

# The Great People Blueprint

## 8 Simple Steps for Business Success

By Brett Baker

THE  
**FUNPRENEUR**  
— BUSINESS SHOULD BE FUN



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## A QUICK STORY

When I tell people I have 5 companies and over 120 staff they invariably say, **‘wow, you must be so busy!’**.

But....I have to be honest with them and say, **‘not really, I have great people’**.

If you own a business, you know one of the most challenging things is finding, motivating and keeping ‘great people’ to help you.

While recruitment plays a part, it’s really about creating an environment that allows every person in the organisation to feel valued, engaged and part of something bigger.

### **When I first started out, I didn’t get this right!**

I started in the Family Entertainment Business by buying the local indoor rock-climbing gym. At the time, I still had a corporate job with BHP Billiton, which was an interesting juggle of my time as you can imagine. But I loved climbing and I loved the vibe of the place so I spent lots of time there and everything was great - I had a ‘good team’. I could trust them to run the gym the way I wanted while I wasn’t there.

### **But then I decided to grow...**

In rapid succession I did the following:

- Opened a Trampoline Park
- Took on a business partner
- Opened a Laser Tag Centre
- Opened another Laser Tag Centre in another town
- Opened a Bar with Escape Rooms and Karaoke

**And guess what?**







**Literal chaos...**

**Everything got out of control.**

We were too big for me to keep track of everything now. There was no way I could spend enough time at each centre.

And because I was so 'busy' I couldn't keep track of what everyone was doing and keep providing direction to the site managers, so things started to drift, standards slipped and performance suffered.

**But I was lucky.**

I got some good advice. I had a great business partner who helped while I discovered what we needed to do.

**I learned what to do, and what not to do.**

And once the dust settled, I knew I never wanted to be in that position again. So I decided to record it. That way I could always go back to it, and repeat the process when needed.

**I called it The 'Great People' Blueprint,  
and I'm happy to share it with you.**

**READY TO GET STARTED?**



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### ABOUT THE BLUEPRINT

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The process we went through is outlined in this blueprint and it's absolutely not 'my idea'. It's tried and tested. But I've tried to make it simple enough to understand and get you from A to B with the minimum amount of work possible.

So, here's the step by step way to create a workplace that is filled with 'great people'.

People who you can leave to do their work and trust that they are acting in the best interest of your business. People you can allow to make decisions and feel confident that they will be the right ones, or at least, they won't be acting in opposition to what you're trying to achieve.

It's about creating an environment in which people feel psychologically safe, valued and, clearly understand the overall mission of your business and their part in it.

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STEP

## DEFINE YOUR MISSION

ONE

**You absolutely have to start with this.  
It doesn't matter if it sounds 'hokey'.**

I've often found that here in Australia we have such a low tolerance for anything that sounds 'woo woo' or 'rah rah' that we often skip some essential things like defining a mission. I was guilty of it for years! But once I did it the difference was remarkable.

### **Your mission is your WHY**

WHY is your purpose, the cause, or the belief that drives you.

- WHY does your company exist?
- WHY did you get out of bed this morning?
- And WHY should anyone care?
- Your WHY is what sets you apart from everyone else. It's your purpose. It's what inspires you to take action. Your WHY is also what inspires others to take action.

**Ask yourself:  
Why did you create this business?**

If you're saying 'to make money' or 'to be my own boss' or 'because I like to be in charge' you might have to dig a little deeper. Chances are you have a passion to fix a problem, to create and provide a solution for people who have that problem. It's likely something that they are willing to pay for, after all, that's what a business is. That's what you want to get to.





## TO CREATE PLACES WHERE PEOPLE HAVE FUN

For example, the mission of my company Funscape is 'To create places where people have fun'. It's very simple and it's not just about customers having fun, it's about the staff and (frankly) me having fun too. When my team and I talk about changing products, introducing procedures, or anything else we almost always run it past this sentence.... 'is this going to make things more fun?'

**A mission needs to be something people can really get behind, so think carefully and write it down in simple language.**

If you want a really simple template, I think Simon Sinek's is great:

"To (Contribution) so that (Impact)"

For example, Simon Sinek's WHY is:

"To inspire people to do the things that inspire them so that, together, we can change our world."

You have a WHY once you articulate it as a mission you're going to find it easier to align your people behind a common cause.

In my business we have a simple mission: To create places where people have fun.

