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MODULE THREE

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# WORKING **IN** YOUR BUSINESS

*The Business Tune-Up with Barney Cohen*

THE TUNE-UP TOOLKIT

# MANAGEMENT

*The Business Tune-Up with Barney Cohen*

## WHAT'S ABOUT TO HAPPEN

- ▶ Exploring the role of management in your business
- ▶ Covering the basics of project and process management, including effective meetings, delegation, and accountability
- ▶ Understanding the importance of managing people, including temperament, job descriptions, hiring, and evaluations
- ▶ Learning the importance of getting good results in every aspect of management

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MANAGEMENT *Objectives*

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**WHY IS MANAGEMENT IMPORTANT?**

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# *What is your biggest problem?*

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**MANAGERS:** “My employees don’t do what I ask them to do.”

“I can’t find good people.”

**EMPLOYEES:** “I don’t get paid on time.”

“They don’t keep the bathrooms clean.”



# WHAT IS MANAGEMENT?

The Role of Management in Your Business

A grayscale background image showing a hand holding a pen over a document, with a magnifying glass resting on the paper. The text is overlaid on this image.

**DEFINITION:** THE ART OF GETTING THINGS DONE BY UTILIZING PEOPLE AND RESOURCES TO ACCOMPLISH THE GOALS OF A COMPANY .

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**MANAGEMENT**

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**BIG IDEA**

# DO THE RIGHT FIRST THING FIRST

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**MY VIEW OF MANAGEMENT: P.O.P.**

The Requisite Order of Management

# PUT YOUR BUSINESS IN THE REQUISITE ORDER



1. Products
2. Organization
3. People

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You're trying to  
**BALANCE**  
really good people  
and processes.

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A black and white photograph of a glass mug filled with a frothy beverage, likely coffee or beer. The mug is the central focus, with a thick layer of foam on top. The background is dark and out of focus, showing some indistinct shapes. The lighting is dramatic, highlighting the texture of the foam and the rim of the mug.

**PROCESS BEFORE PEOPLE**

A black and white photograph of a Starbucks coffee shop. In the foreground, a barista in a dark uniform and cap is focused on preparing a drink, holding a metal pitcher. To the left, another barista is blurred in motion, suggesting a fast-paced environment. The background shows a busy counter with various coffee-making equipment, including a large espresso machine and several dispensers. Shelves with coffee supplies are visible above the counter. The overall atmosphere is one of efficient, repetitive work.

**PROCESS BEFORE PEOPLE**

**GOOD PROCESSES + AVERAGE PEOPLE =** 

**BAD PROCESSES + GOOD PEOPLE =** 



# PROJECT AND PROCESS MANAGEMENT

Managing the Work to Accomplish Shared Goals

# TASKS & PROCESSES

TASK TASK TASK TASK TASK **PROJECT** .SK TASK TASK TASK TASK  
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Starting a project is like

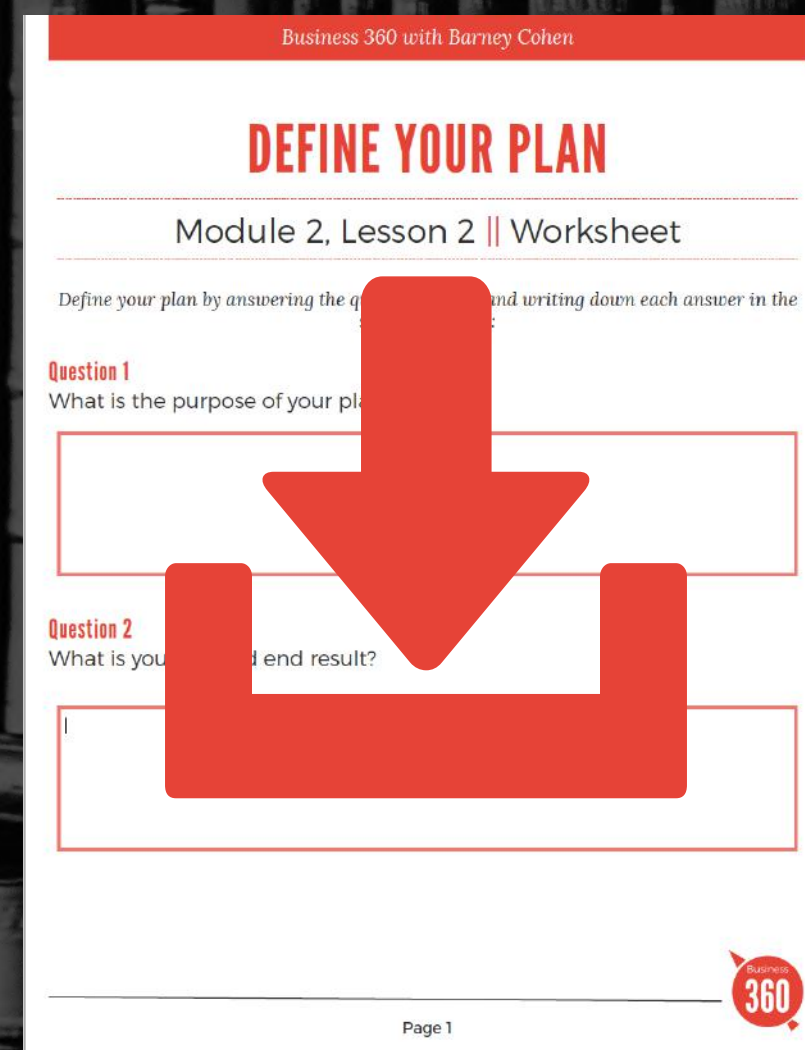
OPENING  
A BOX...



