING THEM BECAUSE THEY HAVE KNOWLEDGE AND/OR CONNECTIONS THAT YOU DON'T HAVE, OR IT'S AN AREA OUTSIDE OF YOUR CORE GENIUS – SO IT DOESN'T MAKE SENSE FOR YOU TO LEARN IT.

Now you're paying these experts because they have knowledge and/or connections that you don't have or it's an area that lives outside of your core genius. So it doesn't make sense for you to be spending your time and energy doing it or learning it.



Sometimes you know really well how to do something, but you shouldn't be the one doing it!

Sometimes you know really well how to do something, but you still shouldn't be the one doing it. You may know very well how to do marketing and PR, but it's not the best use of your time. You may know very well how to build a website, but it's not the best use of your time, and if that's the case, getting an expert to do it is going to save you time and money in the long run.

So just because you know how to do something, does not mean you should be the one doing it. I know how to file really well. I don't do my own filing. It's not the best use of my time and not only that, A \$170 bucks an hour, I'm a very expensive secretary. Do you guys get that?

You know, at whatever rate you get paid or you should be getting paid, if you're doing stuff that even though you know how to do it and you can do it really well and you could maybe even do it better than the people you're hiring to do it, it's still not where you should be spending your time and energy, okay?

YOU MUST KNOW ENOUGH ABOUT THE AREA TO KNOW WHAT QUESTIONS TO ASK TO DETERMINE IF THEY CAN REALLY DO WHAT THEY PROMISE. AND TO GIVE THEM GUIDANCE IN FULFILLING YOUR VISION OF YOUR CAREER

Now on the thing about hiring an expert to do something that you don't know a lot about, this is where abdicating becomes a danger, because if you say, "Well I don't know anything about accounting. I don't know anything about investing. I don't want to learn that stuff. I'm uncomfortable with that stuff. I'm going to hire an expert to manage my money."

Guess where that money is going to go? The most frequent times when, you know, financial advisers have absconded with people's money is when people have abdicated their responsibility for managing their money to someone else.

That doesn't mean you can't delegate it. You absolutely can delegate it, but you better know enough about your money to be able to ask intelligent questions, to be able to understand the investing choices your financial adviser is advising you to invest in.

To be able to read your profit and loss statements and assets and liability statements. To be able to see if something's just not right and that's true with everything.

That's true with your marketing. That's true with your website. That's true with your agents. You need to know enough about these areas to be able to ask questions and understand answers.



Employees or Independent Contractors

The second types of team member are your Employees or Independent Contractors.

OFTEN YOU WILL BE PAYING LESS HOURLY, BUT YOU WILL NEED TO SPEND MORE TIME TRAINING THEM.

The less you pay, the more you will need to train and supervise them.

In fact I would expect that you're going to be paying less than you would be paying an expert. You would generally need to spend more time training them, and in general, the less you pay, the more you need to train and supervise.

So the lower the wages, the less qualified they're going to be. The more you're going to need to train and supervise them, and that's just the way it is.

THERE WILL BE TURNOVER SO PLAN FOR IT.

Also, there's going to be turnover, so you want to plan for it. And the way that you plan for turnover is once again never abdicating.

So if you, for example, bring in an assistant, and you say, "Okay, so your job is to manage the fan database." What do you do if that person sets up the fan database. They create the system. They do it, but they never document anything, and then they disappear, and you may ask me how I know about this? It happened to me.

So be sure that you are in on what they're doing and that they are documenting in writing everything that they're doing.

CREATE SYSTEMS AND GET THEM TO HELP YOU CREATE AND SHARPEN YOUR SYSTEMS

You want them to be creating and documenting their systems for everything that they're doing and if it something that you set up, then you should create a system and have them help you to sharpen it and make sure that they document any changes that they made. So that if they disappear or when they move on to other things, that you're are ready to have someone new step in.

KNOW WHAT THEIR JOB DESCRIPTION BEFORE YOU HIRE THEM – WHAT SKILLS DO THEY NEED TO HAVE? HOW MANY HOURS?

Another piece about that...I'm hearing some background, like mushing on the microphone. So if you could mute yourself that probably would be good...if you're not muted. I'm pretty sure that's not me.

