



## Owner's Management Playbook

"Reward, Consequence, Correction, Praise."



Property of Gutter Covers International

## INTRODUCTION

The difference between a high-performing business and a poor performing one doesn't depend solely on the talent. No, winners and losers are typically separated by how well and how consistently they execute the basics AS A TEAM. Winners constantly measure performance. They recognize how significant an impact a small improvement of a key metric can have on their business. And, keeping your finger on the pulse of your business allows you to focus on continuous improvement. Because your team's execution is critical to the performance of your organization as a whole, you must recognize and measure the specific metrics that most directly bear on your organization's success.

## PHILOSOPHY

While it is a good management practice to delegate responsibilities to others, too many owners fail to inspect results on a regular basis, and then, only in response to a problem or failure. As the business owner, it is critical that you REGULARLY monitor and inspect the performance of your departments. Armed with this observed and verified evidence, you can then apply a REWARD, CONSEQUENCE, CORRECTION and PRAISE system to keep your people performing at a high level--and prevent them from slipping into bad habit patterns—through your active involvement, monitoring and coaching.



Remember...as the owner, you bear ultimate responsibility for the performance of your teams. In order to ensure peak performance from each of your departments, you must regularly **DRIVE** results and **ENFORCE** action by creating and maintaining a culture of:

***“Reward, Consequence, Correction and Praise!” - Mark Zokle***

## STRUCTURE

This guide focuses on a few key departments of a successful Gutter Cover business:

- Event Coordinator
- Confirmation Manager
- Selling Sales Manager
- Production/Installation Manager

Consistently high production requires that leaders follow a disciplined routine/schedule.

This manual includes a **WEEKLY SCHEDULE** for each department. Follow it! Live by it!

Because these four functions are interdependent, each department head will report his/her team's weekly results at the **MONDAY MORNING MANAGERS MEETING**, using their department-specific **WEEKLY REPORT** form.

These reports should be sent to the owner/GM *at least one hour prior to the weekly meeting*.



Make sure that all department heads report their results at each Monday Morning Managers Meeting. This must become a weekly habit that you, the owner, cultivates in your organization!

*“Motivation is what gets you started. Habit is what keeps you going.” - Jim Ryun*

## THE MONDAY MORNING MEETING

The management and communication tool that will be critical to your sustained success is your **MONDAY MORNING RESULTS REPORTS MEETING**.

The department managers represented will include:

- Events Coordinator
- Confirmation Manager
- Selling Sales Manager
- Installation Manager

This is a no-nonsense, **30-minute hands-on accountability meeting** during which each department reports the following to the Owner and their counterparts:

- **Their department's previous week's results. Reporting department should:**
  - o Comment only on results that either exceeded or fell short of their weekly goals
  - o Provide an explanation regarding the cause of each success or failure
  - o Present their results in OBJECTIVE cause and effect terms, and not as excuses!
- **Their game plans for upcoming week. This should include:**
  - o Goals specific to their team's performance
  - o Correction plans for underperformance
  - o Special events or activities that need to be brought to other's attention
  - o Calendar items outside of their departments normal weekly schedule





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The Monday Morning Manager's Meeting is an accountability activity critical to the health of your business. Remember, you are the DRIVER and ENFORCER of this routine—your success depends on it!

***“A body of men holding themselves accountable to nobody ought not to be trusted by anybody.”***  
**- Thomas Paine**

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## THE WEEKLY SCHEDULE

Because your business' revenue stream depends on a steady flow of new customers, you must therefore ensure that all departments consistently secure leads, generate appointments, close sales, and perform installations that win customer recommendations.

To maintain a consistent output, each department must follow a repeatable weekly schedule. Scheduling your week around your priorities – and not the other way around – puts you in greater control of your results.

Each department's recommended weekly schedule can be found beginning on page 10. The weekly schedule should be posted on each department manager's wall for all to see!



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***“The key is not to prioritize what's on your schedule, but to schedule your priorities.”***  
**- Stephen Covey**

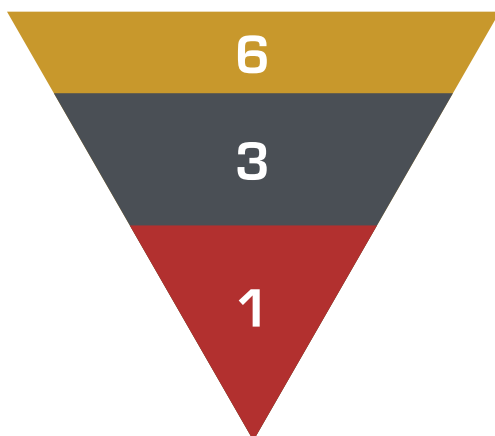
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# EVENT COORDINATOR REPORT

Week Of \_\_\_\_\_

<b>Primary Responsibility</b>	> Hire & train demonstrators, book events
<b>Performance Targets</b>	> 6 hours worked per Demonstrator per event > 3% of total show traffic converted to verified leads > 1 set appt per event hour worked