**GOT YOUR 'WHY'? LET'S GO TO STEP TWO...**





Once you have your mission, your WHY,  
you can decide HOW you'd like to achieve it.

This is where you need think about and articulate your Values.

Values aren't just 'big company corporate speak'.

Although, I must admit it can seem like this. When a huge companies say that their values are 'integrity' or 'transparency' or other buzz words my eyes glaze over too. Those sorts of value statements don't really have any usefulness to an employee.

What I'm talking about is creating a framework  
for decisions and actions for your employees.

The Values act as guidelines that help your employees know what's important to you and how you like things done. Well written Values will help them think like you. So, when you're not around and they have to make decisions they are more likely to do what you would have done.

Your Values are actually being passed on to your employees all the time anyway, through interactions, emails, decisions and many other data points. But most of us are doing this subconsciously.

Making the whole process conscious and controlled is a crucial step to being able to grow your business and create freedom for yourself.

I believe Values are most effective when they are clear, simple, memorable  
and short statements that illustrate how you think.





## VALUES ILLUSTRATE HOW YOU THINK

For example; one of our Values at Funscape is:

‘Problems are GIFTS that inspire us to GROW’.

This is how I like to think of problems. It means that every problem is an opportunity. It creates a positive, growth mindset that brings out the best in people. If more people thought like this there would be less stress induced illness in the world!

To help people understand this Value, we provide examples of ‘good and bad’ behaviours that illustrate this Value in action; for example;

‘A good team member stays positive in the face of adversity. When faced with a problem they control their emotions and stay present, then focus on finding a solution.’

‘A good team member solves the problems that they can, and then seeks guidance when the problem is beyond their level of skill to solve.’

Providing this framework for your employees is a great way to make yourself less essential in day to day operations and create freedom in your business.

Values also become essential during the recruitment and training phase as they allow you to see who’s going to be a good fit for your company. If a someone’s personal values don’t line up with your company values it’s going to become obvious fairly quickly.

Once you have your values written down you need to make them visible. Posters, screensavers, meeting agendas. You want your values to be ever present and ever discussed.





Once you have your mission, you can sit down and ask yourself this question:

“Ok, if that’s my mission, what do I need to achieve in the next 12 months to achieve this, or move along the path towards it?”

I’m not talking about creating a huge document with cashflows etc that you would use to try and describe the whole business. I’m talking about a one page document that simply identifies what you’re going to try to get done over the next year.

Because of the size of my company I like to do this in four columns:

- Organisation
- Operations
- Financial
- Growth

But you can literally pick any number of columns and any headings.

Maybe this year you’re trying to go paperless in the office and trying to grow your database of clients. Then write those things down. In the end you want a one-page document that you can put on the wall where your team can see it. We’ll talk about how you make it live for them soon. Here are some examples of various business plans in this format:

#### OPERATIONS

##### SET UP SYSTEMS

Paperless Client Files	Q2
P&L's Reviewed	12
Office Workflow System Defined	Q2

##### WE ARE STRUCTURED

Admin Role Description	Q1
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##### DEVELOP MARKETING SYSTEMS

New Website Launched  
Website Visitors  
Clients into Ontraport  
Newsletters  
Campaigns

#### GROWTH

##### SET UP FOR AUTOMATIC SUCCESS

Lymphoedema Treatment	\$150K
Product Sales	\$12K
Equipment Rentals	\$2K
Education	\$2K
Rent	\$6.7K

##### GROWING OUR CAPABILITY

Physiotherapist	1 day p/w
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#### FINANCIAL

##### WE MAKE MONEY

Revenue	\$166K
EBITDA	\$50K

##### REDUCE EXPOSURE

Debt	\$0
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##### PAY A MANAGER

	\$40K p/a
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1YR BIZ PLAN COMPLETE? ONTO STEP FOUR!



STEP

## ASKING FOR HELP

FOUR

At this point, you've developed your mission and plan. That's all you (or maybe you and your business partner).

**As the Leader it's up to you to set the direction, to come up with the plan.**

I'm not saying your team can't have input, but that comes in later years after you've been doing this for a while. The first time you do this it's up to you to set the direction and then get others to follow.

Here's how you do that.

- You arrange a meeting with your team.
- You present them with your mission and your 12 month business plan.
- You talk about why this is important to you on a personal level.
- Then you humbly admit that you can't do it alone.

