



– THE PEOPLE PLAYBOOK –

BUILD YOUR DREAM TEAM

ABOUT DAY TWO

In order to grow into what you want to create you need committed team members who see the vision, and help you build your company.

People can be scary - and people are definitely the hardest part of my job, but also my favorite. There's no such thing as self-made - it takes people (the right people!) to get you there.

REMINDER - no matter what you do, you're in the business of people. Whether you have a team or not - this applies to every piece of your business at every stage you're at.

CURRENT VS. GOAL 00:13:50

Your current situation:

- overwhelmed - most women in business feel this way
- so much that needs to get done
- you know you need to delegate but you don't even know where to start
- your entire business lives in your brain (or is you) - if you outsource it, you feel like it's never done right, and you want to do it all

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Noone will ever be you - that's not their job. We expect everyone to be like us, but that's not how it is. But in the future, it doesn't have to be this way.

Your goal:

- clear roles and responsibilities
- consistent meeting cadences
- efficient communication
- effective collaboration

People need to own their lanes, own their roles - and this is the key to scale for you. Consistency in business and in people.

You don't have to have a huge company to attract talent. People want to work for incredible leaders with incredible values.

1+1 = 3 00:19:35

If you hire when it's too late and you're burnt out and broken, you're not strategically adding to the organization. You're just taking something off your plate. But when you plan ahead and hire the right people, this person should be able to help the organization grow bigger and better. They will add huge value. You need to think about what this person will bring to the table.

Your Leadership 00:21:20

This is a retrospective. Zoom out of your business, and ask yourself these questions when you reflect on your leadership:

- What's working? What's not working?
- Who do you LOVE collaborating with and why?
- What's your best way of working? Are you in person, or a whiteboarder?
- How do you want to handle communication? Do you like Zoom or voice

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notes?

- What are your work/life boundaries? How are you there for your team?
- What isn't working currently? Who are you struggling with? Look back at someone who didn't work out - ask yourself what took place to prevent a solution to the problem... What could you have done better?
- What did I do to prevent a solution to the problem?
- What can I do to facilitate a better environment for this not to continue to happen?

People don't leave companies - they leave managers. Maybe they don't feel seen, heard or respected. Business is personal.

Your Current Team 00:25:20

What does your current team look like?

Actions to take **every single quarter**:

- Do a team-wide time audit.
- Revisit your SOPs.

The Team You Need 00:26:00

Identify roles and responsibilities.

Think about:

- What is your current situation?
- What does your future team look like?
- What roles would need to be fulfilled with the work you already have
- The weekly hours it would take - full time, part time, flexible?
- What skills that person would need to have to be successful.

Company made up of departments.

Think about:

- All the different hats you've been wearing, and why – those are your departments.
- Which hats do you hate wearing?

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Create your ideal organizational chart.

And ask yourself:

- If you could have your dream team in place: who would it be? What would they handle?
- What would they take off your plate?
- What would they handle even better than you can or currently do?

Identify what you already have, and what are you potentially missing.

A Players vs. B Players 00:28:00

You need both A players and B players in your business.

A Player - will do what needs to be done to get it done, has initiative, doesn't shy away from what they don't know how to do and gets the vision. They go above and beyond.

B Player - enjoy standard and structured roles, happy to execute if they understand the assignment and have what they need, follow directions well. These people DO the work. They are good and aligned in their role.

Contractor - roles that aren't big enough for an A player, and aren't standard enough for a B player – hire contractors per specialized project and as needed. They help your organization and get the job done, but aren't part of your team.

As women, we expect everyone to be A players - we hire B players and expect them to be A players. Or we hire contractors and expect them to be A players. Contractors are great to get started - once you have a system in place, you should look to bring in the full team members.

In order for you to scale, you have to have the right people by your side.

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BUILDING YOUR DREAM TEAM 00:32:10

REMINDER - hire slow, fire fast. Hiring the right people takes time. Identify what you need, and look for the right person.

And if someone isn't working out - 90 days is the timeline. And you need to ask yourself, have you done everything you can to help make them a success during this time? And if you've done everything you can, and it's still not working out - you can let them go.

Investing in people means they invest back. Empower your team, drive excellent and be an empathetic leader.

Job Description 00:35:00

Once you know who you need to hire, create the job description. Don't just Google a template - you have to make this your own.

Big wins - you'll want to have a role, the 3 big needle-moving tasks that role does, and the SOPs to get those done.

Build SOPs and estimate time - create the Standard Operating Procedures your hire may need with detailed instructions or video, then estimate the hours you'll need for that role, on a weekly or monthly basis. So for each task, outline how to actually do this job and show examples of what to do in certain situations.

Pull it all together - a job description entails the purpose, the types of work "including but not limited to", detailed descriptions of the role and the hours per week. But it doesn't have to be super rigid - add in some flex.

Don't just do this for future roles - in a company, job roles are always changing and evolving. Maybe get your team members to do this! Get them to create their current job description. And constantly revisit it.

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Getting Applicants 00:41:50

You know what SOPs to create, even if you haven't created them yet. Now you can hire.

Be your biggest advocate - it's time to be the sales person of your own company and make it enticing to want to work with you. Share your vision! And nail your pitch as CEO. You are competing to hire this person - this is not something you should take lightly. And you have to sell the vision and the dream. Why should they join you?

Match the market - make sure the job matches the market in terms of compensation, hours and other perks. Have a look at some job boards and see what pay scales are, and what the benefits are. You might need to bring on a more junior member of staff and allow them to train up. And get creative - maybe you can offer flexible working as a perk.

Push your network - referrals are the best way to get qualified applicants, so don't be shy. Finding talent within your network also helps ensure they're already vetted by someone you know and trust.

