

REUBEN BRENNAN

REVEALED: THE SECRET THAT

BUSINESSES

RUNNING ON EOS™

MUST KNOW



PEOPLE™
PARTNERS



Your V/TO® has a critical field that spans the 10-Year Target™, 3-Year Picture™, 1-Year Plan, and Rocks: Profit. So critical that it spans every part of your V/TO®, but in a time of such inflation, with rising costs jeopardizing margins, what's the secret to really moving the needle and not just try to scrape-in to realize these profit targets, but blow them out of the water?

What has your Past looked like?

Does any of this sound familiar:

I've struggled to efficiently fulfill roles on my Accountability Chart, which has contributed to us failing to complete Rocks and Goals. Upward pressure on my labor costs has also seen us miss the last few quarterly profit targets, and this seems set to continue this Quarter with no respite in sight. This profit shortfall is placing increasing pressure on our cash flow, which is now starting to be a real source of stress.

Previously, when I encountered a similar challenge, I really tightened the screws by constraining our headcount. This attempt to achieve our profitability targets caused all staff to be overworked, with our culture taking a massive dive and everyone being pretty miserable. To be honest, back then, it was all still in vain anyway because we missed three consecutive Quarterly Rock Profit Targets. My lifestyle also took a massive hit, with me compromising time with family and friends. I also had to cut other passions to put in extra 'grunt work' to attempt to get us over the line.

What do you want your Future to look like?

Does this sound enticing:

I'm proud of my Business, we're smashing Rocks and goals, no longer arguing over plus/minuses in The People Analyzer™ because everyone has really bought in, and our profit targets have been obliterated. I'm taking holidays and pursuing my golfing passion regularly for the first time in who knows how long! L10 meeting scores are now genuinely high (not the obligatory, goodwill-seeking '8' [?]), with the air of excitement palpable within the team. Furthermore:

- *My Implementer was full of praise for how we'd performed this Quarter - I felt so proud*
- *I'm excited to give an update in my EO Forum as I no longer feel like a fraud, with everyone else succeeding and winning BUT me*



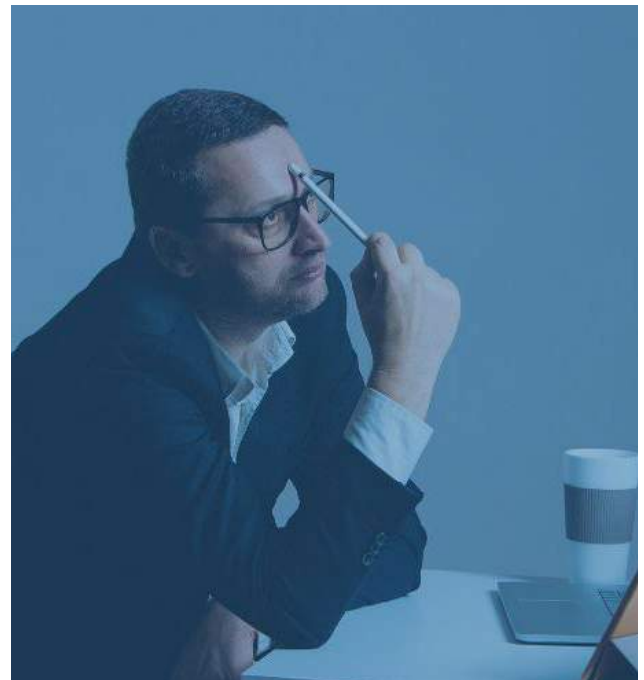
- *My Integrator/Visionary is so grateful and appreciative of the efforts I put in this Quarter to realize these amazing results*
- *Our staff are so chuffed, the adage 'winners are grinners' is so true, and with EOS® providing a clear Scorecard and unifying Vision, everyone knows we've won – they're excited, appreciative, and grateful to work in such a successful business*

