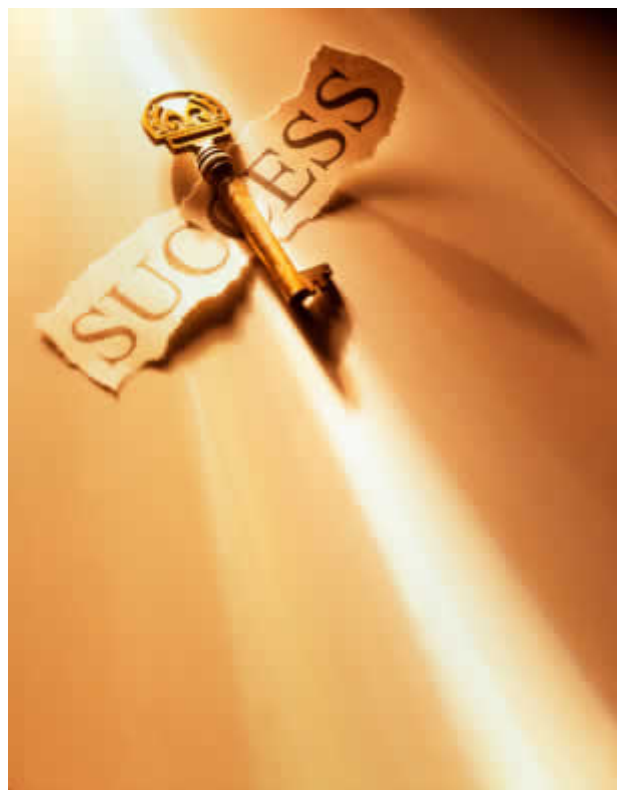


THE KEYS TO YOUR BUSINESS SUCCESS



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Forward

When I wrote this report I did so because I have a desire to see business owners succeed. Nothing motivates me more than helping someone who has been really struggling with their business and then to see things start to fall in to place and the pleasure that they get from that.

Business can be very tough at times, incredibly stressful and very expensive if you fail.

The techniques that I share with you in this report are the ones that I use and have had a great deal of success with. There are hundreds of ideas out there on how to make your business better and in the past I have probably tried most of them but always instinctively return to these, probably because they work.

They are exactly the same techniques that helped a team of us take a loss making company to a £1million net profit in only three years and that was in a very tough and unionised industry so think what it could do for you.

The techniques **will** work for you whether you own your own law firm, are a one man band, a tradesman an estate agent a coach or the CEO of a PLC.

Although I have not put the keys in any particular order I would suggest that you get your own house in order before you start introducing them to your people as leading by example will get a lot more 'buy in' than the 'do as a I say' approach.

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Acknowledgements

I have been incredibly lucky in my life to have worked for and with some amazing people who have made me what I am today, some one has to take the blame!

Thanks to.....

My wife Karen, words can not describe how much she has done for me and the never wavering support that she gives me. She is the reason for every thing that I do.

Ron G Holland you would need to know him as well as I do to understand how special he is.

Dr John Demartini for turning my thinking upside down and giving me a greater understanding of the universe.

Triumphant Events for giving me more 'damn I wish I had thought of that' moments than I care to remember!

Johnny Wimbrey for being a true inspiration and the light during the dark moments

Thanks to you all,

Richard Lockyer

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Leadership

The Buck Stops Here:



As the leader of your business every thing that is both good and bad about it is your responsibility, the buck stops with you so it is worth remembering these points.

1. As the company leader you are also it's visionary and if you find yourself becoming part of the business process you will slowly but surely kill the business.

You are the person who needs to be continually looking outside the business for new opportunities and to be aware of any threats to your company such as new competitors.

2. As a leader you should always be aware that your staff continually watch you and use your moods, attitudes, things you say and do, as well as your body language as a barometer for how they should act.

You may not realise the impact you can make if you walk past the receptionist without saying good morning or not smiling when you walk through the sales office. So be aware and act in a manner and say and do the things that you want to be caught saying and doing.

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3. Any company or department within it will adopt the attitude of its leader so if you are miserable and unhelpful that is exactly how your staff will become. If you are happy and helpful your staff will follow.

As a client who would you rather deal with?

4. If your personal life is not balanced your business won't be either. Too many people do not realise this. So don't expect your company to hum with a busy, happy, motivated workforce if you are struggling with your health or your personal relationships.

5. You are responsible for the development and training of yourself and your staff because if they don't develop yourself and them then your business will not develop either.

6. Be consistent in your moods, behaviour, decision making and the way you treat people, consistency breeds confidence and confidence is the mother of great performance.

These six points are not obvious to the majority of leaders so I have already given you a serious 'edge' over your competitors!

*"Watch **your** thoughts;
they become words.*

*Watch **your** words;
they become actions.*

*Watch **your** actions;
they become habits.*

*Watch **your** habits;
they become character.*

*Watch **your** character;
it becomes your destiny."*

Frank Outlaw

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TEAMS

Great teams produce great results and as the business leader the most powerful thing that you can do for your business is concentrate on creating a great team.

The more time and effort that you put in to them the more pay back for the business. Develop them to the stage where they can manage with out you and that leaves you to work on the business and not in it.

So how do you do that?

1. Ensure that you have a training and coaching programme for you and your people. As their performance levels rise so will the company's. Teach them all the things that I am about to teach you.
2. Make sure that they understand the purpose and values of the company.
3. Give them targets so that they know that they are performing to the level that the business needs them.
4. Praise them, show an interest in them and celebrate success with them, it will be the best investment that you ever make

VISION



To get your staff working in the right direction and develop your business outlining the company vision, or if you are a head of department a vision for the department, will really help them understand what is expected of them.

So if for example the company vision is:-

'To be the market leader in supplying innovative business development products to SME's'

staff are able to understand what part they can play.
The sales team will understand that they should be targeting the smaller businesses rather than large corporates.

Creating the vision is like writing the last chapter first, people will understand what it is that they have to achieve.

Equally departments within the business can create their own Departmental Vision which in turn supports the Company Vision

Once the vision is established KPI's, which I cover in a later chapter, can be structured to drive it.

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Values

By identifying the company values you help yourself and your people understand exactly what the business is all about.