You want to know what their job description is before you hire them, because it's the only way you're going to know what skills they need to have. The only way you're going



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to be able to know how to interview for the job, and it's also probably the only way you're going to know how many hours you need, how much help do you need.

If you know the job description and you have systems for these things, you're going to be better able to make an approximation, a guess at how many hours a week you need, which is also going to determine how much money you can spend. You know, what hourly rate can you give them?

IT'S OK TO DO TRADES, BUT BE VERY CLEAR ON WHAT THE TRADE DETAILS ARE (E.G. 1 HOUR LESSON FOR 3 HOURS OF ADMIN WORK OR WHATEVER)

I also think it's okay to do trades with people who are on the level of employees or independent contractors, but you need to be extremely clear and specific on what the trade is. So for example, if you're doing a trade for a guitar lesson and you usually charge \$60 an hour for a guitar lesson, then maybe what you're going to do is trade 4 hours of admin work or whatever for a single guitar lesson. But whatever you do be very specific and clear and make sure that you both track, so that no one ever feels like their being taken advantage of in this trade.

When you're looking at employees or independent contractors, you're really-- these are the people who have skills that are mostly able to take care of those five departments. Generally, employees or independent contractors are not your experts. They're the ones who are managing the five hats, you know, the sales and marketing perhaps, most likely the administrative.

The administrative is usually people's favorite thing to hire someone to take care of right at the start. It can be also for pieces of the fulfillment as I talked about. So, that's who you are looking for in the employee/independent contractor area.

VOLUNTEERS, INTERNS, FAMILY AND FANS

Finally there are your Volunteers, Interns, Family and Fans.

THESE PEOPLE ARE DOING IT FOR LOVE OR COLLEGE CREDIT. REIMBURSE THEM FOR THEIR EXPENSES! FEED THEM!

These are the people who are doing it for love or college credit. When I talk about doing it for love usually those are your family and your fans. Your fans are doing it because they love you, and they want everyone in the world to know about you because they love you, and of course, hopefully your family is feeling the same way.

You can get interns from your local college or high school, and very often, they're going to be doing it for work credit, and you may need to do some documentation, some paper work, so that they get their credit.



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For these people, the most important thing is that you reimburse them for their expenses, and you feed them. It's amazing...if you, for example, need to get a thousand fliers out for a big gig that you want to promote, and you put together a street team for that, and you have them get together and you give them your area assignments and their fliers and some gas money and you send them off, and you have them come back at the end for a pizza. A) It's more likely that those fliers are going to get out, and B) you're going to build such loyalty because of that pizza.

Same thing if you're doing a mailing and you want to help doing stamping and stuffing envelopes. Again, feed them. It doesn't take a lot of money, you know. Go to Costco. Buy things in bulk. Feed them. Feed them well. Don't feed them crap. Feed them well.

DON'T BE AFRAID TO ASK FOR THEIR HELP AND SUPPORT. AND BE TREMENDOUSLY RESPECTFUL OF THEIR TIME.

Don't be afraid to ask them for their help and support. And when you do, be tremendously respectful of their time. Meaning, that a volunteer is not going to give you 40 hours a week. They're probably not going to give you 10 hours a week.

An intern may depending the agreement with their college and what they have to do in order to get credit. But a volunteer, they're going to, maybe, give you a couple hours a week or they going to work on as a project, you know, on a project basis. So you're calling in for particular projects. See, you want to be respectful of that.

THERE WILL BE TURNOVER SO PLAN FOR IT – ESPECIALLY AMONG FAMILY AND FRIENDS – IF YOU WANT TO KEEP YOUR RELATIONSHIP STRONG, IT HAS TO BE OK FOR THEM TO SAY NO.

And again, here there's going to be turnover, so you need to plan for it. If you want to keep your relationships strong with your family and friends and fans, it has to be okay with you for them to say "no," and when you ask them for help, you need to let them know that it's okay with you if they say "no."

So it gives them the room--the space to actually say "yes." Also know that if they say no to you this time, that does not necessarily mean it's "no" forever. It may just be "no" this time because they're busy or they have a conflict, you know, or they're sick. You don't know.

