

## Culture

The next thing that I want to cover is culture.

How do you get your employees and/or your co-workers to become more productive? Now, as I mentioned, you are influenced by your employees, and vice versa. If they get better time management productivity, so will you. So you need to do the things that we discussed. We talked about saying “no” to got-a-minute meetings. Being punctual to meetings. Set your email sendability standards - what’s appropriate and what’s not appropriate to send as an email. Not quickly replying to emails, rather replying in batches and only at certain times.

Once you start doing these things, other people will start doing the same. Second way, in terms of culture and getting your employees to this value in getting exponential increases to your company’s productivity. Next is using tools like Basecamp so that you can see everyone’s to-do lists. You make sure that everyone is creating overall, weekly, and daily to-do lists. You make sure that everyone is on the same page regarding priorities.

Next, create daily and a weekly company-wide to-do and/or goal meetings. We do this at Growthink. We do it on the phone because we have multiple offices. We have people who have gone virtual. So what we do is we have phone meetings on Monday and Friday. On Monday, we talk about, we reiterate the goals we set the previous Friday for that week, and what this means is that on a 15-minute meeting on Monday, everyone says what their goals for the week are. What does this do? It ensures accountability. When somebody says I’m going to make a hundred phone calls this week to a group of people, and they know that someone is checking up on them, and

they know they have said it, and they are accountable to that goal, they are much more likely to achieve that goal. It makes them more accountable and also makes sure that you agree with all of those priorities.

And you say, “Hey, I disagree with that priority. I think your goals are wrong. I want you to modify your goals.” It allows you as the business manager or the business owner to make sure that all of your colleagues, all of your of your co-workers, all of your subordinates are working on the best use of their time on the best priorities.

We also have daily to-do meetings. Once again, they help ensure accountability. They help very much with delegating and eliminating tasks. And this is key here when... during a daily to-do meeting, and I like doing these meetings daily, verbally on the phone in addition to having them in Basecamp. Maybe I am a bit aggressive that way. Maybe you don’t have time for that. Maybe you only do it in Basecamp, or you only do it on the phone - that’s fine. I’m very aggressive - I do Basecamp and daily meetings. With delegation and eliminating tasks, so many times, I will go around my group and when we’re not doing this with, you know, we are not doing this with a group of 40 people. I like to do this in sub groups. You do it with the people that are your direct subordinates so these meetings are much shorter and much more to the point. So we go around on our daily to-do meeting, everyone says that these are the four or five things that they are going to do that day, and what’s going to happen is that one person may have three things and one person may have seven things. And so because we did that, I’m going to say, “Hey, person with seven things. Let’s give one of those seven things to the person with three things” if that person can be delegated with that responsibility - if they have the skills, the time, etc.

So it's great to do these daily to-do meetings. It helps with delegating and also with eliminating. You hear somebody has the same item on their to-do list for two days in a row. You say, "Hey, why didn't that get done? Is there something else that we need to eliminate so that our priority gets done?" Or somebody says something on the to-do list and you say, "Why are we doing that? Why don't we outsource that? Why don't we eliminate that?"

And finally, in terms of culture - how do you get your other employees to be more productive? Have them go through this course. Give them this audio, give them this CD, have them go through this. Have them understand why you are doing the things that you are doing to improve your productivity. Understand how the system works so they are more productive.