# RESOURCE GUIDES



## 10 Steps for Managing a Project



# 10 STEPS TO MANAGING A PROJECT

1. Name of the project
2. Why is the project on my list?
3. Where are we starting from?
4. Where will we be when we're finished?
5. Am I truly committed to getting this project done?
6. Do I know what to do to complete the project?
7. Do I have what I need to finish the project?
8. Can I finish this project by myself or do I need other people?
9. Are there next steps?
10. What is the final outcome?

# SLOW DOWN!

*Don't overcommit yourself. Be realistic about how long a project will take you to complete.*



# MEETINGS

How to Effectively Manage Meetings

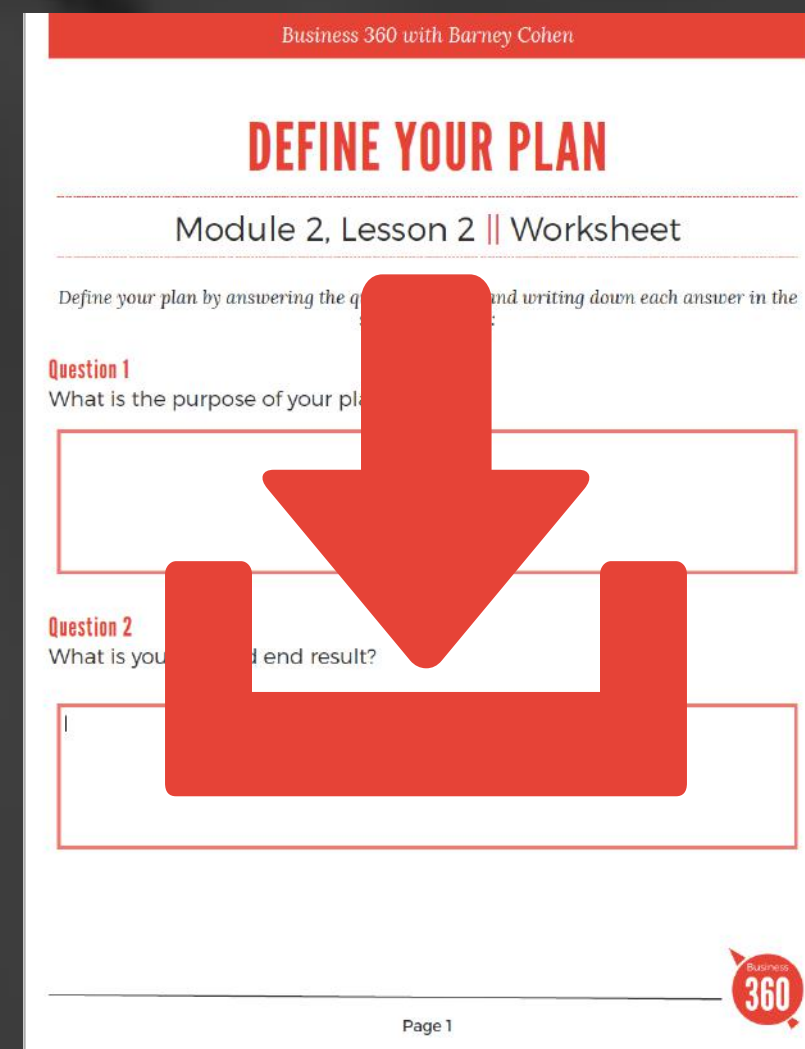
# MEETING TIPS

- ▶ Go in with a clear purpose
- ▶ Share the purpose before the meeting
- ▶ Develop an agenda
  - ▶ Start and end times
  - ▶ List of items to be discussed
  - ▶ Presenter for each topic
- ▶ Send out the agenda to everyone in the meeting the day before

SWIPE  
FILES



Barney's Record Shop  
Meeting Agenda



# MEETING TIPS

- ▶ Shorter rather than longer
- ▶ No more than an hour
- ▶ As interactive as possible
- ▶ Include everyone in an active role



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The only reason to hold a meeting is to

**SHARE  
INFORMATION**

with others, or to get others to share information with you.

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*“One of the most disrespectful things a person can do in a meeting is to be on a cell phone.”*

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THE BUSINESS TUNE-UP

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WAL\*MART

SATISFACTION GUARANTEED

PHARMACY

MEETINGS



# ACCOUNTABILITY

Tools for Making Sure Things Get Done

# ACCOUNTABILITY TOOLS OF THE TRADE

- ▶ A point person
- ▶ Schedules
- ▶ Systems
- ▶ Budgets



The  
**Business**  
Tune-Up

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When stakeholders are involved, projects tend to