So, don't take a "no" as "no" forever, unless they tell you, "You know, I'm never going to be available to do this. I'm really sorry." You know, and that's okay. It has to be okay. Any questions on any of that before I move on?



One thing I want to say actually before I move on around that is asking for help...there's a lot of karma around asking for help, and very often people don't ask for help because they feel like somehow it's intruding.

But I want you to remember the last time that you found out that a friend or a loved one was struggling, and they didn't ask you for help and how did you feel?

The truth is part of being in relationship with people is helping them. It's being available to help them, and that is actually really okay for you to do a trade here as well if, you know, they volunteer for you in this project, you volunteer for them on their project.

That's actually okay here. By the way, if you've got a really solid team you're going to have time to do that as well, because you will no longer be overwhelmed doing the stuff that you shouldn't be doing. You should've delegated.

HOW DO YOU BUILD YOUR TEAM

So next I want to talk about how do you build your team. So I have a couple of steps, so you might want to take some notes here, and of course obviously, if you miss something here, you can always listen to the recording and get these pieces.

MAKE A LIST OF ALL THE ACTIVITIES THAT ARE NOT YOUR CORE GENIUS

So first of all, you want to make a list of all the activities that are not your core genius. All of the things that you do on a daily basis, on a weekly basis or on a monthly basis that do not qualify as your core genius.

MAKE A LIST OF ALL THE ACTIVITIES YOU KNOW YOU NEED TO GET DONE, BUT ARE NOT GETTING DONE

Then make a list of all the activities that you know you need to get done, but just aren't getting done. When you've made that second list, the things you know you need to do, but you aren't getting to on a consistent basis, ask yourself are any of these your core genius.

ARE ANY OF THESE YOUR CORE GENIUS? WHAT ACTIVITIES ARE YOU DOING INSTEAD – PUT THAT INTO LIST A

If they are, ask yourself what activities are you doing instead of doing those things? And make sure that all of those activities get put into that first list.

So the activities that you're doing that are blocking you from doing the things that you need to get done, that are part of your core genius, that really aren't something that



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someone else can do for you, and make sure that the things that you're doing instead are get on to that list A. That list of activities that are not your core genius.

MAKE A LIST OF ALL THE ACTIVITIES THAT YOU HATE TO DO

The third list is to make a list of all the activities that you HATE to do. The things you just hate to do.

ARE ANY OF THESE YOUR CORE GENIUS? WELL, YOU'LL JUST HAVE TO GET OVER HATING THEM – BRING THEM TO A Q&A CALL AND I CAN HELP YOU WITH THAT.

For me, that's filing and grocery shopping. And I have my assistant to doing those things. By the way, you can send your assistant grocery shopping, you really can. Now on this list of the activities that you hate to do, are any of them things that really no one else can do for you?

Like creating relationships with new venue owners. Like choosing your niche and creating your product for that niche? If there are things that you hate to do that are things that no one else can do, I'm sorry but you're just going to have to get over hating them, and if you have things that qualify under that category, bring them to a Q&A call or email me them for Q&A call and I can help you get past that, I promise.

ANY THAT AREN'T YOUR CORE GENIUS SHOULD BE ADDED TO LIST A

Now again, if there's anything on that list of the activities that you hate to do that aren't your core genius, make sure you add them to that first list.

LOOK AT THE LIST AND ASK YOURSELF – DO I NEED AN EXPERT TO DO THIS? CAN AN EMPLOYEE DO IT? COULD A VOLUNTEER HANDLE IT?

Now I would recommend you do this and then you set it all aside for day or so and then come back to it. Add any more things that you want to add to those lists, and look at the list and ask yourself.

Do I need an expert to do this? Can an employee do it? Or is this something that's so basic that a volunteer could handle it? For example, if one of the things on that list are inputting your expenses from tours, do you need an expert to do that? Probably not. But would you give it to a volunteer? I don't think so. But I'm betting that an employee or an independent can be trained how to do it.

IF THESE ARE ACTIVITIES YOU'RE CURRENTLY DOING AND YOU INTEND TO HAND THEM OFF TO AN EMPLOYEE OR A VOLUNTEER, DOCUMENT YOUR STEPS AND/OR CREATE A SYSTEM.



