Introduction - This isn't Rocket Science:

My previous business had just about burned me out. Most things depended upon me. It was very difficult to get good employees and it was very difficult to get my employees to do things the way I wanted them done.

I didn't have well documented processes or job descriptions. What I had were not current. I didn't have an achievable strategic plan or a documented vision. I was winging it - flying by the seat of my pants. I was going to work every day, working long hours and most of my attention was focused on 'putting out fires'.

For the most part, my business for me was NOT very satisfying or rewarding.

Most of the entrepreneurs we speak with are in a similar situation. They're frustrated. They're stressed. They're impatient. They work hard but can't seem to achieve the goals they're hoping to achieve.

There are dozens of books that make a clear case why this is so; Michael Gerber's ***The E-Myth***, Gino Wickman's ***Traction***, Scott Fritz's ***The 40 Hour Work Year***, Chet Holmes' ***The Ultimate Sales Machine***, John Warrillow's ***Built to Sell***, Jim Collins' ***Beyond Entrepreneurship***, and there are many more.

All of these books make a case for the importance and value of having a '**process dependent business**'. If your intention is to grow your business, you need documented procedures that can be used for training and managing employees so you can get consistent and reliable results.

The purpose of this paper is NOT to convince you of the value of having documented processes. My assumption is that you already know you

need processes. Maybe you've even tried and failed to systematize your business.

The purpose of this paper is to teach you **HOW** to create a process dependent business - how to organize and implement your operating procedures so you can have the type of business that everyone is writing about.

We take that theory and we make it practical.

It's been our experience that things in most companies can be different. We believe you **can** have a business where employees enjoy working for you, they know what they're supposed to do and what is expected of them, and they do it consistently and well.

For more than 17 years we delivered Michael Gerber's E-Myth Mastery program to hundreds and hundreds of owners of small and mid size businesses. With that experience, we've been able to synthesize the creation of a process dependent business into 5 simple steps.

We've been able to turn something complex into something simple, something manageable, understandable and easy to implement.

Organizing and implementing your operating procedures probably feels like a complex and daunting task. For those of you who have tried, you've probably experienced what we call S.O.P. Chaos. Your operating procedures are all over the place. Most are outdated and there is little adherence to them in the workplace. It feels like you've failed and, for the most part, you have if they're not up to date and they're not being used. The problem is, you can't create a process dependent business without them.

In this paper, I lay out a plan for making your business 'process dependent'. I show you that organizing and implementing your

operating procedures isn't rocket science. It can actually be ridiculously simple. Just follow these 5 simple steps and enjoy the result.

Here's to getting the business you deserve.

- Michael Mills

The 5 Steps to Creating a Process Dependent Business:

1. VISION
2. ORG CHART
3. PROCESS IDENTIFICATION
4. PROCESS LINKING
5. PRIORITIZE - WRITE - IMPLEMENT - REPEAT

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1. Vision:

The first step isn't really about process documentation. It's about understanding your destination. It's about being absolutely clear on your VISION - writing down, to the best of your ability, what your business is going to look like 3 , 5 or even 7 years from now.

You will use your VISION as part of your *Hiring* process, as a *Management* process, as well as part of your *Strategic Planning* process.

And, for the purposes of the **5 Steps to Creating a Process Dependent Business**, you'll use your vision for creating an organizational chart of your future business.

Studies show that if you have a VISION, you have a 300% better chance of achieving it than if you do not.

Your VISION needs to be documented and communicated to everyone in your company. And everyone in your company needs to be on-board with your VISION.

I'm not talking about a detailed business plan although that is an important and necessary tool. Your VISION can be as simple as a few paragraphs. Just do the best you can. Be specific and be realistic.

This is so important. After all, if you don't know where you are going, how are you ever going to get there?

2. Your Organization Chart:

In the second step, create a graphic picture of what your future business will look like - your organization chart.

Most entrepreneurs create an org chart as part of an exercise that was given to them from a consultant. It's an excellent exercise, but the result is almost always a STATIC diagram that is rarely, if ever used. It's done in PowerPoint or Excel.

It gets printed and then it gets filed away and forgotten. There is this experience of; "*wow, this is a really amazing exercise*", but it doesn't get used.

And its value is lost - almost immediately.

