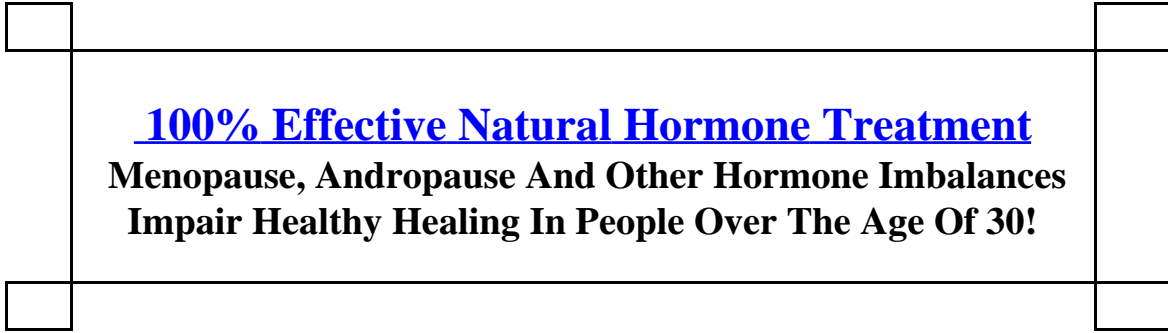


Lack of Operations Manuals stunting your growth?

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**Lack of Operations Manuals stunting your growth?**

**By Mike Hayden**

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Lack of Operations Manuals stunting your growth?

CONTENTS:

1. Do you lack functional Operations Manuals?
2. Use a SYSTEM to write your Operations Manuals!
3. Yes, but my people just don't/won't write stuff down!
4. But people WILL write stuff down – if ...
5. Call to Action.

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1. Do you lack functional Operations Manuals?

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Great businesses depend on systems, not people.

That's because you can duplicate systems, but not people.

If your business can't duplicate salable results, it won't survive. Duplication is Nature's Survival Law.

If your organization lacks Operations Manuals, your growth and success will be limited due to lack of a duplicable (documented) system.

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2. You can use a SYSTEM to write your Operations Manuals!

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## Lack of Operations Manuals stunting your growth?

Extraordinary people don't build great businesses.  
Ordinary people produce extraordinary results using a  
duplicable system. That's how you build a great business.

The faster you develop good Operations Manuals the  
faster you will have a great business!

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3. Yes, but my people just don't/won't write stuff down!

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You will hear many excuses and attitudes for why people  
don't write Operations Manuals.

"We just don't have enough time."

"It's not my job man! You hired me to be a [manager,  
programmer, accountant, engineer, whatever]. I'm not  
a writer!"

"I hate to write. Who needs it!"

"Whenever I feel like writing, I lie down until the  
feeling goes away."

"It's different here. Things change too fast. The  
minute we write something down, it's obsolete..."

These are typical objections people express. But, one of  
the most UNexpressed fears is:

"If I document my job in an Operations Manual, I can  
be replaced! I'll lose my job!"

No wonder so few organizations have Operations Manuals!

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4. But people WILL write stuff down – if ...

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. and only if they can realize a benefit!

Let's face it. You can grow your organization ONLY if you  
can promote and/or replace your employees. Thus, you and  
your team can MOVE UP only if you can replace yourselves.

## Lack of Operations Manuals stunting your growth?

And you can do this by documenting your positions in well-organized Operations Manuals.

"Mike! Are you saying that by writing stuff down in Operations Manuals we'll receive more raises, promotions, and vacations."

Absolutely!

These goodies are not available without your company's growth and prosperity!

Did you know most business start-ups fail while most franchises succeed. Successful franchises use a documented management system ... in short ... Operations Manuals!

"But Mike, our company is not a 'franchise!'"

Neither is mine.

But SMS has a documented management system, including about 13,000 pages of Operations Manuals.

When anyone or I want to know how to do something, all we need do is pull a manual off the shelf. What could be easier? There's near zero "tribal knowledge" here.

We can relocate on a moment's notice with minimum hassle.

I know of many companies that wanted to move from California.

Suddenly, they were faced with hiring many new, inexperienced employees in another state.

Suddenly, they were faced with writing (insufficient) Operations Manuals literally as-they-packed!

Believe me, displaced employees were less than cooperative! And those who moved with the company inherited enormous problems due to poor – or no – documentation.

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## Lack of Operations Manuals stunting your growth?

So, here's my advice. Start now!

Develop a set of Operations Manuals where you collect information that governs how your company's positions function.

At SMS, we have at least one 3–ring binder for every position on our Org Chart.

Develop your Operations Manuals in a standard format containing at least the following information for each position.