**STAY ON TRACK**

especially if you include them from the beginning.

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# DELEGATING

The Art of Getting More Done  
In Less Time

# SLOW DOWN!

*Delegating is much more effective than doing everything yourself, in the long run*





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**WHY SHOULD YOU DELEGATE?**

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Delegation is a

**TWO-WAY  
STREET.**

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# A QUICK TIP

When you delegate a task to someone, tell them what the task is and then have them repeat back to you what they heard you say.

**DELEGATE 1 OR 2 THINGS** { *Keep it in your head*

**DELEGATE 10 OR 20+ THINGS** { *Calendar  
Spreadsheet  
Pending file*

A grayscale background image showing a hand holding a pen over a document, with a magnifying glass positioned over the text. The overall scene is dimly lit, emphasizing the text overlay.

**DEFINITION:** A TASK THAT YOU'VE  
DELEGATED TO SOMEONE ELSE AND  
ARE WAITING TO GET BACK.

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**PENDING**

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APR

MAY

MAD

27

20  
25

20  
26

**DELEGATING**



# PEOPLE MANAGEMENT

Managing People to Accomplish Shared Goals



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**WHY ARE PEOPLE SO IMPORTANT?**

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# UNDERSTANDING TEMPERAMENT

People Are Different



# BARNEY'S RECORD SHOP

MANAGEMENT *For example...*



# HIRING

The Importance of Hiring Well  
For Your Business

**OURSELVES  
(THE BUSINESS OWNER)**

**10**

**OUR  
DIRECT REPORTS**

**7**

**OUR  
FRONT LINE WORKERS**

**5**

**OURSELVES  
(THE BUSINESS OWNER)**

**10**

**OUR  
DIRECT REPORTS**

**10**

**OUR  
FRONT LINE WORKERS**

**10**

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You need to hire 10's for  
**EVERY POSITION**  
in your business.