You know that you will need the help of a dedicated and hard working team and you invite them to join you in this endeavor. Of course, how you say this is up to you. The key things are that you admit that you can't do it alone and ask for their help.

At this point you will know who is going to be on the team and who isn't. I don't think I even need to go into how you will know, it will be obvious if someone is going to get on the bus. Now here is the most important thing - if they aren't going to get on the bus you need to let them go. Set them free so they can find a mission they believe in. Because if they won't buy into your mission you will have never ending problems. You can always train people to do tasks, but you can't train them to believe if they don't want to.

**YOU'VE RALLIED THE TEAM? STEP FIVE AWAITS..**





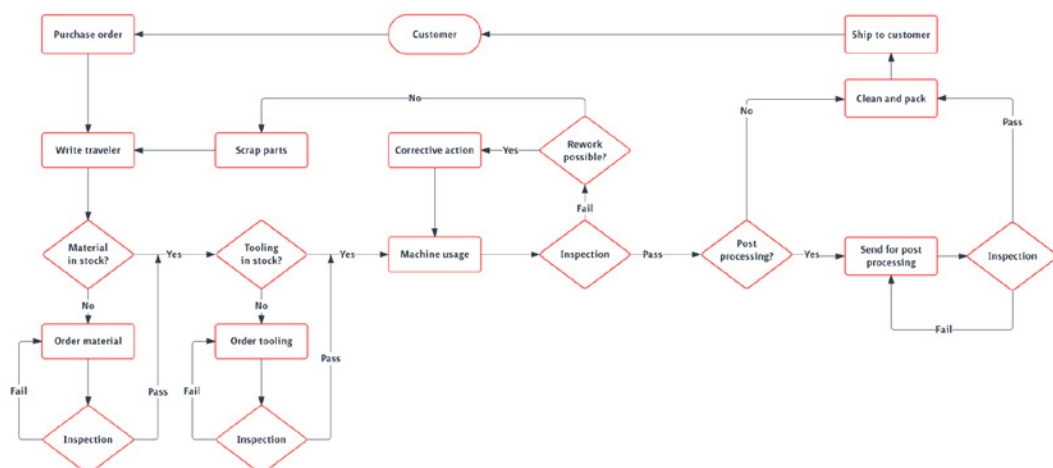
Ok, so you have your mission, your plan and a bunch of people who say they are willing to help you achieve both. Time to get practical.

**With your teams' help, map all your processes from end to end.**

If you sell things start from the first point of concept and design, through to making it, marketing it, shipping it right through to refunds and review and improvement. If you supply services map out all the steps in booking, advertising, supplying etc.

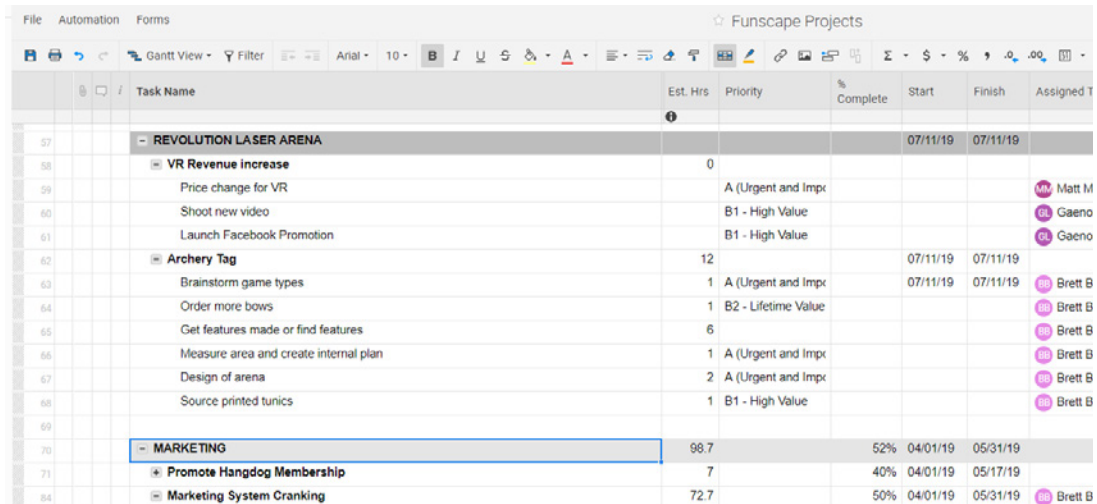
**Do this in a 'gross' way.**

What I mean by 'gross' is not too much detail at this stage. I like flowcharts but use whatever you want. You should end up with something like this:



Once you have those processes mapped, you need to identify the actual tasks associated with each part of the process.

