

"This book will help any business owner avoid the many mistakes most make as they grow. I wish I had read it before I founded and built my 100 million dollar company."

— Randy Crockett, Founder and President  
Crockett Container Corporation

# GET YOUR BUSINESS TO WORK!

**7** STEPS TO EARNING  
MORE, WORKING  
LESS AND  
LIVING THE  
LIFE YOU WANT



GEORGE HEDLEY

## Business-Builder Worksheets

# Business-Builder Worksheet #1



## Describe Your Perfect Business:

1. How would it work?
2. What would it do?
3. How big would it be?
4. What type of products, services, or projects would it be known for?
5. How would it be unique and different from the competition?
6. What type of customers would it target?
7. How much money would it make?
8. How would it make a difference in your industry or community?
9. How would it be organized, systemized, and in control?
10. What would it do for you?
11. Would it deliver peace of mind, security, freedom, and fun?

# Business-Builder Worksheet #2



**What I Want My Business to Do for Me:**

**Personal**

**Business**

**Financial**

**Operational**

**Customers, Marketing, and Sales**

**People and Leadership**

**Equity and Wealth**

**Freedom and Fun**

# Business-Builder Worksheet #3



## Define What You Want Your Role to Be:

1. Why am I in business?
2. What are my current roles and responsibilities in my company?
3. What do I really want my roles and responsibilities to become?
4. What roles and responsibilities should I delegate to build and grow my company?
5. What else should I do with my company to allow it to reach my goals?
6. What's it going to take to get my business to work how I want it to?
7. What do I need to do to get my company to work without me?

# Business-Builder Worksheet #4



## My Business-Builder Purpose Statement:

The purpose for owning my business is:

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My business will allow me to:

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So I can enjoy:

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And have the ability to:

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And live my life On-Purpose...On-Target!

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# Business-Builder Worksheet #5



**My HUGE Business-Builder Vision Statement**

# Business-Builder Worksheet #6



## My Business-Builder Targets and Goals

**Specific Targets and Goals**

**Actions**

**Deadline**

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**Personal**

**Business**

**Financial**

**Operations**

**Customers, Marketing, and Sales**

**People and Leadership**

**Equity and Wealth**

**Freedom and Fun**

# Business-Builder Worksheet #7



## Identify What Successful Business Owners Have in Common:

- What characteristics set them apart?
- What do you admire about them?
- What is their primary focus?
- What are their top priorities?
- How do they spend their time?
- What do they do to achieve their goals?
- What is their key to success?
- Why are they successful?
- What do they do that you don't?
- What don't they do that you do?



# Business-Builder Worksheet #8



## Determine if Your #1 Priorities Are Your #1 Priorities

*Continually ask yourself:*

1. Is this the best use of my time and talent?
2. Is this activity helping me achieve my targets and goals?
3. Will this activity maximize our bottom-line profits?
4. Will this activity help get my business to work?
5. Am I doing what I should be doing?
6. Am I getting a return on energy?

# Business-Builder Worksheet #9



## To Get Your Business to Work, Decide What You Should Do:

1. What should your priorities be?
2. How can you get the biggest return on your time?
3. What do you like to do?
4. What aspects of your company excite you?
5. What do you want to do?
6. What are your strengths?
7. What are your weaknesses?
8. What business activities should you stop doing?
9. What business activities are you best suited to do?
10. What will you do to get your business to work?

# Business-Builder Worksheet #10



## Your Business-Builder Accountability and Responsibility Playbook

Title	Person	100% Accountable and Responsible For:
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**President**

**VP Operations**

—General Manager

—Project Manager

—Supervisor

—Foreman

—Crew

—Team Manager

—Team Members

—Equipment Manger

—Service Manager

—Production Manager

—Production Teams

**VP Pricing**

**VP Purchasing**

**VP Business Development**

—Marketing

—Sales

**Chief Financial Officer**

—Office Manager

—Administration

—Accounts Receivable

—Accounts Payable

—IT Manager

# Business-Builder Worksheet #11



## Analyze Your Company's Current Condition

<b>Our Company:</b>	<b>Strengths</b>	<b>Weaknesses</b>	<b>Opportunities for Improvement</b>	<b>Success Factors</b>
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**Customers**