Item	Performance Metric (from previous week's activity)	Results
A	Number of events scheduled	
B	Number of hours scheduled	
C	Number of demonstrators scheduled	
D	Number of appointments set at event	
E	Total estimated show traffic	
F	Number of verified entries acquired	
G	Number of verified entries acquired as a percentage of total traffic	
H	Number of demonstrators that achieved quota	
I	Number of demonstrators at retaining	



6 hours/demonstrator/event  
 3% of traffic convert to entries  
 1 set appointment per hour

## Performance Correction Plan

## EVENT COORDINATOR WEEKLY SCHEDULE

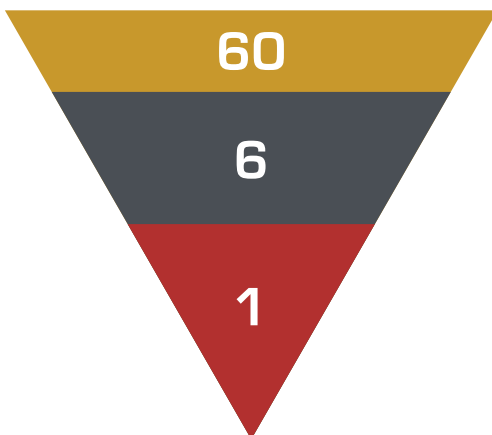
Time	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Saturday
9:00am	Managers Meeting (Phone In)			OFF	OFF	OFF	Prime time Work one-on one and visit events unannounced
10:00am			Interviewing & field recruiting demonstrators	Event prep (brochures, entry forms, displays loaded, etc)	Prime time Work one-on one and visit events unannounced	Prime time Work one-on one and visit events unannounced	
11:00am			Finding & booking events				
12:00pm							
1:00pm				Meet with demonstrators; hand out schedules			
2:00pm							
3:00pm				Event prep, (brochures, entry forms, displays loaded, etc)			
4:00pm							
5:00pm							Event tear down

# EVENT COORDINATOR REPORT

Week Of \_\_\_\_\_

<b>Primary Responsibility</b>	> Hire & train demonstrators, book events
<b>Performance Targets</b>	> 6 hours worked per Demonstrator per event > 3% of total show traffic converted to verified leads > 1 set appt per event hour worked

Item	Performance Metric (from previous week's activity)	Results
A	Number of verified entries received	
B	Number of calls placed	
C	Number of contacts made	
D	Number of appointments set by phone - % appointments set on verified entries ( $D \div A$ )	
E	Number of confirmed phone appointments run - % phone appointments set ( $E \div D$ )	
F	Number of confirmed appointments set at venue	
G	Number of venue set appointments run - % venue appointments set	
H	% of confirmed venue set appointments run ( $F \div D$ )	
I	# of Confirmation Managers staffed	
J	# of Confirmation Managers that achieved quota	
K	# of Confirmation Managers at retraining	



60 calls per hour  
 6 days worked per week  
 2 appointments set per rep per day

Performance Correction Plan

## CONFIRMATION MANAGER WEEKLY SCHEDULE

Time	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
9:00am	Managers Meeting	OFF	OFF	OFF	Call show leads and confirm appts.	Call show leads and confirm appts.	OFF
10:00am	Call show leads and confirm appts.						
11:00am							
12:00pm							
1:00pm		Interviewing & field recruiting	Call show leads and confirm appts.				
2:00pm							
3:00pm		Call show leads and confirm appts.					
4:00pm							
5:00pm							
6:00pm	OFF	Call show leads and confirm appts.	Call show leads and confirm appts.	Call show leads and confirm appts.	OFF		
7:00pm							

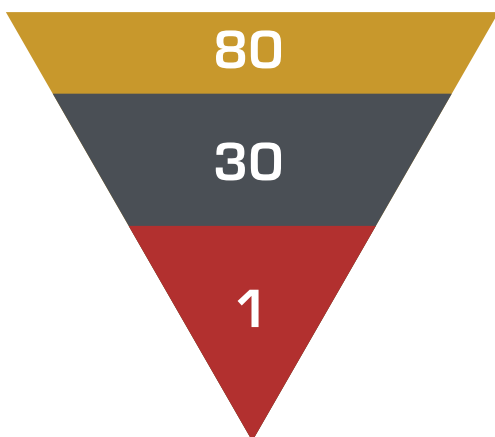


# CONFIRMATION MANAGER REPORT

Week Of \_\_\_\_\_

<b>Primary Responsibility</b>	> Recruit, hire, and train sales team
<b>Performance Targets</b>	> 80% demo rate > 30% close to issued rate > For 1 salesperson