This is where things get detailed, so sometimes it pays to use a product like Smartsheet or Project, or simply Excel using the dropdown function. This is where you're actually trying to get down to the 'task' level. Any by 'task' I mean 'smallest unit of work'.



The screenshot shows a project management tool interface with a task list. The tasks are organized into categories: 'REVOLUTION LASER ARENA', 'VR Revenue Increase', 'Archery Tag', and 'MARKETING'. Each task has associated details like estimated hours, priority, completion percentage, start/finish dates, and assigned team members.

Task Name	Est. Hrs	Priority	% Complete	Start	Finish	Assigned To
<b>REVOLUTION LASER ARENA</b>				07/11/19	07/11/19	
<b>VR Revenue Increase</b>	0					
Price change for VR		A (Urgent and Impx)				Matt M
Shoot new video		B1 - High Value				Gaeno
Launch Facebook Promotion		B1 - High Value				Gaeno
<b>Archery Tag</b>	12			07/11/19	07/11/19	
Brainstorm game types	1	A (Urgent and Impx)		07/11/19	07/11/19	Brett B
Order more bows	1	B2 - Lifetime Value				Brett B
Get features made or find features	6					Brett B
Measure area and create internal plan	1	A (Urgent and Impx)				Brett B
Design of arena	2	A (Urgent and Impx)				Brett B
Source printed tunics	1	B1 - High Value				Brett B
<b>MARKETING</b>	98.7		52%	04/01/19	05/31/19	
Promote Hangdog Membership	7		40%	04/01/19	05/17/19	
Marketing System Cranking	72.7		50%	04/01/19	05/31/19	Brett B

Depending on the size of your organisation you may want to create procedures at this point. If you have complicated processes that require lots of different people to do a process the same way, then write a procedure.

The great things about involving your team in this process are:

- You will likely get the best and most efficient way to do the process
- You will likely get a very high level of compliance to the procedure that's produced.
- You will uncover any training issues along the way

As well as all these benefits, you're building a collaborative workplace where people's ideas are valued and their contribution matters. I've never met anyone (or heard of anyone) that this sort of thing doesn't matter to. Which is hardly surprising, which do you prefer - being told what to do, or being asked what you think the best way to do something is?

MAPPED IT OUT PROPERLY? LET'S DO STEP FIVE.



**To be honest, the Role Description is probably the most undervalued document in any business.**

What normally happens is they get thrown together to advertise a job. Occasionally, a person sees it on their first day and then never again, or maybe at an annual 'performance review'.

But most of the time, especially for small business, they simply don't exist. Or, they are written generically, poorly or, in HR gobbledygook.

**Let me be frank.**

**If you don't have detailed, up to date Role Descriptions that are readily available and referred to often your team can't 'do a good job'.**

If they don't feel they're doing a good job they're likely to be unhappy at work. If they are unhappy at work they are unlikely to work hard to help you achieve your mission. You see the progression.

**But why do I say 'they can't do a good job'?**

**It's about expectations.**

If you haven't defined what you want, how can anyone ever meet your expectations.

Plus, you're human, if you haven't sat down and thought about it your expectations could vary wildly based on your mood, what day it is, or the phase of the moon!





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Without clarity comes variation, double standards and inconsistency and those things breed insecurity and resentment in your team.

When you clearly define what someone's job is and take the time to make sure they understand it, you have the ability to say 'good job' with consistency when they meet the defined expectations.

However, it's also vital to have clear expectations when it comes to poor performance too.

### Consider these (slightly silly) scenarios:

You come in on Monday morning and Daniel hasn't photocopied yesterday's film file. This is annoying to you because you need that file ready to go for your 10am meeting. You think 'he should know that I need these files ready to go for this meeting'. But Daniel is on the phone trying to sort out a problem of some sort so you grab the files in a huff and photocopy them yourself, making sure to give Daniel the evil eyes but knowing you can't say anything, because he's actually doing his job of sorting out problems, but you feel like this was a higher priority. Daniel, busily trying to sort out a problem for you thinks, 'what's up your nose', and gets a little resentful.

The problem is that Daniel hasn't done anything 'wrong'. He can't be performance managed because no standard has been set, no expectations have been laid down.