**Sales**

**Marketing**

**Employees**

**Management**

**Operations**

**Systems**

**Finances**

# Business-Builder Worksheet #12



## My Fix-It List

**Business Area**

**Specific Problem**

**Rank**

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**Management**

**Operations**

**Production**

**Employees and Training**

**Accounting and Finance**

**Administration**

**Project Management**

**Estimating and Pricing**

**Procurement and Inventory**

**Marketing and Sales**

**Customer Service**

**Products and Services**

# Business-Builder Worksheet #13



**Your Company's Top Twenty Business Activities that Must Be Performed  
the Same Way Every Time to Produce Consistent Results.**

**Business Activity**

**Standardized System to Produce Consistent Results**

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- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
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- 9.
- 10.
- 11.
- 12.
- 13.
- 14.
- 15.
- 16.
- 17.
- 18.
- 19.
- 20.

# Business-Builder Worksheet #14



## Know and Track Your Numbers!

	Last Year	This Year	Next Year
1. Sales revenue			
2. Direct costs			
a. Labor			
b. Equipment			
c. Materials/Products			
d. Subcontractors/Vendors			
3. Overhead indirect costs			
4. Gross profit			
5. Net profit			
6. Average markup %			
7. Average gross profit %			
8. Sales to break even			
9. Sales to hit gross profit goal			
10. Equity			
11. Working capital			
12. Return on equity %			
13. Return on overhead %			
14. Average final gross profit %			
a. by order or contract type			
b. by account or customer type			
c. by service or product type			
d. by size			
e. by location			
14. Average order, sale, or contract size			
15. Volume and profit per key employee			

# Business-Builder Worksheet #15



## Draft Your Customer-Focused Business Plan:

1. What is our marketing strategy?
2. What is our sales strategy?
3. What do we do to find and attract new customers?
4. What do we do to keep customers?
5. What do we do to get new customers to call?
6. What do we do to differentiate ourselves and stand out from our competitors?
7. What do we proactively do to get lots of referrals?
8. What do we do to thank customers?
9. What do we do to help customers?
10. What is our system to build loyal customer relationships?
11. What do we do to show our top customers we care about them?
12. What do we do to appreciate our best customers?
13. What do we do to stay in touch and schmooze with our customers?
14. What do we do to convert repeat customers to loyal ones?
15. What do we do to treat our best customers in an extra-special way?



# Business-Builder Worksheet #16



Customer Contact Tracking Chart																
Customer	\$\$\$	ROE	Contact Type	Month	1	2	3	4	5	6	7	8	9	10	11	12
Loyal																
Repeat																
Potential																
Referring																

Keep track of each of your customer targets and track the following:

**\$\$\$** = Rank customer by total sales volume, average order size, or profit potential

**A** = Excellent customer—usually very loyal

**B** = Good repeat customer who frequents your business

**C** = Average infrequent customer who often shops for the lowest price

**D** = Poor customer who gives you grief

**F** = Bad customer you wish you'd never met and need to stop doing business with

**Customer** = Customer name and contact information, phone number, e-mail, address, personal facts

**ROE** = Return on energy to keep customer satisfied (1 = worst; 10 = easiest to keep)

**Contact date** = Date of customer contact

**Customer Contact Type:**

**FTF M** = Face-to-face meeting

**FTF CC** = Face-to-face cold-call meeting

**FTF F** = Food or meal with target customer

**FTF E** = Met or took target customer to event

**E** = E-mailed target customer to stay in touch

**G** = Gave personalized gift to target customer

**MM** = Mailed out marketing materials to target customer

**S** = Sent target customer a card, note, or thank you

**X** = Extra or any other customer target contact marketing activity

# Business-Builder Worksheet #17



## Determine Your Customer Business Focus:

1. What type of customers can we serve best?
2. What type of customers need what we offer?
3. What is our perfect customer like?
4. What type of customers can we help the most?
5. Where is our perfect customer base?
6. Where do we want to do business?
7. How do we want to do business? (Wholesale, retail, hourly, contract, etc.)
8. How big do we want to be? (Company, customers, orders, contracts)