The values of the company are the standards for which you want the company to be recognised for, such as:-

Innovation

Integrity

Honesty

Quality

Creativity.

I suggest that 4-6 values are normally sufficient.

Once you have listed the company values start making the rules that support those values.

EXAMPLE

Value – Quality

Rule - To produce the highest quality product by being aware of and implementing the latest technology.

Value – Growth

Rule - By regularly introducing new products to win more market share in a sustainable manner.

HOT TIP - When interviewing for senior positions, before the interview, ask the interviewee to consider what their top six values are. If they conflict with the company's values, it is quite likely that they won't be the right candidate for the position.

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Smart Goals

Setting company, departmental or goals for individuals is crucial as with out goals how does any one know where they are going and just as important how do they know when they have got there?

I along with thousands of others use the SMART goal technique which if applied properly is very effective.

S is for specific i.e. what are you going to do to achieve the goal?

M is measurable i.e. how much profit do you want a month?

A is achievable i.e. those involved have to agree that the goal is achievable in the agreed time scale.

R is realistic i.e. that it is physically possible.

T is timed i.e. when does the goal need to be achieved by.

So an example of a SMART goal would be:-

By 6th June 2011 the company will have achieved an annual turn over of £20 million by growing market share by 30%.

We will do this by introducing higher value products to the market as well as acquiring smaller companies that have a synergy with our own.

S is for specific – the goal states HOW they will do it.

M is measurable - £20 million annual turn over.

A is achievable – it has been agreed with relevant people

R is realistic – it has been agreed with relevant people

T is timed - by 6th June 2011

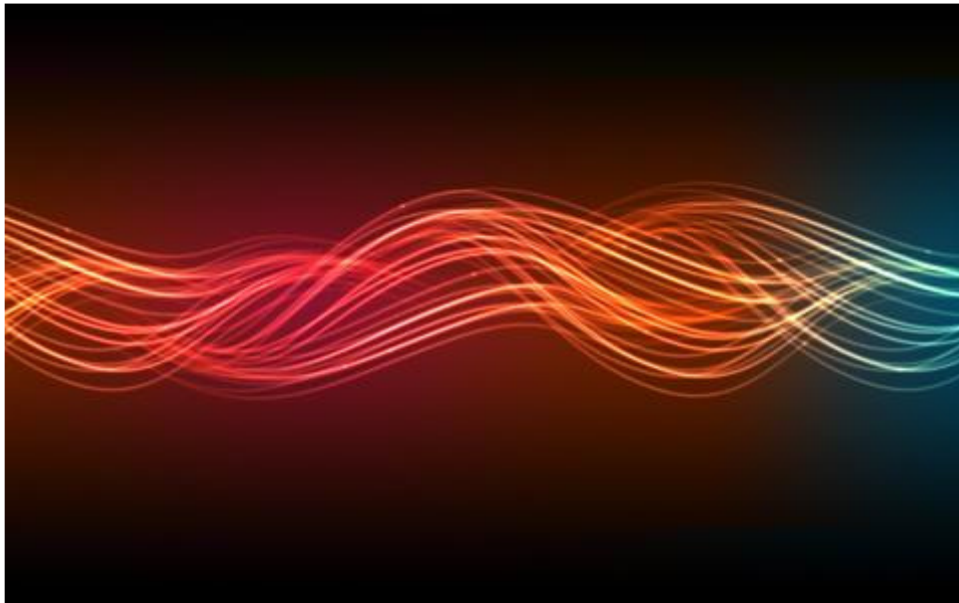
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SMART goals can be used for short term or long term projects, they are easy to teach others and they cover all the points that need to be considered to be successful in any project.

People do enjoy achieving as it makes them feel that they are contributing and adding value and agreeing goals with them and supporting them through to completion is very motivational.

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Flow



To enable you to perform to your potential it is vital that you ensure that your flow is open in all areas otherwise you will not be balanced and you will never achieve your potential.

Imagine the heating system in your house. You know if you get an airlock in a particular area that part of the heating will not function so that particular room will stay cold. That is until you bleed the air out then the system becomes balanced and that room then becomes warm.

Well, your life is like that and you need to purge your channels to get balance.

To ensure your flow is balanced break your life down in to **FOUR** areas and work on each one as follows.

Area One – Physical

There are two sections in this area that can affect your balance.

The first is your health and fitness covered on page 15.

The second is the physical clutter in your life i.e. the state of your surroundings, your office, your bathroom, the state of your car etc. If these areas are cluttered and dirty you will never perform to your potential.

Test it for yourself, go and really blitz one of these areas and notice how really good you feel afterwards. You will notice that you really buzz and feel energised. Take it one step further and go through EVERY area of your house and get rid of stuff that you don't use anymore.

Sell them on eBay and you get a double whammy, you feel good AND your bank account improves!

Area Two – Emotional

This area covers lack of closure in relationship issues and unexpressed feelings that you bottle up and let build up until they become a big issue.

Everybody will have experienced situations where relationships are in conflict.

You just tell yourself they will go away and they may for a few days. Then they come back, bigger and more aggravating than before so you must deal with them by resolving them.

Take action, either pick up the phone or write a letter and resolve that issue.

Area Three – Mental

Broken or incomplete agreements come under this category, such as not ringing someone when you promised you would or not completing something for someone when you said you would. This creates a mental imbalance in your life which will block your flow.

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Sometimes you don't even realise that these issues exist but now I have mentioned it think about it and I am sure that you can find something.

So you need to resolve anything that comes under this category before you can move on.

Area Four – Spiritual

Blockage of your spiritual flow is simply caused by not using your gift. In other words, for example, if your gift is that you are really good at teaching people but you are doing a job that doesn't allow you to do this you are blocking your spiritual flow.

This is the reason why so many people are always looking for direction or purpose. Simply because either, they have not identified their gift or they know what their gift is but are just not using it.

So you see your flow is basically unresolved issues in different areas of your life and resolving them will give you great balance, power and the right mindset to succeed.

Remember that **Energy is Completion.**

Complete all of those irritating issues and you will feel wonderful and you will truly release your flow.