However, if Daniel's Role Description contains at the Key Accountability 'Prepare all documentation prior to meetings', and that Role Description is printed and on display somewhere in his work station, you can have a positive discussion about prioritising work and making sure that things that he is accountable for what must come first.

Even though both cases involve Daniel not pulling his weight, the second scenario allows for constructive discussion that would be considered 'fair' in Daniel's eyes.

Here is a Role Description template I use for each person within my team. I go through each section with them, and get them to write it out so they are clear and aware of all parts of their role. The sections we go through are:

- Purpose - This is why my role exists
- Accountabilities - This is what I'm held accountable for.
- Authorities - This is what I'm allowed to do, broken down into:
  - Things I can do without permission
  - Things I have to ask permission to do
- Duties - These are the things I need to do regularly, broken down into:
  - Daily, Weekly, Monthly, Yearly

**ROLES CLEARLY DEFINED? ONTO STEP 6...**



This step is how you get your whole team on board and aligned.

You've presented your Mission and your 1 Year Business Plan and now it's time to empower your team. You ask them to come up with 2 to 3 things that they can do over the next 90 days that will move the business closer to the business plan goals and mission. These are their Objectives. For each objective there needs to be at least one way to measure whether they are successful in achieving the objective, that's a Key Result.

So, let's say you own a small gym and have a business plan goal of - Generate \$300,000 net revenue.

A Marketing Coordinators OKR might look like this:

**Objective:** Attract new members

**Key Result:** Run membership drive campaigns

**Key Result:** New member signups

**Target:** 3 (this is a 'lead indicator')

**Target:** 50 (this is a 'lag indicator')

But the Gym Manager OKR might look like this:

**Objective:** Preserve the profit by keeping costs down

**Key Result:** Wages as a percentage of revenue

**Key Result:** Lease equipment maintained weekly

**Target:** 30%

**Target:** 12 (12 weeks in the 90 day period)

As you can see, both of these roles have different purposes but their OKR's are aligned to the overall goal of achieving \$300K of net revenue. Marketing brings in the money, operations tries to keep it!





## REVIEW & FEEDBACK

**Ok, you've done all the heavy lifting at this point.**

Let's just recap, you should have:

1. A simple 'Mission Statement' that defines WHY your business exists
2. A set of Values, with some example behaviours
3. A simple, one-page plan that has a list of goals you're trying to achieve in your business over the next year
4. Role Descriptions for all the people who work in your team, printed, laminated and stuck up where they can see them
5. 2 or 3 OKR's (Objectives and Key results) set for each person for the next 90 days

**Now it's time to set up your regular review and feedback process to make sure that everyone stays on track.**

This consists of three things:

1. A short Team Meeting
2. Short '1 on 1s'
3. A weekly 'Snapshot' review that is submitted to you by each team member.

**First, a brief note on the F word..... Feedback.**

People cringe when you say it because it's been used as code for 'I'm going to tell you off'.