# Business-Builder Worksheet #18



## Hardhat Scorecard

<b>HARDHAT SCORECARD</b>		SCORE:				PROJECT:			
		COMPANY:				TEAM:			
HOLE #	DATE	1	2	3	4	5	6	7	8
		PAR / SCORE	PAR / SCORE	PAR / SCORE	PAR / SCORE	PAR / SCORE	PAR / SCORE	PAR / SCORE	PAR / SCORE
<b>HUGE TARGET</b>									
<b>GOAL #1</b>									
<b>GOAL #2</b>									
<b>GOAL #3</b>									

<b>My HUGE Target</b>	Deadline	Par	Team
<b>Action Step #1</b>			
<b>Action Step #2</b>			
<b>Action Step #3</b>			
<b>Action Step #4</b>			
<b>GOAL #1</b>	Deadline	Par	Team
<b>Action Step #1</b>			
<b>Action Step #2</b>			
<b>Action Step #3</b>			
<b>Action Step #4</b>			
<b>GOAL #2</b>	Deadline	Par	Team
<b>Action Step #1</b>			
<b>Action Step #2</b>			
<b>Action Step #3</b>			
<b>Action Step #4</b>			
<b>GOAL #3</b>	Deadline	Par	Team
<b>Action Step #1</b>			
<b>Action Step #2</b>			
<b>Action Step #3</b>			
<b>Action Step #4</b>			



### SCORECARD



**HARDHAT**

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# Business-Builder Worksheet #19



## My Leadership Style

Scoring System: 5 = Always 4 = Usually 3 = Sometimes 2 = Seldom 1 = Never

My Score

1. I like to take charge, make decisions, give orders, get things done and make results happen. \_\_\_\_\_
2. I regularly meet with my team to review their progress towards meeting goals and targets. \_\_\_\_\_
3. I am very optimistic about my new ideas and don't worry about small implementation details. \_\_\_\_\_
4. My number one focus and priority is to serve customers and put them first in everything we do. \_\_\_\_\_
5. I come up with lots of new ideas, ways to improve and changes to our procedures & systems. \_\_\_\_\_
6. I focus on trying to maximize our bottom-line profit in everything our company does. \_\_\_\_\_
7. I personally provide ongoing training, coaching and support for my team to help them grow. \_\_\_\_\_
8. I have a very clear vision of where we're going and people get excited about following my lead. \_\_\_\_\_
9. I make it my priority to spend time with customers to develop strong customer relationships. \_\_\_\_\_
10. I like to challenge the status quo, take risks and try different ways of doing things. \_\_\_\_\_
11. I regularly sit down with my team to lay out the goals, targets and milestones we must hit. \_\_\_\_\_
12. I delegate and let go of most of my responsibilities to my team and make them accountable. \_\_\_\_\_
13. I am always looking ahead, spending lots of time planning and creating new ideas for the future. \_\_\_\_\_
14. I continually seek new customers, new markets and strategic opportunities to grow our business. \_\_\_\_\_



**My Leadership Style, continued**

- 15. I continually keep our company innovating, changing and working different than our competitors \_\_\_\_\_
- 16. I set the goals and standards, model the way and don't let bureaucracy or rules stop progress. \_\_\_\_\_
- 17. I regularly recognize, praise, appreciate, motivate and thank and our employees and team. \_\_\_\_\_
- 18. I am passionate about my ideas and inspire employees to want to follow my leadership. \_\_\_\_\_
- 19. I make providing exceptional customer service a priority and give customers what they want. \_\_\_\_\_
- 20. I like to create new operational systems, procedures, business methods and improvements. \_\_\_\_\_

**How To Score Your Leadership Style**

Insert your score from each question into the Leadership Style Scoring Chart at the right in the corresponding location. Add the numbers in each column and total your score for each Leadership Style type. The higher your total score indicates which Leadership Style you have. Look at the next page to review how people with each Leadership Style tend to operate as leaders or in a leadership role

<b>Leadership Style Scoring Chart</b>					
	<b>Type 1</b>	<b>Type 2</b>	<b>Type 3</b>	<b>Type 4</b>	<b>Type 5</b>
1	_____	2 _____	3 _____	4 _____	5 _____
6	_____	7 _____	8 _____	9 _____	10 _____
11	_____	12 _____	13 _____	14 _____	15 _____
16	_____	17 _____	18 _____	19 _____	20 _____
<b>Total</b>	_____	_____	_____	_____	_____

To see your leadership style, review page 21.