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If it's, you know, folding and stuffing or assembling marketing packages, well that's something a volunteer could do. Give them a checklist of what goes in the package, set them up with piles, and let them do it.

That's not something you need either an expert to do or probably even an employee to do, okay? So you want to gauge at what level of skill do you need for this activity, so that you can decide who should be doing it.

TURN THIS LIST INTO A JOB DESCRIPTION(S) FOR THE EXPERTS, EMPLOYEE/IC'S OR VOLUNTEERS

You then turn that list into a job description for the experts, the employee or independent contractors or the volunteers. Now once you've got a job description, now it's time to start looking for people to fill those jobs.

ASK FOR RECOMMENDATIONS FROM YOUR COMMUNITY FOR THE EXPERTS

First of all, I suggest that you get recommendation from your community for the experts. Once you've talked to an expert...always interview your expert. Just because they call themselves an expert doesn't mean they actually are.

Interview them. Get references from them of happy clients and interview their clients. What you're looking for is not only is this person as good as their word, but are they the kind of person you want to be working with?

Because not every expert is the right expert for you. When I talk to someone about private coaching, I absolutely would say, you know, I believe that everyone would benefit from having a coach, but I'm not necessarily the right coach for every person, and every client isn't necessarily the right client for me. So part of your filling this role in hiring an expert is identifying is this the right expert for me?

LOOK IN CRAIG'S LIST OR RUN AN AD FOR AN EMPLOYEE

You can look on Craigslist or run an ad for your employees or independent contractors. You can also find both experts and employees or independent contractors at chambers of commerce events or entrepreneurial networking events.

There's a lot of places to be meeting these people in your local community. And also, when you go to a chamber event and networking event, one of the things you can do is say, "Hey, I'm looking for a CPA who's really familiar with the entertainment industry. Do you know of anyone who works in that area?" or "I'm looking for someone to help me with my database management. Do you know someone who's got good typing speed, and you know, knows all of the basic programs?"



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Very often, you're going to find them because they're the son or daughter of someone you know. My current assistant --I actually put out an email to someone who has their resume listed on Craigslist. She didn't want the job, but she recommended me to her little sister who is perfect for the job. So you don't know where these people are going to show up, and you just need to start asking around, but I find Craigslist to be hugely helpful for this kind of stuff.

ASK FRIENDS AND FAMILY AND FANS (VIA YOUR NEWSLETTER) AND/OR GO TO YOUR LOCAL COLLEGES AND HIGH SCHOOLS FOR INTERNS.

As far as finding the volunteers, you can ask your friends and family and fans via your newsletter or personal contact with them. For interns, go to your local colleges and high schools particularly if your local college has a program that's in your arts area if they have a music program or they have a fine arts program.

Or if they have a program in marketing or if they have a program in business admin or computer, because these kids need to get experience for their resume, and very often they'll be happy to work for you in order to get experience for their resumes as well as college credits.

INTERVIEW PEOPLE. FIND OUT THEIR CORE GENIUS. FIND OUT THEIR PROFICIENCY ON THE EQUIPMENT YOUR TASKS REQUIRE. FIND OUT IF THEY HAVE THE SKILLS NECESSARY TO DELIVER ON YOUR JOB DESCRIPTION.

You need to interview people. You need to find out what their core genius is. I mean the best administrative assistant you're going to find is someone for whom doing admin is their core genius--it's what they love.

They're going to be your best people. Now, finding someone who has that as their core genius and they've got a ton of experience at it, you're going to pay more for them. But you may find in paying more for them that they are more effective, more efficient and need a lot less of your supervision in order to achieve the job. Can you afford that person? That's only a question only you can answer knowing your budget and your needs.

You want to find out their proficiency on the equipment that your tasks require. You want to find out if they have the skills necessary to deliver on your job description and you must check their references.

THE MORE MONEY YOU SPEND, THE LESS TIME YOU SHOULD BE REQUIRED TO TRAIN AND/OR SUPERVISE THEM TO GET THE JOB DONE.