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Health & Fitness



Don't forget, earlier on in the course I told you that as a business leader you must lead by example and being seen to look after yourself is very infectious to your staff. Can you imagine if they all follow your example, just how much more invigorated and able to cope with business demands they will be?

Good levels of health and fitness is also a very effective way of combating stress.

You should always consult your GP before beginning any sort of diet or exercise regime.

OK, now we get serious!

Rules to health and fitness:

The three areas that you need to address to create a good health and fitness regime.

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Area One - First Steps

The things that you can do immediately that will increase your health levels in just one month.

1. Reduce your alcohol and coffee intake.
2. Cut out salt and sugar.
3. Drink two litres of water a day.
4. Stop eating junk foods.
5. Eat fresh fruit and vegetables.
6. Drink green or black tea.
7. Give up smoking.

Area Two - Cardiovascular or Aerobic Exercise

Aerobic exercise raises your heart rate for a sustained amount of time. When you perform aerobic activity consistently, your entire cardiovascular system becomes stronger. Aerobic fitness is important for everyone and can be performed safely under medical supervision, even after a heart attack. In fact, experts say that exercising to the point of sweating two to four times a week can reduce the chances of a patient, who has already had a heart attack, having a second heart attack by 40%.

The simplest aerobic workout is walking. If you decide to start a walking program, try to walk for at least two miles a day. Other types of aerobic activities include dancing, cycling, skating, jogging, or swimming.

There are also many different kinds of aerobic, or "cardio", machines, such as stair climbers and treadmills that are specifically designed to provide an aerobic workout. Your aerobic workouts should elevate your heart rate, putting you into your target heart rate zone.

If you have heart disease, it is very important that you discuss your target heart rate with your healthcare professional. Otherwise, you calculate your target heart rate by:

1. Subtracting your age from 220. This number is your maximum heart rate (MHR).
2. Multiply you're MHR by 0.6. This is the lower end of your target heart rate.
3. Multiply you're MHR by 0.8. This is the upper end of your target heart rate.

When working out, try to keep your heart rate between your high and low rate.

Here is an example, using a 45 year old.

1. $220 - 45 = 175$ MHR
2. $175 \times 0.6 = 105$ (low end of target)
3. $175 \times 0.8 = 140$ (high end of target)

In this example, the person working out would try to keep their heart rate between 105 and 140 beats per minute. You can measure your heart rate whilst exercising using a heart rate monitor or learning how to take your pulse.

Routine: 3 to 6 times per week

Area Three - Strength, Muscle and Fat

You know exercise is good for you.

You can look for ways to incorporate physical activity into your daily routine, and you can set aside time for longer workouts at least a few times a week but if your aerobic workouts aren't balanced by a proper dose of strength training, you're missing out on a key component of overall health and fitness.

Strength training is important for everyone. With a regular strength training program, you can reduce your body fat; increase your lean muscle mass and burn calories more efficiently.

Muscle mass naturally diminishes with age. If you don't do anything to replace the muscle you lose, you'll increase fat. But strength training can help you preserve and enhance your muscle mass — at any age.

Strength training also helps you:

1. Develop strong bones - By stressing your bones, strength training increases bone density and reduces the risk of osteoporosis. If you already have osteoporosis, strength training can lessen its impact.
2. Control your body fat - As you lose muscle, your body burns calories less efficiently — which can result in weight gain. The more toned your muscles, the easier it is to control your weight.
3. Reduce your risk of injury - Building muscle protects your joints from injury. It also helps you maintain flexibility and balance — and remain independent as you age.
4. Boost your stamina - As you grow stronger, you will not fatigue as easily.

5. Improve your sense of wellbeing - Strength training can boost your self confidence, improve your body image and reduce the risk of depression.

6. Get a better night's sleep - People who strength train regularly are less likely to struggle with insomnia.

Exercising to improve strength can easily lead to injury so ensure that you join a gym to be assessed and supervised by a professional.

Routine: 3 to 6 times per week

Area Four – Nutrition

Nutrition is a very complex subject and I am not a doctor so the following information is to be used as guidelines only with the emphasis on simplicity.

1. Eat a balanced diet with no junk food.
2. Drink approximately 8 glasses of water a day.
3. Reduce salt, sugar, fat intake and increase fibre intake.
4. Yoghurt is a great source of protein and calcium and can be eaten on its own or as a cereal topping.
5. Nuts, not salted or roasted, are high in protein and monounsaturated fat. Almonds and walnuts are particularly good and contain high levels of vitamin E, copper, phosphorus, magnesium, manganese and are an excellent source of antioxidants, protein and fibre.
6. Eat plenty of green vegetables which help prevent heart disease, cancer and neutralise free radicals.

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7. Berries, particularly cranberries and blueberries are high in vitamin C and antioxidants.

8. Beans are a great source of complex carbohydrates, protein, fibre, molybdenum and have a cholesterol reducing effect.

Eat six meals a day, little and often is the advice from the top fitness guru's and personal trainers.

EXAMPLE:

8am – Breakfast

11am – Snack

1pm – Lunch

4pm – Snack

6pm – Dinner

8pm – Snack

Remember, as I am not a Doctor, you should always consult your own GP before beginning any sort of diet or exercise regime.

Relationships



If you think about every situation in your personal and professional life you may be surprised when you realise practically every situation is based on a relationship - staff, children, partner, clients, friends, shareholders, suppliers etc.

If you could master relationships, think what an amazing gift you would have.

What is even more amazing is that we are not taught about relationships anywhere in our formative years so is it surprising that there is so much conflict in the home, the workplace and the world?

A situation where everybody is defending their corners is not conducive to a well balanced and harmonious environment so what can we do about it.

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Well, here are a few good starting points:-

1. Listen - It is no coincidence that you have two ears but only one mouth
2. Understand what you are being told.
3. Know what it is that the other person wants as an outcome.
Know what is important to them.
4. Don't assume.
5. Create win/win situations.
6. Remember that the best way to get what you want is to help others to get what they want.

So let's look at these points one by one.

1) Listen - Observe for yourself two or more people debating an issue. How many times do you see people desperate to get their point across when somebody else is talking?

How can they be listening, so how can they have an effective relationship? The world is not going to end if you listen calmly until the other person has finished talking before you make your point. Not only will you have a better understanding but once the other person has had their say they are more likely to listen to you.

