



# 7 Steps to Get your Business Working as hard as you Do

By Paul Bushell, Founder of Bushells Chartered Accountants

**“In just a few short pages Paul has set out a lifetime’s worth of invaluable advice that can help any business owner build a more valuable and successful business, at the same time as enjoying the work-life balance of their dreams.**

**Take his advice and you will never look back.”**

**Steve Pipe**

*Former UK Entrepreneur of the Year and best-selling author of “Stress proof your business and your life”*

## Find Out:

- The key numbers in the business you must know and measure
- Which clients you should target and avoid
- How to build a team and culture to succeed
- How high growth agencies approach sales and marketing

The difference between survival and real financial success isn’t enormous. If you are frustrated that your hard work isn’t generating the profits you deserve, this report is for you.

## **1) Step One**

Find yourself a place where you can relax and think clearly for 30 minutes.

Ask yourself what you want your business to do for you. Think about the lifestyle you want in the next five, ten or even twenty years time.

### **Ask yourself:**

- How much money do I need to earn, to live how I want to?
- How many hours do I want to be putting into the business?
- How long do I want to continue working?

Your motivation increases when your subconscious links your business goals to your future financial well being. Keep your goals clear and precise; don't get bogged down in minor detail.

It is an awful lot easier to be successful when you have a clear picture of what success looks like.

### **OK, now how do I find the time to begin change?**

If you always do what you always did, you will always get what you always got.

In fact, it's worse than that. Your returns will diminish over time, if you keep on doing the same thing.

## Step 2

Create space and time for yourself RIGHT NOW by delegating those tasks which you know you should not be doing.

For many people this includes administration and secretarial tasks and bookkeeping. If you are concerned that letting go will result in additional costs, think:

- ⤴ You may already be adding to your costs by doing the tasks poorly. Getting a professional to do the job may be less expensive than you think. In my experience, this can often be the case with bookkeeping. Ask your accountant how much their fees will reduce if your books are kept in good order.
- ⤴ What could you do with the time which you free up ? How much could you earn?
- ⤴ How will you feel when you have got rid of the jobs you hate? How much more energy will you have for the important stuff?

## **OK, now how do I start to create a business where I don't do all the work?**

Until a business works without you, it's just a job for you. You are self-employed, working for yourself.

When you have systems in place, then you can ask others to follow the systems. The people will run the systems and the systems will run the business.

Creating systems does not need to be difficult or expensive.

You probably already have countless systems within your business. They are the processes and routines you already have for dealing with operations, admin, sales and marketing tasks. For example, you will do/make things in a way which you believe sets you apart from your competitors. You will have a preference for the way in which you do everything.

Creating systems allows others to do things the way you want them to be done.

### **Step 3**

With the time you have created in Step 2, take a little extra time on each task to leave tracks for others to follow. As you go about your day-to-day business, create notes, routines, checklists and flow charts for others to follow.

Spend a little extra time charting the steps you go through during the task and noting down the points which you regard as important. These need not be technical points, but issues where you feel you make a difference and where you differentiate yourself from others.

#### 3 Step Plan to creating effective systems

1. Break the habit of dealing with jobs randomly and build a systematic approach to tasks.
2. As you create your procedural notes and checklists etc, allocate them to the various parts of your business to build first draft working systems for sales, admin, operations, finance, customer service etc.
3. As you perform the tasks again, follow your notes and update/improve them as appropriate, ready for delegation.

Soon you will begin to create the systems for your business - as Michael Gerber would say "This is the way we do it here".

#### **OK, now how do I find the right people to delegate things to?**

When we started up in business most of us had to do virtually everything. All those little jobs we had taken for granted when we were on a salary became our responsibility.

As the business grows those minor tasks we used to resent can become difficult to let go. After all, if you want a job done, you are better off doing it yourself, aren't you?

If you don't delegate, you won't develop and grow your people, they will become bored and disinterested. If you are working flat out running the business you'll never have the time to grow it and you will struggle to sell your business, as there isn't one; just your job.