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Generally the more money you spend, the less time you should be required to train and/or supervise them to get the job done. However, cheaper is not always cheaper, and I will give you an example.

Before I started working with my current virtual assistant, I decided that I would go to India to get a virtual assistant and pay \$6 an hour, because oh my God, it's \$6 an hour and you know, I could have them do so much more stuff and blah blah blah.

Well, what takes my current virtual assistant 10 hours to do at \$19 an hour, so do that math, that's \$190. It took these people in India 75 hours to do at \$6 an hour, plus it took a minimum of 10 hours a week of my time getting them to get the job done.

I ended up paying something like \$400 for that month. It did not save me money, and it created a tremendous amount of stress. So cheaper is not always cheaper, and you need to know when to cut bait if something really isn't working.

So any questions on that before I move on? Actually you know what, hold your questions to the end. I just have one more little piece, and I want to make sure I get in all of this in the hour, and then if we have...we go over answering questions, that's fine.

HOW DO YOU DELEGATE?

So how do you delegate?

ONE MINUTE MANAGER

First of all I recommend reading *The One Minute Manager* by Ken Blanchard. I think it's less than a hundred pages or actually I'm sorry. That's not completely accurate. It's 105 pages. So it's a one minute book, as well as about being a one minute manager. This is an excellent, excellent methodology for learning how to delegate to people.

DELEGATE, DON'T ABDICATE

CREATE A METHOD FOR REPORTING RESULTS

I've already talked quite a bit about delegating and not abdicating, and the way you do that the best is by creating a method for reporting results. You need to have them reporting to you on a regular basis what they're doing, what results they're getting.

Now does that mean you micromanage? Absolutely not, because if you're micromanaging, then you're spending your time doing something other than your core genius, but it does mean on a regular basis you hear back from them. "Okay I spent this much time doing these activities and I got these results."



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If the amount of time it takes way exceeds your expectation, that may mean they're not as good as they said they were. It may mean that you're not understanding the complexity of the job. I certainly found that that was true for myself with, you know, web design, that I just wasn't understanding the complexity of it.

So that's the time to ask questions. What exactly is taking this long? And you may ask questions of other people. Do they find it takes us long? So you can gauge whether or not this person is really effective at doing what they're doing.

And you also need to know are they getting the job done? If they say that they're entering all of your data, you should be able to check your database management system and see that the numbers are going up, are the amount of people that you think you've got at that last gig.

BE SPECIFIC ON WHAT RESULT YOU WANT BY WHEN

You need to be specific on what result you want from them and by when. This is just as true with experts as it is with employees or volunteers. So if someone says, "Okay, I'm going to shoot your music video," and you haven't heard back from them in a month to know whether or not the editing has been completed, you need to ask them point blank when will be it done. Not, "Hey how are you doing? What's going on?" It's "When will you be done?" So you can hold them to that date, and frankly, I recommend you do that upfront. When will it be done? When can I expect it to be done?

FOLLOW-UP AND ASK FOR THE RESULT

Now that also requires that you follow up if you haven't heard from them and that you ask for the results in a way that is assertive without being bitchy. And that can be a somewhat fine line. Sometimes, you know, bitchiness is called for, but that's always the last resort. You going to get way more results with honey than with vinegar, but that doesn't mean that you are being wimpy or passive aggressive in how you ask for those results.

THE BIGGEST MISTAKE AND HOW TO AVOID IT.

And finally, I want to give you the biggest mistakes that people make around this and how to avoid it. Now I've already talked about you know making sure that everything is documented and systematized, so if someone disappears, and guys, things happen.

Things happen beyond their control. I had an assistant disappear with data entry because she was doing it at home, and I didn't hear from her for two weeks because her husband left her with her three kids.



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Stuff happens, so make sure you have copies of things. Make sure that everything is documented. You know, you should have a way to get at your information, at your stuff if someone disappears.

THESE PEOPLE WORK FOR YOU – YOU ARE HIRING THEM FOR THEIR EXPERTISE – NEVER FORGET THAT. YOU ARE THEIR CUSTOMER, NOT THEIR EMPLOYEE.