- *Friends are high-fiving me for finally showing-up on the golf course, so excited to finally have time to pursue some of my other passions*
- *My spouse and kids are so excited that I'm blocking out my calendar for a 2-week holiday, plus our improved profitability has provided an awesome kicker to the holiday budget!*
- *My spouse is grateful that because our workforce dramas are finally settled, I'm getting home before 6pm each evening to help wrangle the kids for dinner and bedtime*



Reconciling the Present

Perhaps you hate golf, so 'this' future doesn't appeal, but it's likely some items resonate. The point is to have a compelling and specific vision for your personal future—your version of The EOS Life®. And because The EOS Life® is fundamentally higher order needs, to ascend to these needs, you need your physiological and safety needs locked away, which in business equates to profit and cash flow sorted.



So how does it get sorted, particularly if your recent target 1-Year Plan profit was missed by quite a margin and you can't see how you're going to pull your business back on track amidst risking the costs of everything and a sense you can't raise your prices? With profitability diving, you move from the aspirations of The EOS Life® to the fears of survival.

Of course, the full answer is multi-dimensional, but the cost of your Accountability Chart i.e., all your staff, is likely your biggest expense category, so that's often a good place to start.

So, do you put out a rallying cry to your incumbent team to really step up their output—working much longer hours and regularly working over the weekends? You've already been struggling to attract and retain the staff you need, which has contributed to a variety of staff picking up extra responsibilities you know they resent. You've been bracing for the prospect of some of these staff members resigning. Beyond the staff, obviously you'll want to lead by example, so know you'll have to break the news to your family about the extended hours and weekends, plus you'll undoubtedly have to cancel that golf trip next month because if the rallying cry is that we really need to knuckle down, a golfing trip is a bad look.

Even just the thought of this path strikes you with a sense of de ja vu, you've taken it before and it didn't serve you, why would this time be any different?

Something needs to change

But if cracking the whip for everyone within the Accountability Chart to work harder isn't the answer, what is? How else can you collapse the cost of your Accountability Chart?



Let me share a story about Kieran. Kieran was the Visionary of a Training Organization involved in training Hospitality and Business courses. He'd been pretty stressed for a few quarters that they weren't hitting their profitability targets. So, when he received a call from a key client that they were closing some venues and so would be slashing their training requirements for the upcoming year, he was almost nauseous with the fear and uncertainty of how he'd be able to lead the business through to survive this huge hit to revenue.

Kieran's business wasn't on a sound footing to start with – they'd endured some retention challenges in some key roles and recently lost a ton of institutional knowledge through resignations. Exit surveys had revealed that those exiting simply weren't happy in their roles, seemingly exacerbated by feelings of being overwhelmed with LOTS of tasks constantly on their plate, never any respite in sight.

Upon self-reflection, Kieran recognized he'd tried to cram too many tasks and expectations into all roles to try to justify the high salaries. Labor costs were his largest expense, so in trying to drive profitability, he'd probably pushed a bit too hard for efficiency, contributing to this revolving door, which brought further challenges with team morale.

Kieran was at his wits end – he felt like the deck of cards was stacked against him, and this news of his key client ceasing Training would be the straw that broke the camel's back. He was a blend of angry, upset and resigned to a sense there was nothing he could do about it.



Fortunately, he'd just started Running on EOS™, which was a tip he'd received from an EO (Entrepreneur's Organization) forum buddy and this same EOer when hearing of his struggles gave him my number, suggesting I'd be able to help.

I explained to Kieran that I was the 'workforce re-engineering guy' and I hated seeing any business struggle with staffing challenges and poor profitability. My mission is to help businesses punctuate their Accountability Chart with staff that are the Right People Right Seats and GWC™ their roles, plus I help massively boost profitability.

I advocated that I could help him by focusing on three simple steps. These steps helped Kieran’s business save over \$800,000 in direct expense savings— not just saving him from his crisis from losing his key client, but it boosted team morale and helped him achieve record profits.