2) Understand - Listening is the first step but there is no point in listening if you don't understand. This is the cornerstone of good relationships both in personal and professional environments. If you understand you can create the right situation, if you don't there is no way on earth you are going to move forward.

Try this test, when someone has finished telling you something; repeat it back to them to ensure that you have understood. It will help you to make the right decisions and the other person will feel good because you have taken the time to SHOW that you understand them.

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3) Know what the other person wants - You already know what you want but just as important to a successful relationship of any type is knowing what the other person wants. The first thing I ask of any person before a meeting of the minds is “what do you want to get from this situation”?

The reason I do this is because if I don't ask I don't know and, if I don't know I assume and if I assume there is a high chance that I will get it wrong. So what is the point in getting it wrong if it just causes conflict, frustration, stress and bad feeling?

Why would you want that!

Some business people believe that when I ask that question I am showing weakness and of course all of these people are the people who have never tried it so how would they know?

4) Assuming - Do you really need me to tell you how dangerous this is?

Classic example, you get home from a hard day and your partner is waiting for you. As soon as you sit down they start telling you all about a difficult situation they encountered that day. You start by listening politely but, as time passes, you get more and more frustrated as you offer up solutions that get batted back at you time and time again. So eventually it blows up into a full scale argument.

STOP, you assumed, you were wrong and now you have caused a BIG problem.

So where did you go wrong, you assumed that your partner wanted you to solve their problem. They didn't, they just wanted you to listen and show some understanding. Well you certainly got that wrong on a big scale, you assumed, you didn't know what the other person wanted and now you have a full scale conflict.

Never, ever assume.

5) Win/win – This is vital, how many times have you heard someone bragging about how they have “stuffed” someone on a deal or got one over on somebody?

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Well, rest assured, the universe will redress the balance big time, believe me.

In point three, I covered why it is so important to know what the other person wants and, this is why, because you can now create the win/win situation that means everybody gets what they want. Everybody feels good and happy to do business again in the future.

Why would you want it any other way. A person who discovers at a later date that you have unfairly taken advantage of him will tell others about his bad experience and next time he has to deal with you it will be like grabbing a tigers tail i.e. you will get a mauling and why would you want that?

Win/Win is the only way to go.

6) Helping the other person get what they want – This is similar to win/win but with subtle differences. For example, if one of your staff is struggling to buy that dream house and you are in a position to help them because maybe you know the solicitor involved in the purchase, just think how that employee would view you in the future and how in return they would work for you. Can you imagine, if one of your clients were struggling to win a contract because their costs were too high and you volunteered to shave your prices just enough to win the contract, who do you think they would put their future business with?

Enough said, help others get what they want and you will get what you want.

7) Communication - All too often big issues are created through lack of or by poor communication. Poor communication is based on too much assumption, not listening and not understanding WHEN you need to communicate which leads people to form incorrect opinions.

In this day and age, with email, SMS etc you would think that

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communication has never been easier but poor communication is still one of the most often quoted reasons for poor relationships and poor business performance.

So learn to communicate and OVER communication is better than poor communication.

Listen to other people talking and see if they are good at communicating or can you spot areas that could lead to a misunderstanding at a later date, then ask yourself 'where and when have I done that?'

As I said at the beginning, relationships are what makes the world go round and the better the relationships the smoother the world turns.

Create Rapport

People like people who are like them, so there are lots of things you can do to influence their view of you.

Mirroring their body movements is very powerful but obviously you shouldn't make it too obvious!

If they rub their face, wait a few seconds and then do the same. Cross your legs if they cross theirs etc. Use the same speaking tone and pace as they do. Also use the same terminology as they do, particularly in business, as this creates a very strong rapport and it shows them that you understand what they are saying.

Visual, Auditory or Kinaesthetic

Everyone has a preferred way of representing information in their head and for learning new things.

Visual - 40% of people prefer to learn by watching and seeing.

Auditory - 20% of people like to listen as their preferred way of learning.

Kinesthetic - 40% of people learn by how they feel about something. When dealing with people in any environment listen to the words that they use to ascertain which of the above they are then talk to them using those same key words and phrases.

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EXAMPLES:

Visual people will use words and phrases such as, I see, I will look out for that, I can visualise that, I can see that is a good idea etc.

Auditory people use words and phrases such as, I hear what you are saying, and that sounds like a good idea.

Kinesthetic people say things like, I have a gut feel about that, it feels good to me, I can handle that situation and that makes me feel good.

By talking to them using their preferred sense you will create a very strong rapport.

This technique can also be used to great effect when you are responding to their letters and emails. I identify the words and phrases that they are using and respond in the same manner, particularly powerful when dealing with letters of complaint as it portrays someone who is very in tune with their concerns.

Leisure Time



In today's hectic lifestyle, where time seems to slip away like sand through open fingers, the first area that most people sacrifice to claw that time back from is their own leisure time.

This is the most significant step to throwing away the balance that is so important to quality of life.

By doing this we are throwing away the time that we should be using to recharge our batteries, enjoy our loved ones and develop ourselves.

As a busy business leader you probably spend most of your time analysing figures and statistics, thinking up new strategies. All of which are creating a great demand on certain areas of your mind whilst other areas are underdeveloped, you need to create a balance.

Our brains are divided in two halves, the left hand side is used for numerical things like statistics, budgets and accounts which is the side that most business owners use most of the time.

The right hand side is the creative side that artists, actors, authors and people of that ilk use most of the time.

By carrying out activities that shift you from left hand to right hand thinking you will make a big difference to your business performance.

You will feel less stressed and more energised, more innovative and keen to take on new challenges, that's why outward bound courses for executives are so popular.

So let's get that right hand side fired up!

Use the worksheet over the next two pages to list fifty two things that you love to do, such as:-

Eating out with friends

Sailing

Going to the theatre

Horse riding

You get the idea. Some people find this quite difficult but please persevere as this is making your mind do something that is different which, in itself, is a good thing.

When you have your list of fifty two things I want you to commit to doing one of them per week.