The biggest mistake that I see people make particularly when they're dealing with agents, managers, A&R people from like record companies, AAA radio promoters, gallery owners, because they've work so hard and so long to get the attention of these people, to get to a place where those people want to help you with your career, that you forget that the bottom line is that these people work for you. You're hiring them for their expertise. Never forget that. You are their customer not their employee

BE GRACIOUS, DON'T BE A DIVA - BUT DON'T BE A WIMP EITHER. THIS IS YOUR CAREER AND YOU HAVE THE RIGHT TO ASK FOR WHAT YOU WANT AND NEED.

But you know, don't be a diva. Be gracious. Be polite. Be understanding, but don't be a wimp either. This is your career and you have the right to ask for what you want and need from people.

The more direct you are, the more specific you are in asking, the more likely they will provide what you're looking for. If what you're getting doesn't match what you want, very often it's because you were not clear in your communication.

Because the results of your communication is the evidence of the effectiveness or the efficiency of your communication. I'm going to say that again. The result of your communication is evidence of your effectiveness in communicating.

So if you're not getting the result that you expected or desire, you need to ask yourself how specific, how good was your communication and own that. Be responsible for that.

GUIDE THEM IN HELPING YOU CREATE YOUR CAREER – TELL YOUR AGENT WHAT KINDS OF GIGS YOU WANT AND BE CLEAR ABOUT YOUR BOUNDARIES

You need to guide them in helping you create your career. I've talked to a lot of managers and agents over the years and the things that most hampers their ability to help you create your career is when you abdicate to them.

When you just say, "Okay, great! I've got an agent I can sit back now." You actually become an obstacle for them. So tell your agent what kinds of gigs you want. Be clear about your boundaries, what you will or will not do, and always, always, always be



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promoting your own career, because it's yours and nobody's going to fight for you in the same way that you fight for it.

YOU TEACH PEOPLE HOW TO TREAT YOU – IF YOU'RE NOT GETTING THE TREATMENT YOU WANT FROM YOUR EXPERTS – YOU NEED TO EITHER BE CLEARER IN YOUR COMMUNICATIONS OR FIND A DIFFERENT EXPERT.

Finally, you teach people how to treat you. If you're not getting the treatment you want from your experts, you need to either be clear in your communication or find a different expert.

IF YOUR EXPERT EVER MAKES YOU FEEL STUPID FOR ASKING A QUESTION, GET A DIFFERENT EXPERT.

If your expert ever makes you feel stupid for asking a question, right then and there. That's it! Walk away. Get a different expert.

If you're in a meeting with a CPA and there's something on your profit and loss statement and you don't understand it and when you ask them to explain it to you they are explaining it to you in language you still don't understand and then treat you like you're stupid because you don't understand it, get out! Get out now.

Because their job is to explain it to you in language you understand. So don't be afraid to ask for that, and there are plenty more CPA's and lawyers out there. Believe me and they're all dying for your business.

So you want to find someone that you feel safe and comfortable with and that you feel like you can ask anything. If you can't ask, they're not the right people for you, okay?

LISTEN TO YOUR GUT ABOUT PEOPLE – THEY SHOW YOU WHO THEY ARE VERY EARLY IN THE GAME IF YOU'RE WATCHING AND LISTENING FOR IT.

Listen to your gut about people. People are going to show you who they are very early in the game if you're watching and listening for it. So do listen to your intuition. Listen to your gut about people.

You may not know why you feel uncomfortable with someone, but if you do, listen to it. And don't be afraid to confront it when and if you need to, because again this is your career. Own it. Take responsibility for it.

All of the results that you get in your career are yours and yours alone, even when it's an expert out there getting those results because you hired them. You know, when you hire



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a CPA to do your taxes, when you signed that tax line, when the IRS comes after you for something, they're coming after you. They're not going after the CPA. Own it. It's yours.

Okay, so that's the bulk of the class. I'd like to open up for any questions that you guys have, and I'm happy to stay on as long as you need me to answer your questions. So, who has a question?

Take yourself off mute.

Does that mean no one has questions? Are you guys out there? Say hello. Please come out now.

Okay, so if no one has questions...

Audience 1: Yeah I'm here, Debra. I just don't have any question.