Let me share with you EXACTLY how I helped Kieran re-engineer his workforce and whilst Kieran’s business might not look like your own, hopefully you’ll see how the principles could be applied to your business and the opportunities that could be realized.

Department	Sales
Originally	<ul style="list-style-type: none"> • 5 full- time Business Development Managers (BDMs) • All field-based, so all issued company cars and drove around visiting prospects and clients each day • BDMs prosecute both new business and account management for existing clients • BDMs do their own lead generation and prospecting and are responsible for ensuring everything is logged in the CRM
Post Re-engineering	<ul style="list-style-type: none"> • 1 BDM – driving around completing set new business appointments • 1 Sales Coordinator – owns the diary of the BDM, responsible for confirming all appointments, doing all appointment follow-through, and recording everything in CRM • 1 Account Manager – providing full support and care to all existing customers and checking if they need to enroll new students or if they have referrals to friends or colleagues • 1 Lead Generator – cold prospecting, warm prospecting, following up on all referrals to secure appointments for BDM
Change	<ul style="list-style-type: none"> • Doubling new business appointments • Staff operating in their passion zone – BDMs notoriously hate logging activities in CRM, they no longer have to • Reduction in 1 FTE headcount for a saving of \$120,000 • Reduction of 4 company cars for a saving of \$60,000 • Sales Coordinator, Account Manager and Lead Generator roles are all offshored for a savings of \$255,000

Department	Marketing
Originally	<ul style="list-style-type: none"> • 2 Marketing Assistants • Marketing activities really just capture the activities of business for posting on social • Both Marketing Assistants did a bit of everything – copy, content, design, etc • Marketing didn't have explicit KPIs or expectations
Post Re-engineering	<ul style="list-style-type: none"> • 1 Performance Marketer – charged initially with executing Google AdWords and Facebook campaigns • 1 Content Lead responsible for setting the brand content strategy, setting the posting schedule, and producing all copy and design briefs • 1 Multimedia Designer responsible for designing all ads, landing pages, content posts, brochures, and video editing • 1 Marketing Assistant responsible for all social engagement across platforms + maintaining the currency of the website
Change	<ul style="list-style-type: none"> • In the second month, the team generated 10 appointments for the BDM and 15 direct student inquiries • All team members were 'specialized' and passionate about the tasks within their role • Whilst the team doubled in size from 2 to 4, all 4 new roles were offshored for a saving of \$30,000

Department	Training
Originally	<ul style="list-style-type: none"> • 8 full- time Trainers • All driving around in cars, going from client to client to train their students on a periodic basis (every 5 weeks) • Session duration + travel time, admin, and marking meant each Trainers constraint was ~3 sessions per day. The content of many of these sessions was the same, but obviously delivered across different locations by the 8 Trainers • Because of these 3 sessions per day constraints, Trainers could only support 70 students each. Higher loads just stretched the gap between sessions, so they slowed down the rate of unit completions per student (which was the economic driver for Kieran's business)
Post Re-engineering	<ul style="list-style-type: none"> • 2 Field-Based Assessors – driving around to visit all students who've completed their online work and thus qualified for observational assessment. Every visit produces unit completions • 2 Inside Trainers – each running 5 online workshops per day, so 10 workshops per day are available for trainees and apprentices to be booked into • 2 Student Support Officers – monitoring the progression of every student via confirming when logged into the LMS, every time assessment is attempted, and proactively reaching out to support and encourage. Student Support also responsible for booking all students into workshops if they don't self-book and vetting all submitted assessments before they go to the marker. • 1 Part- Time Marker – responsible for ALL marking
Change	<ul style="list-style-type: none"> • More unit completions mean a 15% increase in revenue per month • Agile workforce with redundancy across roles • Staff operating in their passion and strength zone – with segmentation enabling distinct roles aligning with different skills and preferences • Reduction of 6 company cars for a saving of \$90,000 • Reduction of 1.5 FTE headcount for a saving of \$120,000 • Offshoring the 2 Student Support roles for a saving of \$112,000