You will be surprised at how good you feel. Just writing the list will make you feel reinvigorated because you are recalling what you love to do and in a way it is a pampering exercise in its own right.

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52 Things That I Love To Do

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Now, using the worksheet on the next page, list TWELVE things that you have never done but you would love to do, such as:-

Drive a rally car

Go on safari

White water rafting

Go up in a hot air balloon

Let your imagination run riot and then commit to do one a month. I bet you feel excited just looking at the list and it make you feel really motivated.

Don't forget to involve your loved ones when you do these exercises as it will really enhance you relationships and bonding.

The 12 Things That I Have Always Wanted To Do

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12

S.W.O.T Analysis



The SWOT analysis is a great little tool for testing new projects, proposed changes and new ideas before you launch in to them.

It forces you to consider the critical points before you take any action.

S is Strengths

W is Weaknesses

O is Opportunities

T is Threats

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So for example you decide that your company that is successful in selling laptops is going into the mobile phone business.

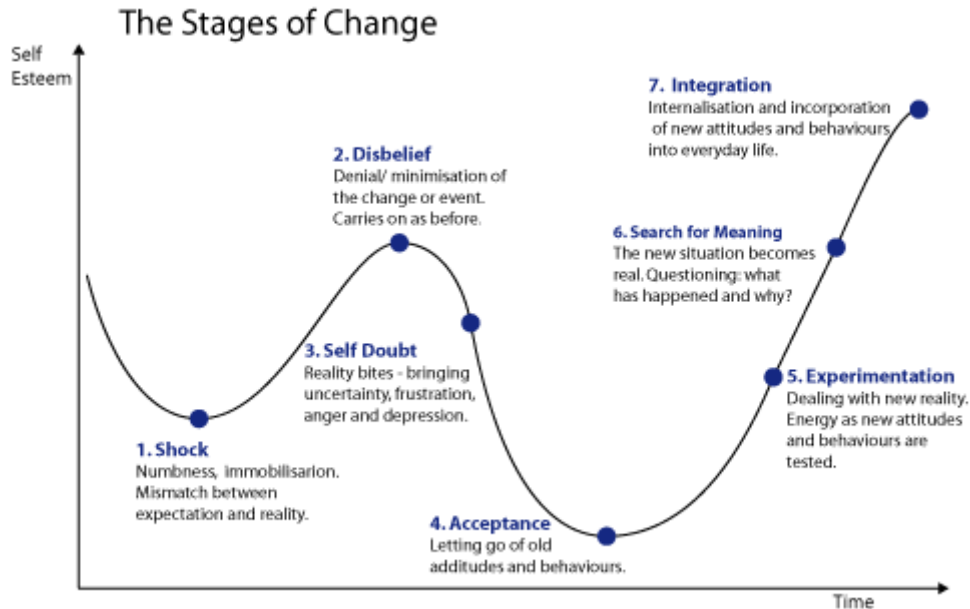
Get yourself four bits of paper one headed S, one headed W, one headed O and the last one T.

Then start listing the points on the relevant sheets.

By writing things down it has a greater impact on your mind, it makes you consider things more carefully and you have something to refer back to at a later date.

Like the SMART goal this technique can be used in situations of all sizes and you can easily teach it to your staff and in doing so you help them make an even better contribution to the company.

Change Management



In business nothing stays the same, change is as vital as breathing but it can also bring conflict, pain and anguish.

The graph above shows the 7 states of change that people have to go through before change can occur.

It is important that you understand the change process so that you can manage the issues that will arise as you go along. Most importantly, as soon as people become aware that you are going to make changes they will expect things to improve overnight.

WRONG, the first thing that happens in most cases is that it gets worse before it gets better.

The following model will help you to understand what to expect.

Step One - This is the stage when you decide that you are not happy with the way things are.

Step Two - You decide what it is that is wrong.

Step Three - You take action and commit to making the change.

Step Four - Maintain the action. This means making change and continuing with the new actions on a consistent basis to form new habits and behaviour.

Step Five - In 99% of cases this stage is regression. For some reason you get knocked off course but this is perfectly natural and you must just get up, dust yourself off and get on with it again.

Step Six - CONGRATULATIONS YOU HAVE MADE IT!

Points to be aware of, and to make others aware of, before you start the change process.

1. Initially, in most cases, things will get worse not better when you start the change process.
2. Workloads will increase until the new ways become the accepted ways. This being due to having to run your normal job along side having to spend more time in discussions about the changes you are making and introducing them, therefore increasing your workload and if you don't make people aware of this fact at the outset, their first reaction could be to chuck in the towel because it is too stressful to cope with.

3. You will regress at some point in the programme so don't lose your bottle at the first sign of this happening. Just understand why it went wrong, fix it and get back on track.

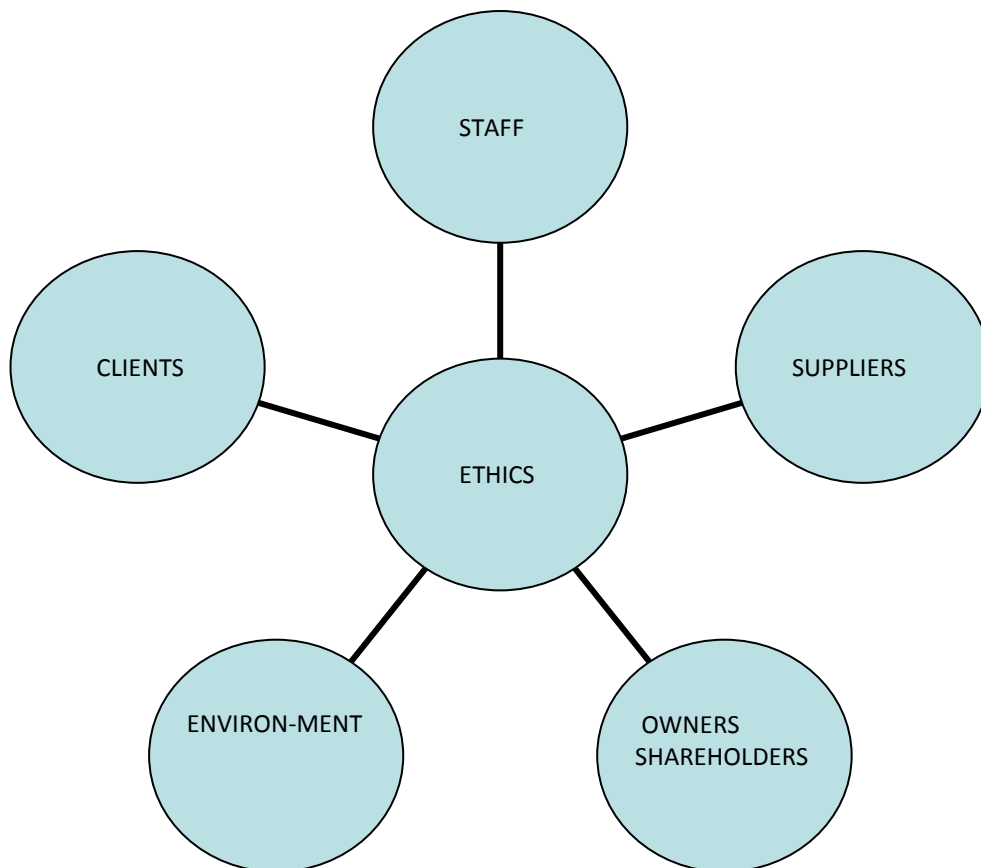
This is where true leaders win over wannabes.