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**BIG IDEA**

# **A GREAT BUSINESS PERSON KNOWS WHAT THEY DON'T KNOW**

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# HIRING WELL

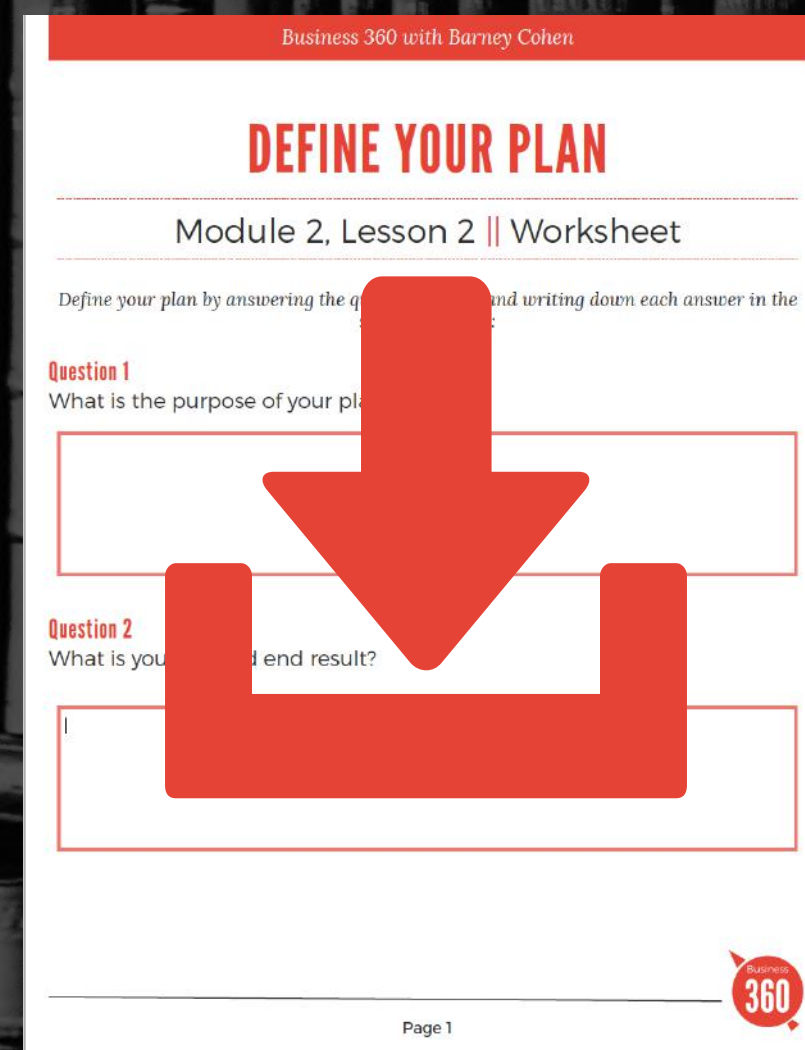
- ▶ Have a very clear picture of what the job entails
- ▶ Look for a person for the job, don't create a job for the person
- ▶ Only hire someone who is a very good match for the job that needs to be done in skills, experience, and temperament
- ▶ Leave most of the time during an interview for the prospective hire to talk
  - ▶ A prospect should talk about 75% of the time



# RESOURCE GUIDES



## Interview Questions





# JOB DESCRIPTIONS

Finding The Right Person For The Right Job



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**WHY ARE JOB DESCRIPTIONS IMPORTANT?**

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Each employee needs a job  
description that is

CLEAR,  
CONCISE  
AND WRITTEN DOWN.

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# WHAT HAPPENS IF YOU DON'T USE JOB DESCRIPTIONS?

- ▶ The objectives of the business are not being accomplished
- ▶ The business is not being productive or efficient
- ▶ You may be charging customers too much
- ▶ You may be making too small of a profit
- ▶ Employees are frustrated because they don't know what they are supposed to be doing

**DO THE WORK**  
**MAKE IT REAL**



# Job Description Worksheet

Business 360 with Barney Cohen


## DEFINE YOUR PLAN

Module 2, Lesson 2 || Worksheet

Define your plan by answering the questions and writing down each answer in the boxes.

**Question 1**  
What is the purpose of your plan?

**Question 2**  
What is your end result?

Page 1 

# JOB DESCRIPTION

~~*“Be a good team player”*~~

*“Answer the phones”*

*“Take orders from customers”*

*“Fill orders”*

*“Do the accounting”*

# A QUICK TIP

Create a manual for every single process in your business.