Department	Operations
Originally	<ul style="list-style-type: none"> • 3 Admin Staff worked across enrollments, student inquiries, answering calls, liaising with stakeholders, issuing certificates, reporting and resolving data errors, etc. • Attrition amongst these 3 admin roles had been the most destabilizing – with no tenure longer than 6 months in the preceding 2 years • Constant attrition contributed to routine loss of institutional knowledge, so student records were a bit of a mess, and the student management system was riddled with miscategorised students, students who hadn't been cancelled properly, etc.
Post Re-engineering	<ul style="list-style-type: none"> • 1 Office Manager – a senior, experienced professional capable of rolling up their sleeves to sort out the mess. Paid nearly double any prior admin role paid within Kieran's business to attract a high-caliber person and aid retention • Rationalized to 2 Admin Assistants to support the Office Manager – but both resigned in quick succession because they were change adverse, so they were replaced with 2 offshore Admin Assistants who had rich experience with the software they were using • All existing student inquiries were now picked-up directly by the new Student Support Officers in the Training team
Change	<ul style="list-style-type: none"> • Within 3 months, the Office Manager had stabilized the admin functions of the business • Despite the Office Manager being paid nearly double any prior Admin role, because the other 2 Admin Assistants were offshored, it yielded a net labor saving of \$20,000

Department	Finance
Originally	<ul style="list-style-type: none"> • The business just had 1 bookkeeper charged with all finance functions of the business, e.g. Accounts Payable, Accounts Receivable, Payroll, monthly management reporting, etc. • The role was BIG for just one person, and the individual in the role was constantly stressed • Payroll had been late a couple of times, and receivables had a swag over 60 and 90 days
Post Re-engineering	<ul style="list-style-type: none"> • Initially, the business had no intention of re-engineering their finance function. However, during implementing other changes, the incumbent bookkeeper team member had a medical emergency and was out of the office. It highlighted how vulnerable the business was, with no redundancy in this critical business function • After the medical emergency, the incumbent staff member advised they wanted to drop back to 2 days per week • 2 accountants were onboarded to cover the workload that couldn't obviously be completed in 2 days, and this also provided redundancy, with now 3 staff in the Finance team • The new accountants' responsibilities were segmented: (i) Accounts Payable and Payroll; (ii) Accounts Receivable and MGT Reports
Change	<ul style="list-style-type: none"> • Both new Accountants were offshore, so the business was able to build redundancy in their Finance Team by expanding to 3 staff, yet they were able to do so with the exact same labor budget • The incumbent bookkeeper was far happier as the extra staff collapsed their responsibilities and they were no longer so stressed • The new accountants quickly got receivables under control (bringing in a chunk of extra cash, which was appreciated) and ensured payroll was never late

The benefits to Kieran's business through this Workforce Re-Engineering intervention were significant.

- Over \$800,000 in direct expense savings
- Each role is deliberately crafted to allow the staff member to operate in their strengths and passion zones to aid job satisfaction and support long-term tenure
A sales team transitioned from relying on 'gun BDMs' to a system producing predictable results and helping the business scale significantly
- A training team delivering a better student experience while producing more revenue and having an agile structure to handle the impending growth
- A marketing team is not just focused on the vanity of posting activities to social media but also on KPIs to deliver appointments and student enrolment
- A stable and solid Operations Team, keeping the house in order and ensuring all records and data are accurate
- A Finance Team with redundancy and reliably delivering on all the critical finance functions



Pairing the efficiency and morale-boosting impact of re-engineering roles for your onshore team to operate exclusively in their passion and strength zone with well-designed offshore roles is the ultimate secret tactic that will skyrocket your business's profits! Subject to the size of your business, this strategy can add hundreds of thousands, if not millions, of dollars to your bottom line.

