

# JAMES SCHRAMKO

## 3 Ways to Escape the Day-to-Day of Your Business

**1. Hire someone** - Building a team, or at the very least getting a VA, is the first step to leaving your daily operations. If you're doing everything in your business, not only is it occupying all your time, but it's taking away from the attention and energy you could devote to strategizing, to marketing, and to actually having a life.

**2. Have rhythms** - Rhythms keep things running, and this means having meetings. As a founder, you may not enjoy this, but it can also be a director of operations running meetings. (Disclaimer: While meetings are important to rhythm, it's also important to do away with pointless meetings, because they will suck time from the team and be of little value)

### There are generally 5 types of rhythms or meetings:

**1. Prioritization meeting** - This will involve you and your director of operations.

As the name implies, it's to work out priorities, like what is going to move the needle the most? What are the three plates that you need to spin that will make a significant impact to the business? Once that is worked out, the director of operations will implement what you've discussed through the team.

**2. Team meeting** - Ideally, the founder has a regular pulse check with their team.

This can also be run by the director of operations. The focus of a team meeting is, what support do people need to get their jobs done, to make sure things are running well? And the most efficient way to look at that is some kind of measurables from each area. This can be looked at in terms of reds and greens. Say, sales numbers - are they below a certain number and so red, or above a certain number, green?

**3. Retros improvement meeting** - Once it's been determined what's green or red, the director of operations can speak to the people in charge of red areas and work out what's needed to make them green. Do we need more staff? Do we need more money? Does the process need to be improved? Or is it the right person running this area ultimately?

**4. Huddles** - This doesn't have to be an actual, in-person, live Zoom meeting. It can just be a pulse check that's run every day, where people say what they're working on. It might be a couple of bullet points on Slack, enough for other people to maybe say, Oh, hang on, I'm working on that too. Maybe we can collaborate. And it's just as important to state if someone's blocked or needs help, so they can get the support they need.

**5. One-on-one** - A structured one-on-one is a good thing to do periodically, where

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you talk about goals or things you're measuring, and so forth. It's also good, however, to have an unstructured one-on-one now and then, to talk about, what's happening in your life, is everything okay? Let's just have a catch up, a virtual Zoom coffee, whatever that looks like. That can be very illuminating. Someone might be ready to bail out of the business, and need just one simple thing to stay on.

**3. Let others be the solution** - As a business owner, you might be frustrated, overwhelmed with questions and decisions that you need to make. You might think, isn't this common sense? Why are they coming to me? Why can't they figure this out? The surprising fact might be that you are the problem. Instead of solving things for people, when someone comes with a problem, look at the thinking process you went through to find the solution. Then ask them the same questions you asked yourself. In that process, they might actually come up with solutions better than yours. And in the long run, it should enable them to think for themselves.

(Note: It is a double-edged sword. If you let your team make decisions and be autonomous, you also need to make it safe for them to fail. Because if they make a mistake and you come in with big consequences, they will retreat into their shell, to their safe place, back to just following orders.)

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