

Leadership & Management Framework for Business Owners

Building High-Performance Teams That Drive Results

A Comprehensive Guide by Steven Rouget, ActionCOACH Business Coach

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Chapter 1: Introduction - From Manager to Leader

The Business Owner's Dilemma

Most business owners are exceptional at their trade or profession, but struggle when it comes to leading people. You might be a brilliant electrician, plumber, or consultant, but managing a team requires a completely different skill set.

The Problem: - You're working IN your business instead of ON it - Team members constantly need your input - Nothing gets done properly unless you do it yourself - You feel like you're babysitting adults - Growth is limited by your personal capacity

The Solution: Transform from a manager who controls everything to a leader who multiplies results through others.

What This Framework Will Do For You

By the end of this guide, you'll have: - A clear leadership philosophy and approach - Systems for hiring and developing top talent - Communication strategies that inspire action - Performance management tools that drive results - A culture that attracts and retains great people

Chapter 2: The Leadership Mindset Shift

From Control to Empowerment

Old Mindset (Manager): - "If you want something done right, do it yourself" - Focus on tasks and processes - Micromanage to ensure quality - See people as resources to be managed - Reactive problem-solving

New Mindset (Leader): - "My job is to develop others to do it better than me" - Focus on people and outcomes - Empower others to make decisions - See people as assets to be developed - Proactive opportunity creation

The Leadership Multiplier Effect

Great leaders don't just get things done - they multiply their impact through others: - **1x Leader:** Does everything themselves - **5x Leader:** Gets things done through others - **10x Leader:** Develops others who develop others

Core Leadership Principles

1. **Lead by Example:** Your actions speak louder than your words
2. **Serve Your Team:** Your job is to help them succeed

3. **Communicate Vision:** People need to see the bigger picture
 4. **Develop Others:** Invest in your team's growth
 5. **Make Tough Decisions:** Leadership requires courage
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Chapter 3: Building Your Dream Team

The Right People in the Right Seats

The ActionCOACH Hiring Formula: - **Attitude:** 50% (Can't be taught) - **Aptitude:** 30% (Natural ability) - **Skills:** 20% (Can be developed)

Recruitment Strategy

Step 1: Define the Role - Create detailed job descriptions - Identify key performance indicators - Determine cultural fit requirements - Set clear expectations

Step 2: Attract Quality Candidates - Use multiple recruitment channels - Write compelling job advertisements - Leverage employee referrals - Build your employer brand

Step 3: Effective Interviewing - Use behavioral interview questions - Conduct multiple interview rounds - Include team members in the process - Check references thoroughly

Interview Questions That Work

For Attitude: - "Tell me about a time you had to deal with a difficult customer" - "Describe a situation where you went above and beyond" - "How do you handle criticism or feedback?"

For Aptitude: - "Walk me through how you would solve this problem" - "What would you do if you encountered a situation you'd never seen before?" - "How do you prioritize when everything seems urgent?"

For Cultural Fit: - "What type of work environment brings out your best?" - "Describe your ideal boss" - "What motivates you to do your best work?"

Chapter 4: Communication That Inspires

The Power of Clear Communication

Poor communication is the root cause of most business problems: - Unclear expectations lead to poor performance - Lack of feedback creates confusion - Mixed messages destroy trust - One-way communication kills engagement

The CLEAR Communication Model

C - Concise: Get to the point quickly **L - Logical:** Present information in order **E - Engaging:** Make it relevant to them **A - Actionable:** Tell them what to do **R - Respectful:** Honor their time and intelligence

Regular Communication Rhythms

Daily Huddles (10 minutes): - What did you accomplish yesterday? - What are your priorities today? - What obstacles do you need help with?

Weekly Team Meetings (30 minutes): - Review key metrics and goals - Celebrate wins and successes - Address challenges and roadblocks - Share company updates

Monthly One-on-Ones (30 minutes): - Performance feedback - Career development discussions - Personal goal setting - Relationship building

Quarterly Reviews (60 minutes): - Comprehensive performance evaluation - Goal setting for next quarter - Training and development planning - Compensation discussions

Difficult Conversations Framework

PREPARE: - Plan what you want to say - Rehearse the conversation - Empathize with their perspective - Pick the right time and place - Anticipate their reactions - Remain calm and professional - End with clear next steps

Chapter 5: Performance Management Systems

Setting Clear Expectations

The SMART Goals Framework: - **Specific:** Exactly what needs to be accomplished - **Measurable:** How will you track progress - **Achievable:** Realistic given resources - **Relevant:** Aligned with business objectives - **Time-bound:** Clear deadline for completion

The Performance Management Cycle

- 1. Goal Setting (Quarterly)** - Align individual goals with company objectives - Ensure goals are challenging but achievable - Get commitment and buy-in from team members
- 2. Regular Check-ins (Weekly/Monthly)** - Monitor progress toward goals - Provide coaching and support - Address obstacles and challenges
- 3. Performance Reviews (Quarterly)** - Evaluate results against goals - Provide specific feedback - Plan for next period
- 4. Recognition & Rewards (Ongoing)** - Celebrate achievements immediately - Provide both public and private recognition - Link rewards to performance

Performance Improvement Process

- Step 1: Identify the Gap** - What is the current performance? - What is the expected performance? - What is causing the gap?
- Step 2: Create an Action Plan** - Specific behaviors to change - Resources and support needed - Timeline for improvement - Consequences if no improvement
- Step 3: Monitor Progress** - Regular check-ins - Document conversations - Provide ongoing feedback - Adjust plan as needed
- Step 4: Make the Decision** - Has performance improved? - Is the person in the right role? - What are the next steps?
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Chapter 6: Delegation & Empowerment

Why Leaders Struggle with Delegation

Common Excuses: - "It's faster if I do it myself" - "They won't do it as well as I can" - "I don't have time to train them" - "What if they make a mistake?" - "I like being needed"

The Reality: - You're creating a bottleneck - You're limiting your team's growth - You're working harder, not smarter - You're becoming indispensable in the wrong way

The Delegation Process

Step 1: Choose the Right Task - Routine or repetitive work - Tasks others can learn - Work that develops others - Activities outside your strengths

Step 2: Choose the Right Person - Do they have the capacity? - Do they have the capability? - Are they motivated to learn? - Will this help their development?