As you create the systems, you will identify the simpler steps within the process which can be delegated with confidence to people with little or no technical knowledge or experience.

If you are worried that systems will dull creativity and block innovation, think again. Systems take the brainpower away from more mundane tasks, allowing you to focus on the issues driving your success.

#### **Step 4**

Keep a time-sheet for a week and write two lists: High value tasks and low value tasks.

High value tasks generate money and profits. Low value tasks are all the other essential jobs that keep the business running. The less time you spend on low value tasks the more time you have to grow your business and profits.

All businesses are different but many business owners list: book keeping, admin, social media, and IT as areas they can step away from.

#### **Simple steps to Delegation**

- 1) Match the tasks to the person with the closest responsibilities and relevant strengths.
- 2) Make sure whoever is responsible has the authority to carry out the job.
- 3) Make sure the person clearly understands what is expected of them.

Tip – Be strict on adherence to the systems, but encourage initiative and fresh ideas. Avoid a “blame culture”. If things go wrong, discuss how the system can be improved. This approach will help your business to fly.

#### **OK, now how do I begin to make my business better?**

Now that you have the mindset of an entrepreneur instead of a worker, you will understand that you improve a business by working on it instead of in it. This means you need to work on the systems.

## Step 5

With the time you have created by engaging others, now begin to work *ON* the business by developing and improving the systems and operations. With good people engaged on the operations and feeding back to you their own experiences, the development and improvement of your systems will accelerate.

Tip - Create a system for changing the system. With the right team on board, ideas for improvements in the way you do things will come from all directions. Energy levels and people's sense of well-being will increase. Input from the team should be supported and encouraged as your business grows and develops and, of course, the new system should be codified so that everyone knows how to do it.

### **OK, now how do I market my business so as many potential customers as possible know about it?**

When you started working for yourself, you probably had enough customers to satisfy your sales targets.

As your business grows, you will need to consider how you are going to tell more people about your business.

If you are as good as you think you are, don't you think they deserve to know about you?

## Step 6

Critically review your sales and marketing expenditure. Is it working for you? Spend time and money wisely. Don't throw money at broadcast-style advertising unless you know that keeping your brand in the public's mind is important for your business.

### **Focus on Return On Investment.**

There's an old adage "half my advertising works, I just don't know which half".

Seth Godin expanded on this saying 'Actually, it's closer to 1% of your advertising that works, at the most. Your billboard reaches 100,000 people and if you're lucky, it gets you a hundred customers'.

Well it doesn't have to be that way. If you can't measure the return from your marketing don't do it. The secret to successful marketing is making sure it works.

When you know what sort of marketing you want to undertake, then think about what it is you want to sell.

Market the good stuff. Consider the sales/work which you enjoy and which return good profits. Ask those customers why they buy from you and what they like about your service. Ask them if they would mind writing something, which you can use on your website and in your marketing material as a testimonial. Word of mouth marketing is a powerful way to grow and it will help you to build the business you want.

**OK, now how do I move my business from good to great?** *Thanks to Jim Collins*

You will be enthusiastic and passionate about your work and your products and services. But, because you don't know what you don't know and because you can't steer the ship from the engine room, you need good navigators and advisers.

## **Step 7**

Create time in your week and systems to review, measure and adapt.

Take time to look at your business financials and keep it simple and relevant.

Stephen Newton, a former Operations Director at Mercury Asset Management and Schroder Investment Management and author of several books on business development explained one of his greatest achievements. Stephen had simplified the management information presented to the Management Committees from a 20 – 30 page report to a single sheet featuring six key items (with trend graphs) for each factor over the previous four Quarters as well as the numbers. Not only did it save an enormous amount of valuable senior management time, it also focused attention and effort on the most important issues; the factors driving the success of the business.

Take time to reconsider what you want, what your customers want, what your team are good at and where all those paths cross.

## Now let's make it happen

Thank you for reading the report. Hopefully you have found it useful.

If you would like a hand in implementing the changes to take your business to the next level please get in touch with me.

Don't put it off until later.

### **Contact me now:**

Call me on: **01423 566 588**

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**Many Thanks**

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