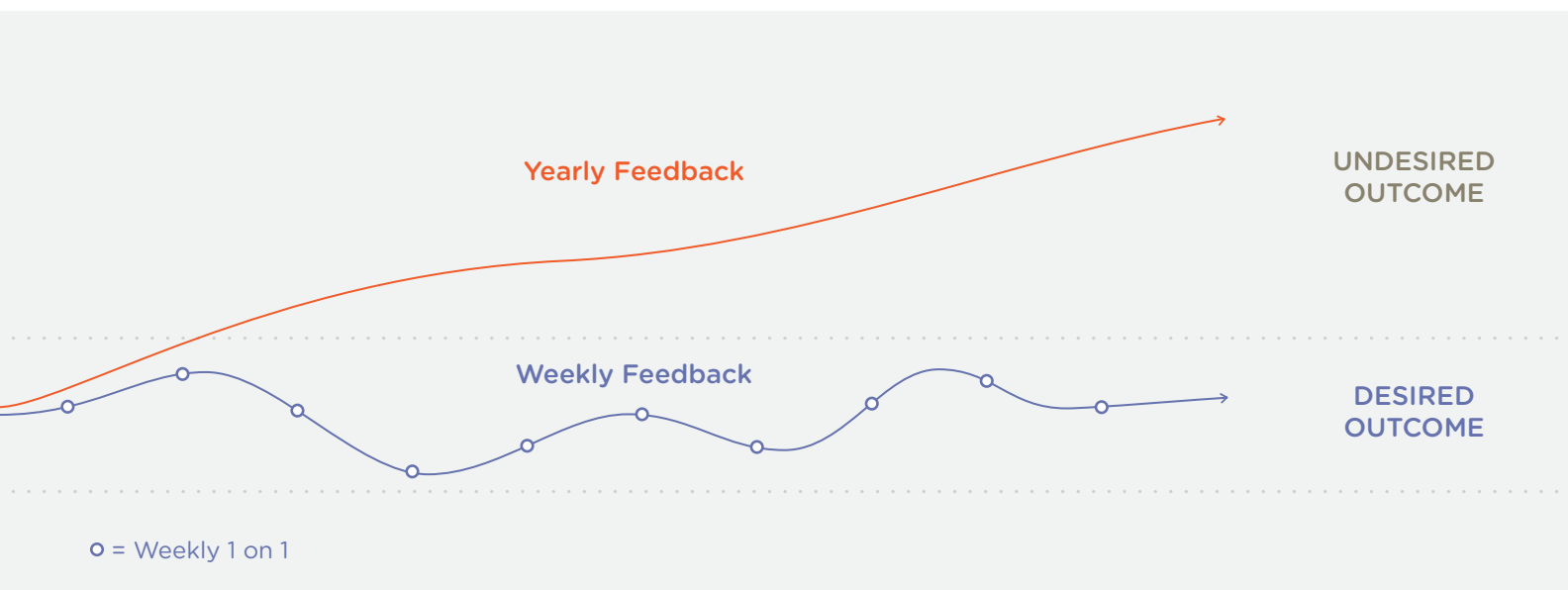




If you've worked in a corporate setting you probably get 'feedback' once a year in a performance review. Which is a joke really as your manager would be hard pressed to remember your last two weeks of performance realistically.

**To be effective, feedback must be specific, timely and expected.**

Here's a very simple illustration to indicate why regular feedback is so important for course correction:



So when it comes to meetings for the purpose of giving (and receiving) feedback they need to be regular, short and planned.



Let me preface this section with one of my favourite quotes:

"Meetings are an addictive, highly self-indulgent activity that corporations and other large organisations habitually engage in only because they cannot actually masturbate." - Dave Barry

**In general, meetings should be kept to an absolute minimum.**

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Most of the time meetings are a waste of time. Big organisations love meetings and they say they are important for things like 'stakeholder engagement' and 'bringing everyone up to speed'. But as a small or medium business, you need people working on revenue generating activities. Usually, most of the benefit that comes out of a meeting can be gained with well crafted emails, video, or a phone call.

### However, there are some things that are worth meeting for...

And it's all about human connection, empathy and understanding each persons unique needs.

There's been a lot of research on this but general consensus is short regular meetings are best. Depending on the size of your team I recommend the following:

- Weekly 1 Team Meeting (1 hour)
- 1 on 1 Meeting with each team member (30 mins each)

If you have lots of teams that do different things you may need to do more team meetings, but there's no way they should go longer than one hour. The Team meeting is just about reviewing results and indentifying issues, not problem solving.

Likewise, you should only require a 30 minute 1 on 1 with each team member. Your goal for this meeting is to help them in their goal of achieving their OKR's. So this might be by offering guidance, removing barriers, providing resources, or helping them prioritise. If they have a big issue that they really need help with, set another time to solve that problem. Keep the 1 on 1 'pure'. Here's the content of the 1 on 1.

- Review Snapshot (We'll discuss what's in this next)
- Review progress against OKR's - are they on track? Any roadblocks?
- Review their planned activities this coming week - do they need anything?

The whole meeting is about you understanding their individual needs and to help them achieve their OKR's. It's about you helping them.