## Leadership Styles

### 1. Task Master - Focused On Results

#### *Set, Track and Achieve Targets and Goals*

- Makes quick decisions and tells people what to do
- Focused on action, tasks and getting things done
- Likes to take charge, make decisions and get results
- Often acts like a drill sergeant or control freak
- Focused on bottom-line results and making a profit
- Determined, steady, stubborn and hard to change
- Doesn't let go of control or trust others with decisions
- Very impatient, often rude, abrupt and poor listener
- Hard worker, expects perfection and sets lofty goals
- Hates bureaucracy and stupid rules

### 2. Coach - Focused On People

#### *Motivate, Recognize, Appreciate and Coach*

- Shows and teaches what and how to do tasks
- Helps others grow, improve and do better
- Focused on teamwork and achieving team goals
- Makes time for coaching, training and explains why
- Delegates and lets go of most tasks after training
- Cares about people and appreciates their contribution
- Regularly meets with employees to review progress
- Recognizes and praises others often
- Motivates, inspires and encourages others to improve
- Makes people accountable and responsible

### 3. Big Thinker - Visionary Leader

#### *Clear Inspiring Vision, Mission and Purpose*

- Inspires people and makes them want to follow
- Passionate about the future, big ideas and innovation
- Has a clear inspiring optimistic vision and mission
- Values enthusiasm, energy and excitement
- Lacks follow-thru, consistent focus or reality
- Creates lots of new ideas for others to implement
- Overlooks key facts, details, systems and priorities
- Not focused on implementation steps or details
- Doesn't like systems, procedures or accountability
- Spends lots of time planning for the future

### 4. Market Maker - Focused On Customers

#### *Market, Sell, Serve and Seek Sales Opportunities*

- Makes finding and keeping customers a top priority
- Spends time with customers creating relationships
- Insures and requires excellent customer service
- Continually seek new markets and customers
- Values sales volume ahead of making a larger profit
- Puts customer first instead of what's best for company
- Use marketing and sales as a valuable business tool
- Concentrates on adding value for the customer
- Has difficulty confronting customers with tough issues
- Makes sales and customer contact a top daily priority

### 5. Innovator - Focused On Innovation

#### *Change, Create, Try New Ideas and Work Different*

- Likes to try new ideas, systems, tools and techniques
- Enjoys change and improving business standards
- Always working to stay ahead of the competition
- Doesn't like to follow systems and procedures
- Doesn't like structure, rules or accountability
- Taking risks is natural and a part of everyday reality
- Creates and proposes lots of new innovative ideas
- Gets unfocused & doesn't get things done on-time
- Constantly looking for better ways to improve
- Challenges the status quo



# Business-Builder Worksheet #20



## My Personal Real Estate Investment Goals & Objectives

Date I want to own a real estate investment by:

Property type:

Property condition desired:

General location:

Upside potential:

Amount of equity I have available to invest:

My borrowing capacity:

Financing available for this type of property:

Minimum financial return desired:

# About the Author

**George Hedley**, “The Business Builder,” is an entrepreneur, business owner, and the recognized authority on how to build a business that consistently produces bottom-line results, loyal customers, leaders, and profits. He is the author of several books, including *On-Purpose . . . On-Target!* and *The Business Success Blueprint* series. George is also a regular columnist in numerous magazines.



George’s expertise is based on his real-world experience of leading people, running a profitable company, and getting things done. He founded and built his major commercial construction and development company, taking it from \$0 to \$50 million in only seven years! For his accomplishments, George received the nationally recognized “Entrepreneur of the Year” award by Ernst & Young and *Venture* magazine.

George is a graduate of the University of Southern California in Civil Engineering and has served as the president of five industry associations. He plays golf several times a week with his favorite golfing partner, his wife Alana. They live in their cottage in Newport Beach, California.

Today, along with managing his company, George owns Hardhat Presentations and is a popular speaker at companies and associations. He has earned the prestigious “Certified Speaking Professional” designation from the National Speakers Association. His Business-Building Programs cover topics such as Building Leaders, Profits, Customers, and Wealth. He also holds in-depth two-day Profit-Builder Circle Academy boot camps open to business owners who want to get their businesses to work.

## ***Let’s Talk About Building Your Business!***

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