**ACCOUNTABILITY** – Specify the position's accountabilities.

**STANDARDS** – Specify the standards for the position. Include the policies that define / limit the position's authority and the position holder's general conduct.

**WORK INSTRUCTIONS** – Specify how the position's work will be performed.

**GENERAL INFORMATION** – Provide information about your organization, your products and services, your competition, etc. Include other material that enriches the position holder's understanding of the working environment.

**INTERFACE** – Describe how the position interfaces with:

- > Its superior position.
- > Its subordinate positions.
- > Peer position(s) with frequent contact.
- > Non–peer staff positions with frequent contact.
- > The "Outside World" (customers, vendors, etc.).

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You can design your manuals to have five sections each as follows.

### 1. POSITION SECTION

2. COMPANY/PRODUCTS SECTION

3. POLICY SECTION

Company-wide policies:

4. SYSTEMS SECTION

Action plans, sample forms, flowcharts, scripts, collateral materials, etc.

5. LOGIC SECTION

Explain the principles behind the position's work.

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5. Call to Action.

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To review, your Operations Manuals are collection points for information that governs functioning of positions on your Org Chart.

I sent you this eZine to give you an outline to ease development of your Operations Manuals.

As you've probably guessed, developing Operations Manuals

is a big task. I've done it often for many clients. If I be of assistance, just send me an email.

Together, we can document what you want, how you want it, and when you want it. We will discuss various creative approaches before the project begins.

Mike Hayden  
Principal/Consultant  
Your partner in streamlining business.

For more information,  
Email: <mailto:info@seniormanagementservices.com>  
Website:  
<http://www.SeniorManagementServices.com>

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Mike Hayden is Founder/CEO of Senior Management Services and the Documentation Express in Silicon Valley, California. Mr Hayden is the author of "7 Easy Steps to your Raise and Promotion in 30-60 Days!" The book that smart bosses want their employees to read. ISBN 0-9723725-1-2. More articles at <http://www.SeniorManagementServices.com/pvt-information.html>

## **Practical Information Products for the Internet, 1**

**By Robert Brents**

### **Practical Information Products for the Internet, 1 by Robert Brents**

I have been in the training business for over twelve years. As I began writing how-to manuals, I naturally began offering seminars on how to write how-to manuals. And I still do. But I've found that by putting what I've learned about this subject into print and marketing this manual, I've been able to reach out and help many more people than I ever could through seminars alone.

Practical.

Above all else, writing, publishing, marketing and promoting your how-to manuals is practical. Information products are some of the easiest things to create and market (especially over the Internet!) How-to manuals are a consistently profitable market. Never mind if there are already twenty-eleven things in print on your topic. If you have something new to say on the subject, or some new way to say it, you have a unique product that may fulfill the needs of others.

Portable.

One of the things I love most about this business is that it's portable. You can write, publish, market and promote your how-to manuals from virtually anywhere. I've written how-to manuals while traveling almost full-time delivering my seminars and training courses. When my wife takes early retirement in a few years, she wants to move from the large city we now live in on the West Coast to a small town in northern New Mexico. No matter, I can still do my business from wherever we settle next.

## Lack of Operations Manuals stunting your growth?

### Your Spin.

This business really has no limits! As I said above, even if there are many other publications on a topic you want to write your how-to manual about, don't fret! Put your unique stamp on the topic and/or market it in a new way, and you'll find plenty of buyers. Do you think Dr. Wayne Dyer was the first person to write a self-help book? Absolutely not! But the way he wrote "Your Erroneous Zones" reached people, many of whom had never read a self-help book in their lives, in a way that made him a best-selling author!

### Easy & Cheap.

It's getting easier and cheaper than ever to produce your how-to manuals for distribution, from traditional print media to electronic formats that can be distributed over the Internet immediately!

### Profitable.

Finally, this is an incredibly profitable business! People who need what you know will pay more for your 30- 90 page how-to manual than they pay for a hardback book at the bookstore! And the mark-up on your product can result in substantial profits on even just a few hundred or a few thousand sales.

### Pricing.

And that's the point I want to end this article with: one of the biggest mistakes self-publishers make is that we tend to underprice our manuals! Manuals that contain specialized knowledge are virtually always priced higher than books in stores. This is because you are making available specific information that a specialized segment of the marketplace is seeking. Your customers desperately want your information --- and they are ready, able and willing to pay for it!

Robert Brents, "The 80/20 Guy" Create Outrageous Success Through P.A.R.E.T.O.! <http://www.RobertBrents.com> / [RobertBrents@RobertBrents.com](mailto:RobertBrents@RobertBrents.com) I work with organizations that want to focus resources on breakthrough objectives and with decision-makers who want to produce outrageous success.

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