Your org chart can be a fluid, dynamic tool used in planning your future growth.
- It will help you determine whether or not you are being realistic with the number of employees you're planning to hire.

- It helps you to determine who you plan to hire next.
  - what they need to do
  - how they need to do it and
  - what is expected of them

Build the org chart of your future company. Make an assumption of what positions you'll need and how many employees you'll need in each position and rough up a chart.

Chances are your future org chart won't be a lot different than the organization as it exists right now. It's just that you'll have more people filling the roles.

3. Process Identification:

In step #3, identify the processes that you think are necessary in your future company.

What processes will you need to:
- generate sales
- to deliver on the promises you made in that sales process

What processes go on behind the scenes such as:
- hiring,
- payroll,
- invoicing,
- collections
- backing up the computers
- all of the administrative and financial activities.

You can create one big list if you like. But we recommend you departmentalize your thinking.

Think of your business as having 4 Key Functions:

1. **GETTING** the Business: Your sales and marketing activities
2. **DOING** the Business: Your client fulfillment and customer support activities - all that you do for your clients to fulfill the promises made in the sales process.
3. **RUNNING** the Business: Your financial and administrative activities. All those things that go on behind the scenes including human resources and IT processes.
4. **GUIDING** the Business: The activities you do to guide the business from where you are today to where you want to get to. This includes all of your processes for management and strategy.

In this step, you are not describing **HOW** a process is done. That will come later.

In this step you are just naming **WHAT** needs to be done – just the process names. Think of it as if you're creating the table of contents of your company's operating manual.

4. Process Linking:

Now that you have your Org Chart developed, and your processes identified, in this next step associate, or link, each of your processes to specific positions or roles on your organizational chart.

All of the processes need to be associated with boxes on your org chart.

In the end, you'll have created position specific operating manuals. Think of them as internal job descriptions for every position - a list of processes that will be used to train and manage anyone hired for any position in your company.

In this way, you're creating complete functional accountability in your business. Everything that needs to be done will be associated with a role in your company and employees will be assigned to each of the roles.

5. Prioritize – Write – Implement - Repeat:

Imagine having a list of 300 processes. – YIKES!

Getting all of those processes written will seem like an insurmountable task. Many business owners, at this point, throw up their hands and give up. They feel like they don't have time to write all of those S.O.P.'s.

But if you were to think of having only 10 or 12 processes to write, that seems doable, right?

In this step, prioritize the writing of the processes. Which ones are the most important processes to get written?

Note: I did not say prioritize the most important processes. Chances are what you do are the most important processes. And you're not going anywhere for the time being. So getting the most important process documented, in many cases, can wait for later.

There are 3 key ways to prioritize the writing of your processes:
1. Are you about to hire someone? If so, consider prioritizing the processes linked to that position's job description as the ones to document right now.
2. Is there a specific area or department within the business that needs support or better management? If so, then maybe these processes are the ones that need attention.
3. Are there less important things that you're currently doing that you shouldn't be doing? If you had processes for those less important activities, you could delegate them to someone else in

the organization and free up your time for more valuable work activity.

Use these 3 key ways to prioritize the writing of your processes. Pick 10 to 12 high priority processes to write. Get them written. Get them implemented, (which is essentially another word for trained), and then REPEAT.

Each time you'll come up with a new list of 8 to 12 different processes. It's a small enough list to not be overwhelming. You might take a week or two to get a list of that size written. Once that set is implemented, repeat the process.

And remember, getting your processes written is an on-going, organic thing. You and your managers will be writing, innovating and implementing your processes as part of your on-going work activity. It's what working ON the business is all about.

Parting Note:
While building a process dependent business isn't rocket science, it isn't 'easy' either. There's work to be done. We make that process easier with our courses, services and tools.

We have some amazing programs available for you almost all of which will gradually walk you through the 5 steps outlined in this paper. We provide direction and consultation and while many things are done for you, our goal is to get you to a place where you and your management team no longer need us. We will have helped you build a business that is growing consistently and reliably on its own, organically.

It's not overwhelming. There is a structured step by step progression.

If you've ever wondered what it's like to work 'ON' your business, you need to check out one of our programs.

Stay tuned for more information…

If you'd like to watch a video that takes a deeper dive into how to execute these 5 simple steps using a brilliant software application called, The TouchStone Business System, [CLICK HERE].

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