The Business Stakeholders

It is vital when you are making change that you represent the interests of the business stakeholders as otherwise you will not win their support and you might actually cause resentment.

So, who are your stakeholders?

The illustration below will show you who, in the vast majority of cases, the company's stakeholders are.



Obviously it's clear what I mean when I say the interests of the staff, clients and suppliers but what do I mean about the others?

Shareholders/Owners - You need to make sure that the changes you are about to create do not cause an unpleasant shock with the company owners, for example if, because of the changes you are making, you need to spend a lot of money over the following two months may be you should think about informing them first so that they don't get a nasty shock.

Environment - Ensure that the actions you are about to take do not necessitate the chopping down of a rain forest. Or, that you are about to make life uncomfortable for the local residents etc.

Ethics - I have put Ethics in the centre of the diagram to ensure that, whatever changes you make, you always consider the ethical viewpoint.

So check in against the Stakeholder Wheel when you are taking action just to make sure you are representing everybody's best interests

Implementation

Successful implementation of anything new is the make or break of its long term success. Everybody is different and have different agendas and, if not included in new things, some people will actually go out to sabotage its success so you must have an implementation plan for this business change programme.

Stage 1 - As a Business leader, identify your front line. These may be directors or managers who you see as the key people in your business and these are the people that you must involve in the business change programme, every step of the way.

Stage 2 - Get your front line to identify their front line and duplicate this process right down to grass roots level. The reason for this is that when you introduce each new step there must be someone at

each level to communicate to, who will be responsible for spreading the word consistently and accurately to their departments/staff.

Stage 3 - Understand that each person will tell the story differently. This can mean that certain things will be added or left out which will distort the message no matter how hard you try to prevent it happening.

So to start the process YOU and your front line should call their front line together to inform them about the change and give them written information to support it telling them the reasons for it and asking for comments. Some of the comments may require changes so be prepared to do this as you are then encouraging their buy-in.

Stage 4 - Your front line, without you this time, and their front line will get together with the next level of leaders and follow the same process right down to the grass roots.

This process may sound laborious and long winded but what you are doing is delivering a consistent message in depth and showing that it is supported from the very top.

Change brings out the best in some people and the vey worst in others.

You will find three types of attitude towards any changes that you make:

1. Supporters: These are the people who embrace and make it work.
2. Followers: Not too fussed either way and will follow on where you lead them.

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3. Terrorists: Sadly you will always find a percentage of people that not only don't agree with the change but actively undermine it and try and get others to join their cause. Your changes are in conflict with their values/needs.

Dealing with terrorists is not pleasant and you have to let them speak and then tell them why you can't agree, eventually they will either leave your company or toe the line.

Gone are the days when you did a change programme every now and then and only when there was no other option, these days change is the norm and should be happening continually so you need to be good at it otherwise it can be very painful and expensive.

Key Performance Indicators (KPI's)



'What doesn't get measured doesn't get managed' is one of the best bits of business advice that I have ever received

KPI's are a very simple but very effective way of measuring parts of your company to ensure that every thing is in control. Or, if it goes out of control, you are made aware very quickly so that you can stop the rot. KPI's should be structured to support the purpose of the business and the performance of the business in its entirety.

Imagine the dashboard in your car and visualise the water temperature gauge. Week in and week out you are used to seeing it stay at the same level, say 90 degrees, and as long as it reads 90 degrees you are happy. If it drops by a couple of degrees, no problem. BUT, if it goes up by a couple of degrees, your alarm bells sound straight away and you take action to rectify it.

Well that is exactly how KPI's work. Each department is given KPI's for different items, let's use, for example, waste disposal costs.

	Wk1 2010 Actual	Wk1 2010 Budget	Variance	Wk1 2009 Actual
Waste Disposal	£250	£175	30%	£245

As you can see from the table above you can very quickly tell when something is going off track.

Each department should have their own set of KPI's and a completed copy should be given to you first thing every Monday morning.

This is a very powerful way to get people to take responsibility and for you to be able to get the information to you without having to chase after it. It also serves as a useful tool for appraisals and gradings as you can measure individual's performance at a glance.

Time Management



Every year people spend thousands of pounds on time management software, books on time management and time management workshops and my personal belief it is one of the biggest cons going. The number one reason that people have poor time management skills is that because it meets their needs to be that way.

Every one who struggles with time management suffers from one of these three issues whether they will admit it or not and there lays the big problem, until you admit which one you are it doesn't matter how many products you buy you will not resolve the issue.

1. Getting stuck in to a situation that has got out of hand really gives some people a buzz, it gets their adrenalin going and guess what if there isn't a fire to fight then they will start one because it makes them feel important and needed. So sub consciously they allow their workload to become disorganised so that they can then ride to the rescue.

People who do that normally do so because they have no excitement or recognition in their personal life.

2. People use lack of time simply as an excuse for not doing something that they don't like doing. So they rush around claiming to be rushed off of their feet so that they can avoid the task that they really don't want to do.