Step 3: Set Clear Expectations - What needs to be done? - When does it need to be completed? - What does success look like? - What authority do they have?

Step 4: Provide Support - What training do they need? - What resources are available? - How often will you check in? - What happens if they get stuck?

Step 5: Monitor and Adjust - Regular progress updates - Course correction as needed - Recognition for good work - Learning from mistakes

Levels of Delegation

Level 1: Do exactly what I tell you **Level 2:** Research the topic and report back **Level 3:** Research and recommend action **Level 4:** Decide and inform me **Level 5:** Act independently

Chapter 7: Creating a Winning Culture

What is Company Culture?

Culture is "how we do things around here" - the unwritten rules, shared values, and common behaviors that define your organization.

Strong Culture Benefits: - Attracts top talent - Reduces turnover - Improves performance - Enhances customer service - Drives innovation

The Culture Framework

Values: What we believe in **Behaviors:** How we act **Systems:** How we operate **Stories:** What we celebrate **Symbols:** What represents us

Defining Your Core Values

Step 1: Identify What Matters - What behaviors do you want to see? - What principles guide decisions? - What makes you proud of your team?

Step 2: Make Them Memorable - Keep it simple (3-5 values) - Use clear language - Make them actionable - Create acronyms if helpful

Step 3: Live Them Daily - Hire based on values fit - Recognize values-based behavior - Make decisions using values - Share stories that reinforce values

Building Engagement

Recognition Programs: - Employee of the month - Peer nomination systems - Values-based awards - Public acknowledgment

Development Opportunities: - Skills training - Leadership development - Cross-training - Conference attendance

Communication Channels: - Regular all-hands meetings - Anonymous feedback systems - Open-door policies - Team social events

Chapter 8: Leadership Tools & Templates

Team Meeting Agenda Template

Weekly Team Meeting - [Date]

Opening (5 minutes) - Welcome and introductions - Review of agenda

Metrics Review (10 minutes) - Key performance indicators - Progress toward goals - Areas of concern

Wins & Celebrations (5 minutes) - Individual achievements - Team successes - Customer feedback

Challenges & Solutions (10 minutes) - Current obstacles - Resource needs - Problem-solving

Action Items (5 minutes) - Who will do what by when - Follow-up required - Next meeting date

One-on-One Meeting Template

Employee: __ **Date:** __

Performance Discussion: - What's going well? - What challenges are you facing? - How can I better support you?

Goal Review: - Progress on current objectives - Obstacles to success - Resource needs

Development Planning: - Skills you want to develop - Training opportunities - Career aspirations

Feedback: - What should I start doing? - What should I stop doing? - What should I continue doing?

Action Items: - Employee commitments - Manager commitments - Follow-up required

Performance Review Template

Employee: __ **Review Period:** __

Goal Achievement: - Goal 1: [Met/Exceeded/Below Expectations] - Goal 2: [Met/Exceeded/Below Expectations] - Goal 3: [Met/Exceeded/Below Expectations]

Core Competencies: - Technical Skills: [Rating 1-5] - Communication: [Rating 1-5] - Teamwork: [Rating 1-5] - Initiative: [Rating 1-5] - Quality: [Rating 1-5]

Strengths: - What are they doing exceptionally well? - What should they continue doing?

Development Areas: - What skills need improvement? - What behaviors should change?

Goals for Next Period: - Specific objectives - Success metrics - Timeline

Development Plan: - Training needs - Stretch assignments - Support required

Delegation Checklist

Before Delegating: - ☐ Is this task suitable for delegation? - ☐ Have I chosen the right person? - ☐ Do they have the necessary skills? - ☐ Do they have the time and capacity?

During Delegation: - ☐ Have I explained the desired outcome? - ☐ Have I set clear deadlines? - ☐ Have I defined their authority level? - ☐ Have I identified available resources? - ☐ Have we agreed on check-in points?

After Delegating: - ☐ Am I providing appropriate support? - ☐ Am I avoiding micromanagement? - ☐ Am I recognizing good progress? - ☐ Am I learning from any mistakes?

Conclusion: Your Leadership Journey

Leadership is not a destination - it's a journey of continuous growth and development. The frameworks, tools, and strategies in this guide will help you:

- Transform from manager to leader
- Build and develop high-performing teams
- Create a culture that attracts top talent
- Multiply your impact through others

- Scale your business beyond your personal capacity

Your Next Steps

1. **Assess Your Current State:** Where are you now as a leader?
2. **Choose Your Focus Area:** What needs the most attention?
3. **Create Your Action Plan:** What will you do differently?
4. **Start Small:** Pick one thing to implement this week
5. **Get Support:** Consider working with a business coach

Remember

Great leaders are made, not born. Every skill in this guide can be learned and developed with practice and commitment. Your team is counting on you to step up and lead them to success.

The question isn't whether you can become a great leader - it's whether you're willing to do the work required to get there.

About Steven Rouget

Steven Rouget is an ActionCOACH Business Coach with 23 years of experience helping trades and service business owners in Victoria, Australia. He specializes in helping business owners transition from working IN their business to working ON their business through effective leadership and team development.

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