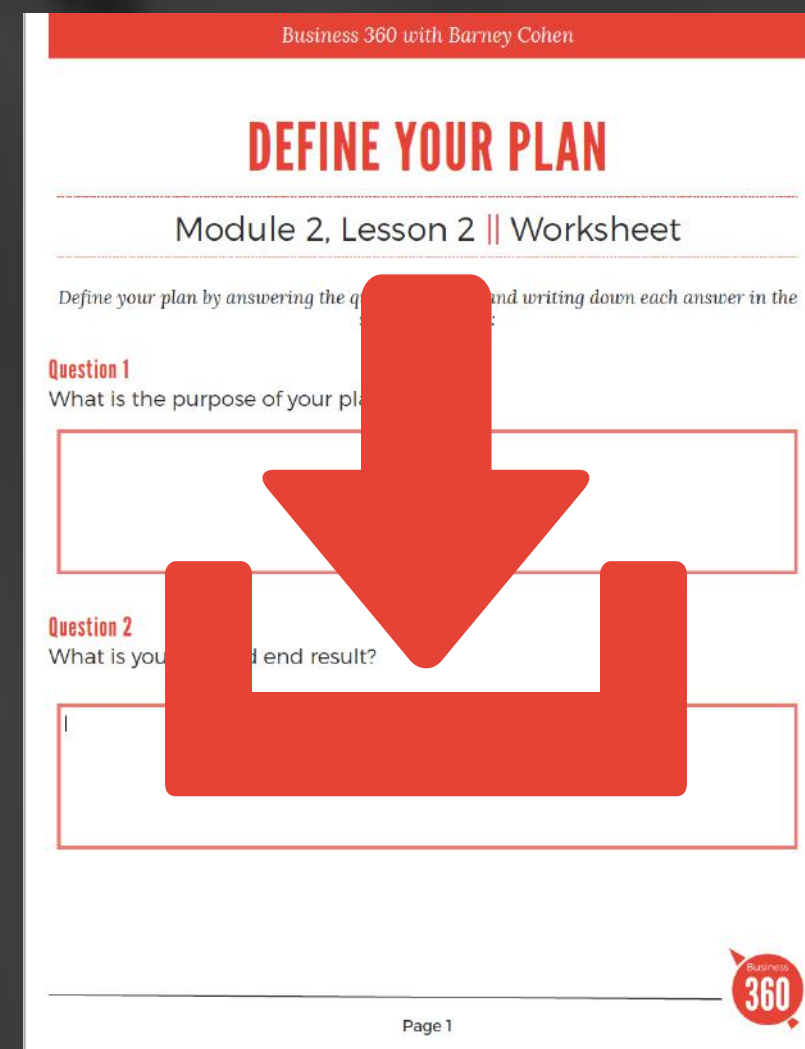
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# SWIPE FILES

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## Barney's Record Shop Job Description



**BIG IDEA**

# **GREAT BUSINESSES DO EVERYTHING WELL**

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# TUNE-UP CHALLENGE

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*Have a job description for every position in your company. If you don't have one, create one. If you do have one, make sure it's clear.*



# SPAN OF CONTROL

- ▶ The number of employees that you can successfully supervise
- ▶ Managers can handle between 3-7

# A QUICK TIP

You should have one-on-one meetings once a week with each of your direct reports. In these meetings, you can use their job description as a way to direct the meeting.

# THE ONE-ON-ONE MEETING

- ▶ Are you doing anything that is not in your job description?
- ▶ Is there anything in your job description that you are not doing?
- ▶ Items from the last meeting that need to be reviewed
- ▶ Items and tasks for the coming week
- ▶ What can we do to improve the company?
- ▶ How am I doing as a boss?
- ▶ How are you doing as an employee?

# THE ONE-ON-ONE MEETING

- ▶ A really good place to do your delegating
- ▶ The ONLY place you should do your delegating

**2 HOURS PER WEEK**

**1 HOUR IN A FORMAL MEETING**

**1 HOUR IN INFORMAL MEETINGS**





# EVALUATION

Letting People Know How They're Doing



**EVALUATIONS**

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Clarity inspires

GOOD  
WORK.



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## WHAT JUST HAPPENED

- ▶ You understand the importance of effectively managing processes and projects and have gained tools to help you with this in your organization
- ▶ You understand the importance of managing your people well
- ▶ You are ready to create and utilize clear job descriptions for every position in your business
- ▶ You know the importance of creating clarity in order to manage well

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MANAGEMENT *Recap*

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**START NOW**  **SEE RESULTS**



# RECOMMENDED READING

- ▶ **Please Understand Me**  
by David Keirsey & Marilyn Bates
- ▶ **The Leadership Challenge**  
by Jim Kouzes & Barry Posner
- ▶ **Managing for Dummies**  
by Bob Nelson & Peter Economy
- ▶ **The Practice of Management**  
by Peter F. Drucker
- ▶ **The Way and Its Power**  
by Arthur Waley