Debra: Oh excellent! Great. Then, actually why don't you guys stay off of mute and let's get complete if no one has questions.

John: Let me ask you a question, though.

Debra: Oh well, you know, I was shocked that you hadn't--go ahead John.

John: So, this young fellow I've mentioned to you, he is--you know, as you predicted, the son of a yoga teacher and a doctor (a friend of mine), who starts to work with us. He's great. He's very diligent at the few tasks that I had him do. I liked his perspective on internet promotion, that sort of thing. I feel he's quite trustworthy and a good problem-solver, and I want to kind of bring more things to him, and obviously, what we've been doing all night is trying to figure how to categorize each individual task that I could give him, but materials and you were sort of talking about materials, like I have these cards where I get email addresses. I'm very hesitant to let them out of my sight, let them out of my facility, and yet he doesn't have transportation to get here.

Debra: He would be a remote worker. Yeah, you know, I get that, and unless you make copies, you either need to have someone come into your office space to do that data entry or you need to just take the risk. I completely get not wanting to take the risk, because ever since that person disappeared with my data, I have always made copies. I don't let that out of my sight without making copies. If the format means that you're not easily able to make copies because they're like 3x5 cards as opposed to like a signup sheet.

John: Yeah hundreds of little cards...



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Debra: Right. I think that maybe it may just be that you need to have someone different do it and have them be someone who can come into your office to do it.

John: Uh-hmm.

Debra: And that just may be what you need to do or you need you find...

John: I really could consult with him and see how he feels and send a registered mail you know. Pay him a couple of bucks and tell he's going to get there.

Debra: Yep! How far away is he?

John: Hmm... 15 miles.

Debra: Yeah, that's pretty far. I was going to say, you could just drop it off if he doesn't have trouble, but yeah sending it registered mail is not that expensive, and you can send it media mail, which will make it even less expensive. But I probably wouldn't...

John: I guess it kind of leads to another question, and that is I was speaking to him the other day and I'm trying to, as you know, I'm trying to find more things that I can delegate to him. What do you think about speaking or try to illicit from these people who we don't know so well, how they feel about taking on more responsibility and sort of having (in some way having) them help design their level of responsibility.

Debra: I think that that's...particularly when you're dealing with volunteers and fans that you have to do that. If you're dealing with someone you're paying, rather than finding out what they feel comfortable with, you want to find out what their skill level is.

John: Yes.

Debra: You know, and that's really the thing, and then you also make a choice because you may find out they don't have a lot of skill in that area, but they're dying to learn. In which case, you may let them get paid to learn, you know. And again, this is a question of is this... you know are you paying this person high wages or low wages, you know, and the lower the wages the lower the more on the job training you can expect to do.

John: Right.

Debra: You know. So it's a judgment call and what you want to be evaluating is their skill and their desire, you know. Their desire to learn new skills. So if the desire is there, I mean he probably...you know, if the desire is there, and you think the intelligence is there or the capacity is there to learn, then you may want him to learn, but also keep in



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mind if he's only around until June because he's off to college, then maybe you don't want to spend a lot of time and energy training him in new stuff. So that should also going to be equation, okay?

John: Yeah, okay.

Debra: And it's a question. Am I better off paying someone who already knows how to do this stuff and just paying him a bit more, because it'll be faster and easier or am I better off bringing someone up--training someone up? It's a judgment call. I don't know if that's helpful, but...

John: Yeah, I think the idea of looking at the long-term perspective is really smart because also you're right, I mean I don't know if he's in grade 11 or grade 12, but yeah, someday he's going out to college.

Debra: Right. So you may want to find an addition... And here's the other thing guys, this goes for everybody. You don't have to have one person who fulfills all these roles. You can have one person who's doing...who you're paying more, but who's doing more technical stuff that you really need someone who knows what they're doing, and you could pay another person less for doing the less technical stuff where it doesn't take that much brainpower, that much experience to be able to do. So you could also separate things out in that way.

Cool! Those are good questions. Any other questions out there?

John: I can give you just one little bit of experience I have as far as interns. I had a long-distance intern, which worked okay, but then I tried of a CSUN, which is California State University Northridge, who has a music department. I have a musical group, and they were not...in their internship rules, the intern had to spend a certain number of hours per week in an office and the office could not be attached to a home.