Interviews 00:46:40

Interview more than one person! Don't just go with the first person you speak to. And create a process to get the right person. And it should be a conversation.

Remove the stress - an interview doesn't have to be stuffy and serious. Remember: you're just getting to know this person and their work ethic, act accordingly. You can hire globally too - don't limit yourself, you can have a remote team.

The first question could be - take me back to college you / tell me about your family history. Get to know them in a different way. And they shouldn't be in an interview if they aren't suitable.

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Trust your gut - ultimately, you need to work with this person, so make sure they're a good fit for YOU. Women are the best at trusting our gut.

Hire for values - hire someone who's excited to show up – not just the right skill set. You can teach someone any skill, but you cannot teach them the right values to align with your business.

For me, I hire people who I can grow and develop.

TRAINING AND RETAINING A PLAYERS 00:50:50

You can tell who loves their job and who doesn't.

Onboarding New Hires 00:52:40

Face time - when they start, book as much time as you can of face time. Let them hear the why directly from you! It can be in Zoom, in person... but you have to show up. You need to give them your time - **the more time you give them, the more successful they will be.**

Employee guidelines - drop the corporate fluff no one reads anyway and make every piece of information you add in there valuable and can be referred back to. But make sure you have the right things in place in there.

Legal issues - have their contract and any other legal document you need: an NDA, a non-compete, a disclosure. There are amazing templates out there for these.

Tools and tech - get their tools from the start, and think about what they actually need:

- their own computer or devices
- the company wifi code
- a company email account
- access to LastPass - protect your passwords and company information

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Job description and SOPs - have them look over those SOPs before you train them - that way they're familiar with what they'll be doing.

Training plan and sessions - make sure you or someone on your team who can train them is blocking out time to do so, and in accordance with a training plan.

Training New Hires 00:59:50

Trial period and 90 day plan - during the 90-day trial period, the new hire should have received adequate training to be performing at the level you expect them to. I've done this for every single hire - particularly my executive role hires.

30, 60 and 90 day milestones - tangible and achievable goals that integrate into their daily to-dos, and compound on one another with the training and tools to execute. Create that 1:1 with your new team member.

Rule of 3 -

- One, teach them how it's done.
- Two, allow them to give it a shot, and supervise.
- Three, check their completed work and offer feed forward.

Feedback for New Hires 01:00:50

Let go of the fact that no one will do it as good as you - period! It's not their job to be you! Get them to be 80% - and you bring the last 20%.

Get curious, not furious - understand why they did what they did, and improve the training material, SOP, or the way you explained it accordingly.

Paint done - the best thing you can do in order to give productive feed forward? Set expectations beforehand. Is the 'paint done' clear? Be descriptive on the tasks and feedback.

Focus on work, not person - feedback should only be on a deliverable or the

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way it was executed, not the person's skill level, understanding of the task or a personal attribute.

Team meetings 01:02:00

These are the cadences I have in place for my companies.

Town hall meetings - we realign all team members on the big goals ahead, what we've done for the quarter, and how we're measuring against our yearly goals. As your organization grows, this might come into play for you.

Monthly all-hands meetings - every month we have department meetings: finance, marketing, operations, strategy, with all key members. This is a strategic meeting, and looking ahead.

Team scrum meetings - quick and easy to report on KPIs, set priorities and have your team communicate their needlemovers back to you so they're aligned. This is day-to-day.

Team 1:1s 01:03:20

If they report to you, you need to check in with them. And your team leaders should be having 1:1s with their direct reports. This is a human to human dialogue.

It's an open dialogue - have open-ended questions so you can start a dialogue for a robust conversation. Especially, make sure you're practicing active listening.

Keep an open mind - they are in the day-to-day of the company, so be flexible when talking about the company and their professional growth.

Set it and show up - set and honor a recurring schedule, take notes on concerns and bring them back up when you have another check in.

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Team Culture 01:05:20

You've invested so much time into building your team - now you need to work with them to make this a great place for them to be.

Incentivise your team - to do this right, you need to understand what your team is actually incentivized by? How can you make their work life better?

Financial compensation - whether you go for traditional bonuses or a team rewards pool, bonuses motivate your team to work aligned to company goals.

Team building - team culture is about the 'why', the company's mission, its values. How do you do business and treat your team? Reward them? Shout them out?

Yes I win in business, but I also want my team to win. It doesn't have to just be financial.

WHERE TO START 01:07:40

1. Audit Team Tasks

What are the tasks required to run your company? How long do they take? Where do you need help?

Determine frequency. Is this a weekly, monthly, quarterly, or one-time task?

Divide tasks into do, delete, or delegate (automate).

2. Document

Setup by department:

- Create boards by dept: marketing, social, finance, etc.
- Add all tasks to the appropriate board, include frequency and time to

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complete task

- Create a loom video tutorial first, then document with an SOP later, link to task.

Setup the task:

- **WHEN:** Is the due date clear? Is it recurring?
- **WHAT:** Have you set up paint done correctly? Is the final deliverable clear? Do they have the tools or instructions they need to start?
- **WHO:** who do they report to? Who can offer feedback? Who can solve blockers? Are they blocking another person's task if they don't get it done?

3. *Creating Job Descriptions*

What tasks does the new team member need to complete? What does success look like?

Set results-based tasks and determine KPIs.

Create a clear job description including: position overview, key functions, and ongoing tasks.

4. *Who To Hire & Why*

Do-ers:

- Complete tasks to get to the end result
- Follow directions
- Use SOPs to complete tasks efficiently
- Get it done

Strategic hires:

- Present more efficient ways to get to the end result
- Ask questions, pitch new ideas, bring innovation to the table
- Create new systems to maximize efficiency
- Come up with ways to do it better