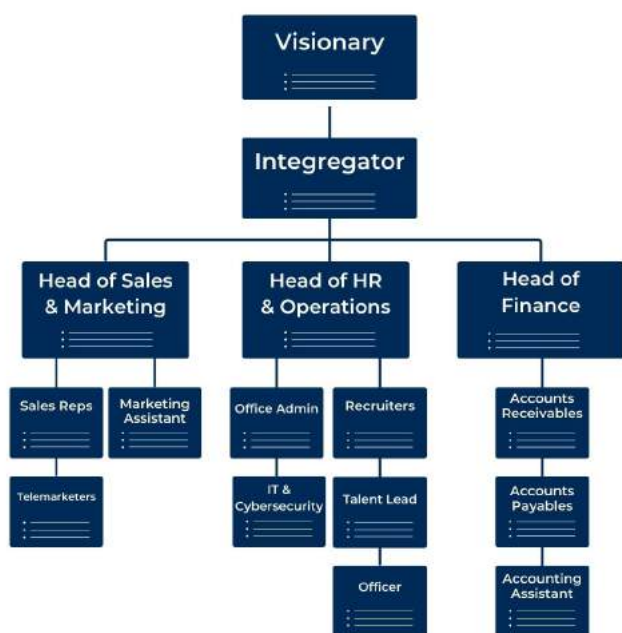
So, whether you're like Kieran and need to affect a rapid turn-around, predicating urgent transformational change or whether you're just hoping to realize more incremental improvement to your profitability, Workforce Re-engineering right across your Accountability Chart could be the answer.

One thing is certain, your 1-Year Plan, 3-Year Picture™ and 10-Year Target™ Profit goals will be massively aided by incorporating dedicated offshore staff that are aligned with your Core Values and committed to realizing your Vision. Offshore staff can save upwards of 70%, which could drop straight to the bottom line to boost your profit.



There are likely several roles on your Accountability Chart that could be immediately swapped to offshore, but there's a larger opportunity for you to Delegate and Elevate® across each role within your Accountability Chart, just like we looked at within Kieran's business.

You have an opportunity to shift everyone towards spending a higher percentage of their days in the 'Love It / Great at It' quadrant because that's where they'll be infinitely more productive and happier.



To ensure the future you've envisioned isn't a fantasy, what do you need to do NOW?

I need to make some confident decisions, it'll be empowering, I'll no longer feel like a victim to my circumstances, I'll feel like I'm taking control and be able to see a path to turn things around. My spreadsheet forecast looks exciting and some of the re-worked job descriptions are so much leaner I know the staff are going to love their jobs a whole lot more.

Of course, one of these confident decisions might be to allow PeoplePartners 😊, to hold your hand and step you through our Proven Process. Developing a Strategy for how you can transform your workforce and transform your profitability. Then helping you enact this strategy by finding you amazingly talented offshore staff that align with your Core Values, onboarding these staff to feature an EOS® introduction to ensure they understand how your business operates and then caring for these staff on an ongoing basis.



Your onshore staff will all be happier, operating more in their strength and passion zones - they'll be loving it and they'll be great at it.

Your profitability will be way up and to the right.

Your lifestyle will improve out of sight.

You'll wish you'd done this earlier.

Conclusion

We've explored how integrating offshore staff can transform your Accountability Chart, significantly reduce costs, and skyrocket your profitability. By aligning with your Core Values and Vision, and leveraging these insights, you can achieve your 1-Year Plan, 3-Year Picture™, and 10-Year Target™.

Hopefully, this e-book has sparked actionable ideas. Now is your opportunity to implement these strategies and elevate your business.

Your future success and the realization of The EOS Life® await!

If you'd like to continue the journey together, my company, PeoplePartners, helps businesses Running on EOS™ re-engineer their workforces and augment them with highly qualified offshore staff that can GWC™ their roles. Let's work together to elevate your Accountability Chart and achieve your Vision.



This is a strategy that will significantly enhance your business' profitability. If you'd like to learn more, let's chat. [Book a time here.](#)



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