3. The final group are the ones that I call the 'pity me's' these are the people who knowingly take too much on so that they get attention and sympathy from others who sympathise with their plight.

So if you are struggling to manage your time the first thing you need to do is to be honest and admit which one you are and then you can really start to change your situation.

Because until you admit that no piece of software, book or workshop will make the slightest bit of difference.

So if you have confessed to yourself which one you are lets move on to the next step.

How anyone who creates a mess all around them in the home, the car and their business and expects to be good at time management is beyond me. It's all about helping yourself so let's start doing just that.

Decluttering.

You can never hope to be good at time management if you work in an area that resembles a tip. So the first step is to get your working environment tidy and in order.

You know what it feels like when you finally tidy up a room that you have been meaning to do for some time it makes you feel really good and invigorated doesn't it?

Completion = Energy.

So the first thing to do is look around your business and see how much of a tip it is. If you or your staff have files lying around with drawers and cupboard doors open and stuff all over the place then you will not be a fit mental state to manage your time.

First thing to do is go through every thing and throw away all that stuff that you haven't referred to or used over the last six months and dump the lot in a skip.

Don't be a wimp grit your teeth and get on with it because you are only fooling yourself if you don't.

Next, you know all those magazines and newspapers that you've saved for months with those really interesting articles that you really have to read. Well let's get stuck into them. Cut out the articles that you want and throw the rest away, this will save a lot of space and also help you remember what it was that was so important in the first place.

Put all the articles in a box file and allocate a couple of hours a week for your development when you can read them.

If you have more than two paper trays get rid of them. You only need one 'in' tray, one 'out' tray, you don't need a pending tray and I will tell you why later.

If you have broken or redundant items stashed in your office get rid of them, you know what I mean, those old keyboards, mice that no

longer work, that old lap top sat in the corner that stopped working months ago just get rid of the lot.

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Next go through your desk tidy and get rid of all those pens that no longer work, you know those that you grab every time you need to write a telephone message, they don't work you get stressed and put them back only to grab them again next time.

THROW them away!

Now I will tell you why you don't need a pending tray.

HOT TIP

Grab all those papers that are currently in the pending tray and ditch the tray, next get yourself five hanging files and pop them in to your filing cabinet and label one for each day of the working week.

Now get all those papers and put them in the hanging files ensuring that you pop them in to the relevant day and on that day you pull the file out and action what ever is in there.

This is one of the best organisational tips that I have ever been taught because of the following reasons:-

1. You keep your desk clear so therefore your mind is clear
2. It is filed away out of sight so you won't be distracted by it and pick it up and start doing it when you should be working on something else.
3. It forces you to prioritise by filing in the file for the day that you NEED to do it on.

Completion = Energy.

If there are things in your business that you know that you should have done but you haven't they will niggle away in your mind and affect your performance whether you realise it or not so know is the time to get it sorted. So if you are putting off ringing that upset

customer, do it now. If you are avoiding that difficult meeting with one of your managers, do it now.

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Running away from those issues will stress you.

On any day if you have a list of actions to complete during the day do the one that you fear the most first. Reason for that is nothing is as bad as you think it will be and after that the day can only get better.

HOT TIP

When you are in the office turn off your mobile phone, turn off skype or any other messaging service and only check emails twice a day. You will be amazed how much time you will save by following those tips.

Once you have done all of that I promise that you will feel a whole lot better and make sure that when you leave the office at night you have a clear desk, lots of people scorn this but it feels a whole lot better when you come in and see it the next day believe me and if you drive home in something that resembles a skip with cigarette packs, CD's and old newspapers littered every where the first job for you when you get home is to get your car decluttered and hoovered out.

Seriously though driving to work in a skip does not put you in a good frame of mind for a productive days work.

So there you go get off of your backside and help yourself.

Public Speaking



One of the business skills that you are going to really need to be good at is public. Many people are terrified of public speaking so can you imagine the enormous advantage that you would have over your competitors if you were good at it. Whether you have to present to staff, investors, customers, potential customers or pitching at the local networking club if you do it well then you will leave a lasting impression, so read on.....

1. Be yourself: This is YOUR chance to speak up, share your views, your stories and opinions.

How will the listener benefit?

2. Eye contact: Making regular contact with individual members of your audience will ensure you maintain their interest.

3. Structure your talk: A clear outline or framework will assist you in remembering what you want to say and assist your audience in understanding your message.

Make sure it has a clear beginning, middle and end.

Opening: A strong start really helps you to hook the audience. Issue a challenge, make a joke, give a quote, or ask a question.

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Body: A useful guideline is to have three key points to your talk

Conclusion: Finish confidently and with conviction - a call to action, a challenge, a strong summary or a question, your audience will remember best what they hear last.

4. Keep it simple: Tailor your speech to your audience. Communication is about connecting and sharing.

5. Power of the pause: In speaking the power of silence can greatly add to the impact of your talk. Taking a deep breath is much more effective than .um. or .er..

6. Speak from the heart and with enthusiasm: Show your passion. Be excited about your message, bring it alive and you will take your audience with you.

7. Animation, use your voice and your body: Gestures and vocal variety (pitch, pace, pause and volume) enhance your performance.

8. Keep to time, know your time limit and don't run over: Give your talk, make your point, leave the stage and walk to your seat with confidence.

9. Speak Up, speak out! Elevate your voice, project your voice to the back of the room so that your audience can hear you easily.

10. Practise, Practise, Practise: Try out your speech in front of friends, family, in your head and even in front of a mirror at home.

Get feedback.

Make your speech as fluent as possible. Practise hard and then you will enjoy the event because you won't be struggling to remember your content.

Remember experience is everything; always say yes to a speaking opportunity.

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Networking



Did you know that 60% of all job vacancies that are filled are not actually advertised, so how do they fill them then?

Simple, by using the most powerful marketing technique available, networking.

Not only is it the most powerful it is also FREE.

'People buy people' and networking will enable you to build a powerful rapport with potential customers who will come to trust you and feel comfortable buying from you. In times of recession people like to do business with people that they know and trust, It's not the time to take risks. Successful business people are serial

networkers never missing an opportunity to network whether they are stuck at an airport, in the gym or queuing to buy a newspaper its second nature to them.