Debra: Yeah, I think that those...those are insurance. I think a lot of times those are insurance concerns and kind of, you know, protection concerns. It completely depends on the college. I have 2 clients who've had interns out of local colleges and work out of their homes and have not had a problem.

It depends on the college and their individual rules, and that's part of the research that you do. You know, same thing with high schools too. Some of the high schools will have those kinds of rules, and it's really because they want to protect their students from being in a potentially inappropriate situation.



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So it depends on the school. Where you live, of course, John, you have about two dozen schools really not very far from you, both state university, private colleges, community colleges. You have music schools like MI. You have no lack of places where you could find people.

And for someone, for example, who lives in a more rural area, it may be harder to find that kind of intern though you may be able to find some remote interns. And in this virtual world we live in having a virtual assistant, having someone who's working remotely it becomes so much...you know, it's doable.

Any other questions? Okay, well what I recommend you guys do is if you have other questions or anyone who's listening to this recording and you have questions or you don't understand something, feel free to email them to me and put in the subject line "Q&A Questions," and I will take them on in the next Q&A call as time allows.

I have not yet scheduled the December calls, but you should be getting that schedule probably in the next week or so, certainly before Thanksgiving. Tomorrow night's call is the Membership Orientation. Even if you've been a member for a while, I recommend being in on this orientation because there have been some significant changes to the website and I will be going over those.

So I'd like to go around the virtual room here and ask my usual two questions: 1) What key insight or piece of value are you taking away from tonight's call, and 2) what action will you take to put that into your business in the next week? So who'd like to share?

Dominique: This is Dominique, and what I received in value from this teleclass here is the concept of core genius. I'm definitely going to get that book and really do that inner work. I'm big on inner work as it reflects, it manifests itself in the outer world. So that's definitely something I'm from this and...I'm sorry, what was the other question?

Debra: Yes, what action will you take?

Dominique: Oh okay! I think I covered it.

Debra: Absolutely. By the way, that book has 64 success principles. It's an awesome book. The core genius is principle number 39. It's an awesome book, and yeah, the link to that will be on the website when the call comes up.

Dominique: Excellent.

Debra: Great. Who else would like to share? Anyone else have a key insight...

Cathy: Hi, this is Cathy.



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Debra: Hey, Cathy.

Cathy: Hey. Let's see, I think definitely just the idea, the idea to delegate, I was just at NERFA, and people like you can't be successful if you're trying to do everything on your own. So yeah, I think what I'll do this week is try to start separating out what tasks do I need not be doing. And there is a college close to me. I'm actually running a marathon on Sunday, so I can't really commit to doing anything exactly this week because my plate is full, but I'm going to just start thinking about, you know, what are the categories. What do I need to hire expert for, what can I hire a teenager for and...

Debra: You're still in North Jersey, aren't you?

Cathy: Uh-huh.

Debra: Yeah, you've got a couple of colleges near you. You also have a--I believe there's a business admin training school up there as well, like a business college or something like that.

Cathy: Okay, I'll check that out.

Debra: Yeah.

Cathy: That's what I'm going to do.

Debra: Cool. Excellent. Who else wants to share? Or have I heard...John hasn't shared and who else is on the call?

John: Well I think what I've got... It's John... What I got from this call, Debra, is really helpful. Just the idea of breaking it down, you know. Parceling it in to small pieces and that way being able to just describe those tasks, figure the tasks, get job descriptions. I think what I'm going to do is I'm going to get *The One Minute Manager*. That sounds like my kind of book.

Debra: Yeah, it's a great little book, and I think it took me all about a half an hour to read. So maybe it's a thirty minute book, but it's a one minute manager.

John: So I'm hoping it will be able to help with managing the band, as in other players...

Debra: Right. They're also part of your team.

John: Yeah, I guess right...

Debra: Yes, you may need to do some enrollment on that, but yeah, they are part of your team. So, very good, very good. Alright, so thank you guys, and hopefully we'll talk



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to you in tomorrow night's call and see you in future upcoming calls. Have a great night.

John: Alright, Debra. Thanks a lot.