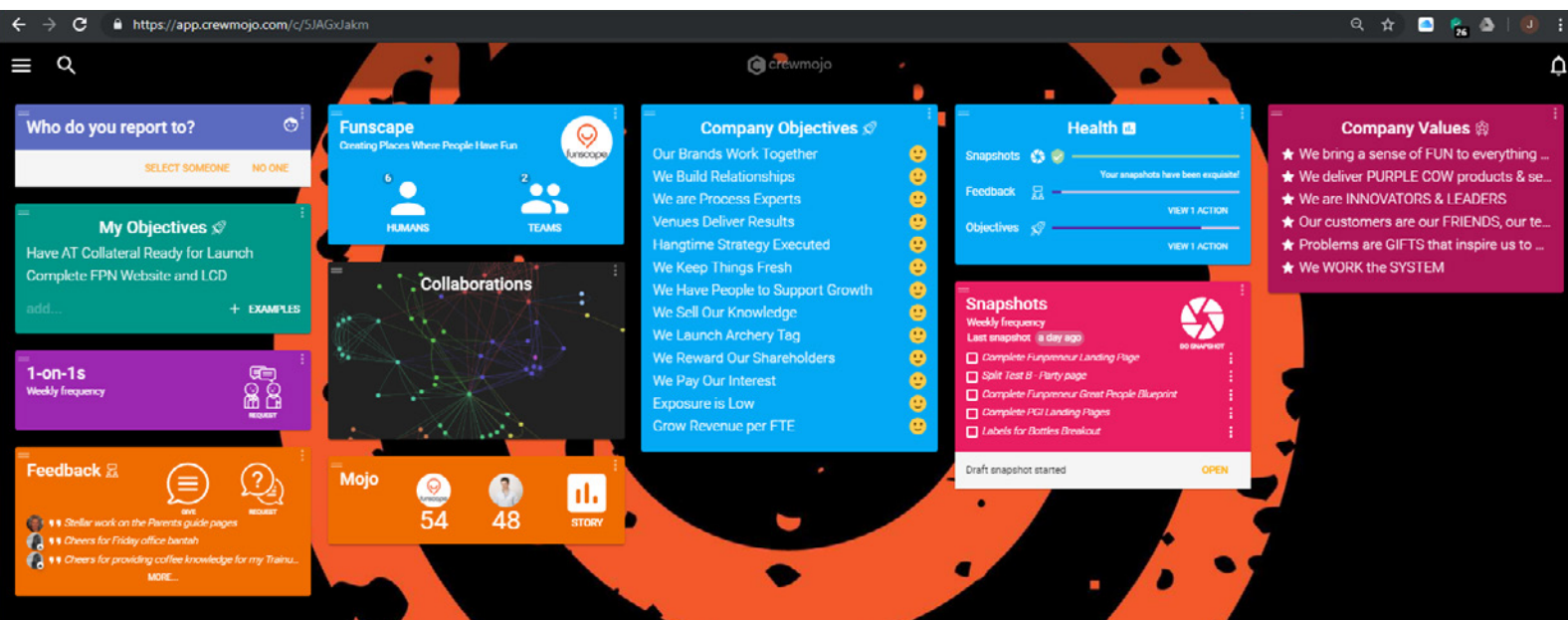


A snapshot is a quick review of what happened this week. It could take the form of an email or, if you implement Crew Mojo (highly recommended) you get a very simple and easy to follow process.

This consists of five things...

1. How are you feeling?
2. What were your achievements this week
3. What's planned for next week
4. Any roadblocks?
5. Who did you enjoy working with this week?

You can achieve this with email too, but I particularly like the ability to review and track the **Snapshots** over time that is possible through the **Crew Mojo** application.



The Snapshot does quite a few things that are clever and a little bit subtle.

Obviously, it keeps you informed of what's happened during the week. But each question is important and, more importantly you will see trends.

This consists of three things:

- You will start to see people who don't finish what they plan - you can coach them on planning and effective time management
- You will see people who can never think of 'achievements' - you can coach them on celebrating their wins.
- You will or who constantly come up with roadblocks.
- You will see trends in the 'how are you feeling' answers that might indicate people are working too hard, or stressed.

Once you start getting Snapshots you'll come to appreciate the enormous value they provide. It's like having your finger on the pulse of your business.

One last thing about Snapshots is that you should make it an expectation that they are completed on the final shift for the week. That way you're getting a timely and honest report.



### And that's it. 8 Steps.

The first 4 are where the heavy lifting is done. Getting your mission, values, business plan and role descriptions defined sets you up for success. Then it's really just a matter of scheduling the meetings and sticking to the program.

When I introduced this process with my team they instantly became happier, more productive and more aligned with the overall business goals.

They are, without a doubt, 'great people'. But to be honest, most people can be 'great people' when you set them up for success, show an interest in their needs and give them the ability to have control of their work.

If you take the time work through these steps you'll wake up one day and find yourself surrounded by an amazing team who are committed to helping you achieve your mission.

**Good luck!**

**Brett**