



PYRAMIDS

TEAM BUILDING EBOOK

INTRODUCTION TO TEAM BUILDING

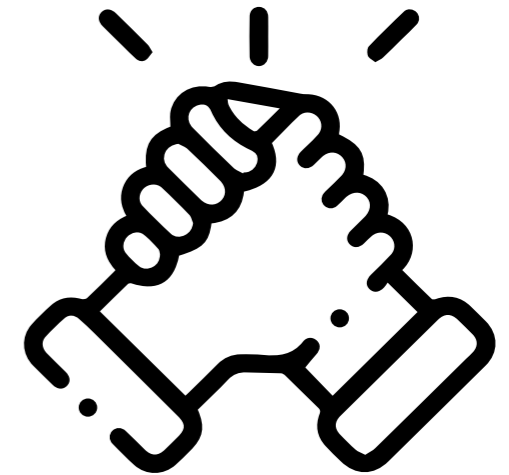
One of the first things to know about Business is that Business is a Team Sport.

Unfortunately, due to no fault of theirs, many business owners find it hard to delegate. If there's a problem, you are more likely to say "Hey give it to me. I'll solve it."

This way of dealing with situations in business likely comes from what you were taught in school. In school, you've got to do everything yourself. You are meant to study on your own and take exams.

If you involve somebody else, that's called cheating. Whereas in a business, it's called Collaboration. To successfully run and scale a business is to have a great team and to treat your business as a Team Sport

Competition makes us Faster; Collaboration makes us Better



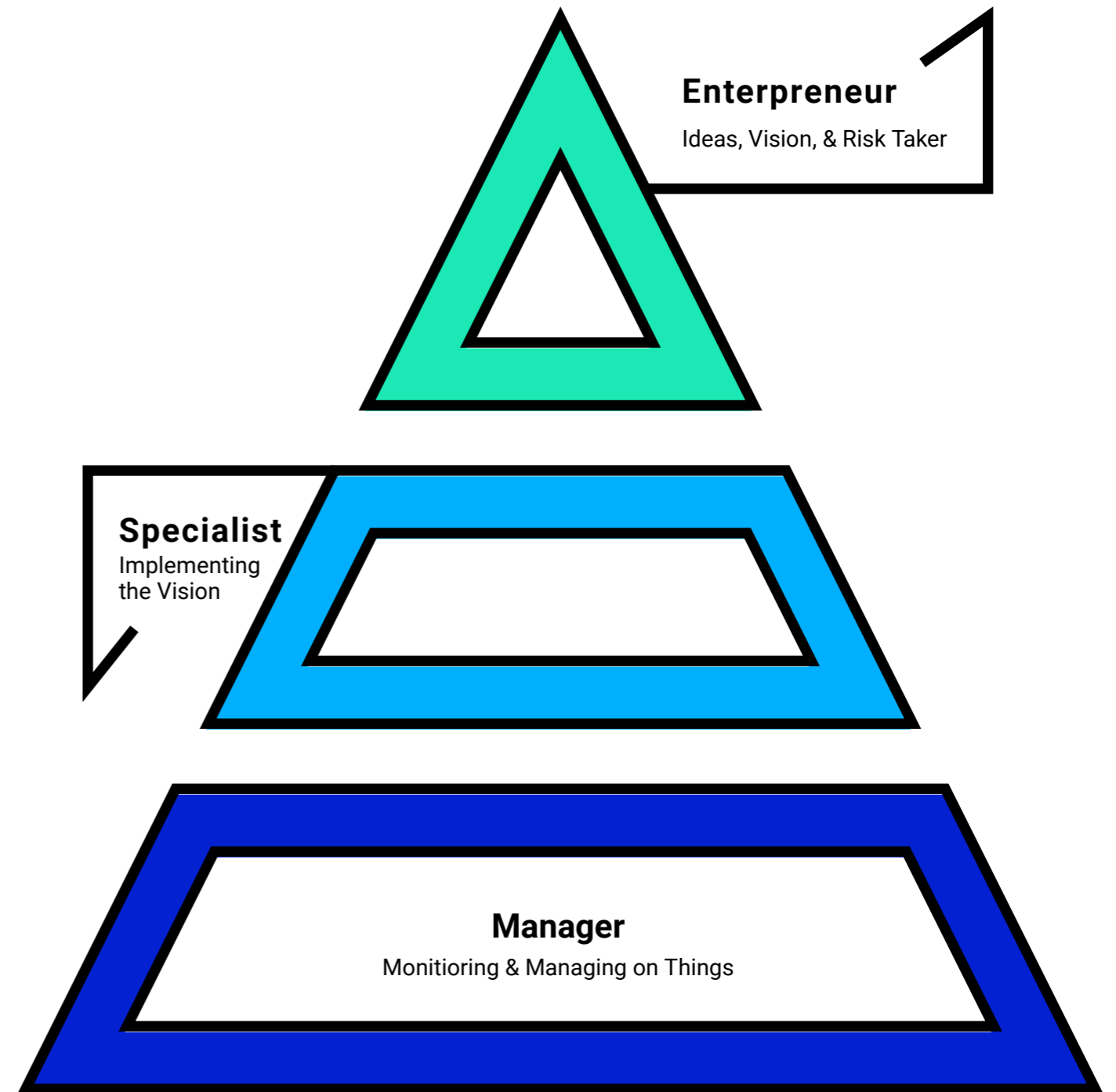
If you like Basketball, Rugby, Hockey, or any other team sport, think of your business as that team. You cannot win a football or a hockey game on your own. There's so much that needs to be done, and you simply can't do it all on your own.