Item	Performance Metric (from previous week's activity)	Results
A	Number of set appointments issued	
B	Number of demos performed - % demo rate ( $B \div A$ )	
C	Number of sales made - % closed to issued rate ( $C \div A$ )	
D	Number of DNS (did not respond)	
E	Number of salesperson appointment resets	
F	Total dollar volume	
G	Number of cancellations/recissions - % of sales made ( $G \div C$ )	
H	Number of bank turndowns - % of sales made ( $H \div C$ )	
I	Number of sales reps that achieved quota	
J	Number of sales reps at retraining	



80% demo rate  
30% close to issued  
per 1 sales person

## Performance Correction Plan

## SELLING SALES MANAGER WEEKLY SCHEDULE

Time	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
8:00am	OFF	OFF	OFF	OFF	OFF		OFF
9:00am	Manager's Meeting	Prep	New Rep Training Steps 3 & 4	Retrain Reps closing <30%	Weekly call with all reps	New Rep Training	
10:00am	Prep	New Rep Training Steps 1 & 2	Interviewing & field recruiting	Prep	New Rep Training Steps 8, 9, & 10	Closing Contracts Finance	
	Sales meeting with all sales staff (run sheets filled out)						
11:00am						Prep for mgrs meeting	
12:00pm							
1:00pm	Ride with under-performer						
2:00pm			New Rep Training Steps 3 & 4	New Rep Training Steps 5, 6, & 7			
3:00pm						OFF	
4:00pm		Ride with under performer or new rep	Ride with under performer or new rep		OFF		
5:00pm			Ride with under performer or new rep	Ride with under performer or new rep			

### Week 2 Schedule (new reps)

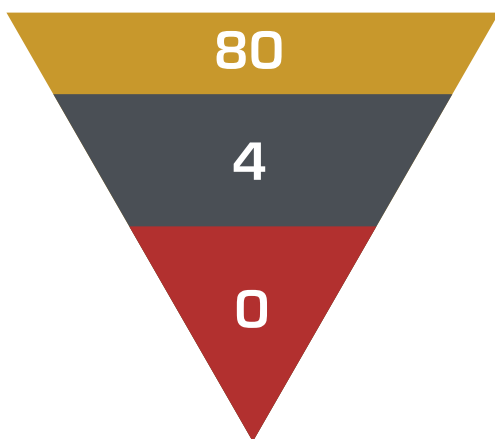
- Closing
- Put full presentation together
- Rehearse full presentation
- New rep running leads

# SELLING SALES MANAGER REPORT

Week Of \_\_\_\_\_

<b>Primary Responsibility</b>	> Hire and train installers, schedule installations
<b>Performance Targets</b>	> 80% of last month's net volume installed > 4 weeks or less backing > 0 call backs

Item	Performance Metric (from previous week's activity)	Results
A	Number of installs scheduled last week	
B	Number of installs completed last week	
C	Dollar volume installed	
D	Dollar volume collected	
E	Number of installs scheduled this week	
F	Number of measured/ordered jobs	
G	Number of man hours per installation	
H	Number of call backs	
I	Number of installers in retraining	



80% of last mo vol installed  
 4 weeks or less backlog  
 0 call backs

## Performance Correction Plan

## PRODUCTION/INSTALLATION MANAGER WEEKLY SCHEDULE

Time	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
9:00am	<ul style="list-style-type: none"><li>• Dispatch</li><li>• Schedule</li><li>• Ordering</li><li>• Receiving</li><li>• Visit Jobs</li></ul>	<ul style="list-style-type: none"><li>• Dispatch</li><li>• Schedule</li><li>• Ordering</li><li>• Receiving</li><li>• Visit Jobs</li></ul>	<ul style="list-style-type: none"><li>• Dispatch</li><li>• Schedule</li><li>• Ordering</li><li>• Receiving</li><li>• Visit Jobs</li></ul>	<ul style="list-style-type: none"><li>• Dispatch</li><li>• Schedule</li><li>• Ordering</li><li>• Receiving</li><li>• Visit Jobs</li></ul>	<ul style="list-style-type: none"><li>• Dispatch</li><li>• Schedule</li><li>• Ordering</li><li>• Receiving</li><li>• Visit Jobs</li></ul>	OFF	OFF
10:00am							
11:00am							
12:00pm			Interviewing & recruiting	Retrain under performers			
1:00pm							
2:00pm							
3:00pm			<ul style="list-style-type: none"><li>• Dispatch</li><li>• Schedule</li><li>• Ordering</li><li>• Receiving</li><li>• Visit Jobs</li></ul>				
4:00pm							
5:00pm			<ul style="list-style-type: none"><li>• Dispatch</li><li>• Schedule</li><li>• Ordering</li><li>• Receiving</li><li>• Visit Jobs</li></ul>	<ul style="list-style-type: none"><li>• Dispatch</li><li>• Schedule</li><li>• Ordering</li><li>• Receiving</li><li>• Visit Jobs</li></ul>			
6:00pm							
7:00pm							