So how do you become a brilliant networker?

Firstly you need to adopt the ethos, 'If Help Others Get What They Want, You Will Get What You Want.'

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People who rush around trying to get rid of as many business cards as possible at a networking event will not succeed in the long term; in fact the thing that they will succeed in doing is alienating themselves.

Create win/win situations concern yourself more on how you can help other people get business and you will build a strong long term network which will help you when you experience the tough times.

Steven Covey talks about the emotional bank account which means every time you help somebody you earn a credit that you can in to your account and spend when you need to.

If you keep taking with out giving you will break trust and if you keep giving with out taking you will become resentful so you can see that successful networking is a bit of a balancing act.

The very best networkers give freely as they understand abundance.

If you are going to a networking event ask yourself what type of people will be there, what is it that you want to achieve at the event and what it is that you have to offer the other people at the meeting.

Use the three senses:-

Visual: Do you look smart and presentable, use peripheral vision so that you are first to welcome people who are approaching your group.

Auditory: Listen to how you speak; a common fault is talking too fast. Listen to any industry/business jargon and use this when you are talking as this creates strong rapport.

Touch: Make sure you feel comfortable and go out of your way to make sure that others feel comfortable as well.

By concentrating on others you will feel more confident as you won't be worried about yourself, 'to be interesting, be interested.'

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If you concentrate on yourself you will feel uncomfortable and this makes others feel uncomfortable.

Some people like to talk a lot because they believe that this puts them in a position of power but this is not true as power is knowledge and by listening you gain knowledge so you are the powerful one.

Business cards are so important as in many cases a few days after the event it's the only thing that people remember you by so make sure it leaves a favourable impression. Cards as thin as paper in many colours with slogans plastered all over them say something about you and in most cases it's not favourable. Keep it simple on quality card and you will leave an elegant impression.

You also need a great elevator to hook people and make a lasting impression and stand out from the crowd and for those of you who don't know what an elevator is it's the 30 seconds that you have to make an impression on someone. The term elevator comes from the time you have to talk to someone if you meet them in an elevator and it should be made up as follows:-

1. State your name business and credentials.
2. Three things that you want them to remember you for in other words 'what's in it for them?'
3. Call for action i.e. 'so if you like what I've told you lets book a free consultation with me, what day would suit you best?'

One of the best elevators I ever heard was from a guy who stood up and said 'Hi my name is Steve and if you want anyone in your family shot come and see me..... I'm a photographer!'

I'm sure everybody remembered *him* after the event.

After the networking event it's a good idea to follow up with an email to all those people who gave you a business card expressing how much you enjoyed meeting them and that you will certainly recommend their services. Keep in touch by sending them articles that you feel they may find of value which will help keep you in their minds.

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So there you go that's all it takes to be a brilliant networker and if you want to learn you should learn from the very person who taught me, [Steven D'Souza](#) and I would strongly advise you to get a copy of his book '[Brilliant Networking](#)'

'It's not what you know but *who* you know that really matter's'

Debt Management



Even the best companies experience financial challenges at times normally due to lack of sales or because the company is growing quickly and cash flow is stretched and to manage it you need a plan.

Firstly you need to ascertain once and for all just what your monthly expenditure is.

Then check for those sums of money that you pay out monthly that you really don't need and cancel them. Such as old trade magazine subscriptions to those magazines that you no longer

read, subscriptions to clubs and memberships that you no longer use and any thing else that is not adding value NOW.

Then try and find better deals for insurances, leasing agreements, utilities and just about every thing that you pay a standing charge on.

Give customers discount for prompt payment and renegotiate payment terms with suppliers.

Now the next step is to put a debt management plan together.

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Remember at this stage cash flow rather than profit is king, you can run a loss making company for years but you try running one with no cash flow!

Pay the tax man. He can put you into receivership faster than anybody see he is the number one priority.

Agree monthly payments with all the people that you owe money to. Make sure that it's the smallest amount that you can get away with, don't make wild gestures by offering to pay more than the very minimum that you can get away with.

If you suddenly get an unexpected lump sum paid to you stash it in a high interest savings account DO NOT be tempted to pay off a debt that you all ready have a payment plan in place for. You don't know how long you have until the next lump sum comes in so guard it with your life.

Have several bank accounts so that if one for closes you have others to juggle with.

Do not be tempted to consolidate your debts, you may feel that it's much easier to make one payment a month but you give away your flexibility.

Only increase payments if you have paid one of your debts off and you feel comfortable in increasing repayments on another debt.

Don't forget it is in every body's interest for your business to succeed because if your business folds they will quite likely end up with nothing so use that fact to your advantage.

Finally look around your business and home and sell every thing that you can. They say that the average home can generate approximately £3k by selling redundant items on eBay so imagine what you may be able to do if you look around your business as well.

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Top 7 debt management tips

How do I 'beat the Credit Crunch' as a business owner?

1. Face the full facts of your situation and realise where you financially stand
2. Only buy what you truly need and not what you want or desire
3. Use cash as much as possible as you can negotiate a lower price on deals
4. Set up direct debits with your bank to make regular automatic payments
5. Always pay more than the minimum balance required on your credit cards bill to keep interest levels down.
6. Draw up a realistic budget, stick to it and keep margins of error to a minimum
7. Communicate your thoughts and decisions to others and act on them

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Conclusion

I hope you found this report useful because I can guarantee that it will work for you if you apply it correctly.

7 quick tips to conclude.

1. Treat your team like a garden, prepare it, plant things in it, feed it and water it and great things will grow.
2. Work ON your business not IN it, do not become part of the process.
3. What ever you do make decisions even if the decision is to do nothing. People become frustrated and lose belief in leaders who do not make decisions.
4. Never stop, you only fail when you stop. Never ever stop.
5. Keep learning and trust your instinct

6. Your staff know most of the solutions to your problems so ask them.

7. Keep it fun, if you don't enjoy it don't do it, it won't work for you.

Thank you for reading this and feel free to pass it on to your friends or why not give your team their own copies and make it easy on yourself!

To your success,

Richard Lockyer

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