Since we follow simple yet strategic business methodologies, we need to think strategically in terms of building an anti fragile team, hiring the right people to do the right things to help you out.

ROLES IN TEAM

THREE MAJOR ROLES IN YOUR TEAM

We find that there are three major roles that you need in a team.



Entrepreneur or Leader

To start with, you need The Entrepreneur or The Leader. This is the person with the ideas and the vision. In your business, this is most likely you. This is the person who says “Hey, I’m willing to take the risk. I’m willing to take a chance, pursue an idea or step in and invest my team, effort and resources behind this decision.”



In your team, you are the one who generates ideas, the one who says, “I think it would be a good idea if I were on one customer meet webinar per week OR I want to be featured in Forbes, or we should create a new hiring plan. That’s the only person who plots the direction for the company, the team and executes the vision.

Specialist

Next, you need a specialist. Sometimes, this is also an entrepreneur. A specialist is a person who can implement your vision and deliver on the product or service that you offer. If you’re a lawyer, then it is someone who is doing the actual legal work. If you’re building software, then it’s the programmer or a developer. Very often, the entrepreneur might have these skills as well. Sometimes the entrepreneur is really just the ideas person, and they’ve got to bring in a specialist to deliver on their vision. The specialist is critical, and usually, the entrepreneur and specialist role are the ones that are covered pretty well.

This could be a person who’s an Engineer, a Sourcing Specialist or a Graphic Designer, —the kind of person who really executes the implementation of the vision or the plan.

Manager

What we find to be missing most is the manager. A manager is a person who ensures that the routine tasks/products/services are delivered, the customer is taken care of, that all the checklists are done. You may already have someone taking care of the general operations of the organization—like delivering your products or services or taking care of marketing operations or any other.

The designation does not matter, whether it’s a marketing assistant or a project manager —but this is the person who basically wakes up every day and thinks, ***What do I need to do in the business today from my operations perspective? What checklists do we need to follow in terms of managing a project or to screen candidates for hiring or in terms of reaching out to new customers?*** All of those things that you won’t do as a leader because you’ve got a million other things to do.

“Leaders go behind geniuses as it’s more visible like the tip of the iceberg while consistency works calmly and has a far greater impact”.

Consistent VS Genius

The people who are more consistent from an operations perspective always outperform the people who are some sort of creative genius or go after bright, shiny objects in any managerial role.

Consistency will always beat that, and unfortunately, for leaders, that can really be a weak spot. Leaders like getting started. They love to create a brand-new idea and get started and get it to kind of 20%, 30%, 50%, maybe even 90%, but getting it to 100%—that’s where the money is, and that’s often where entrepreneurs often fall down.

This is where we need that team to help take your idea from 50% to 100%, or 80% to 100%, or whatever because until you deliver it, there’s really no money in it. There’s no value being given to the market.

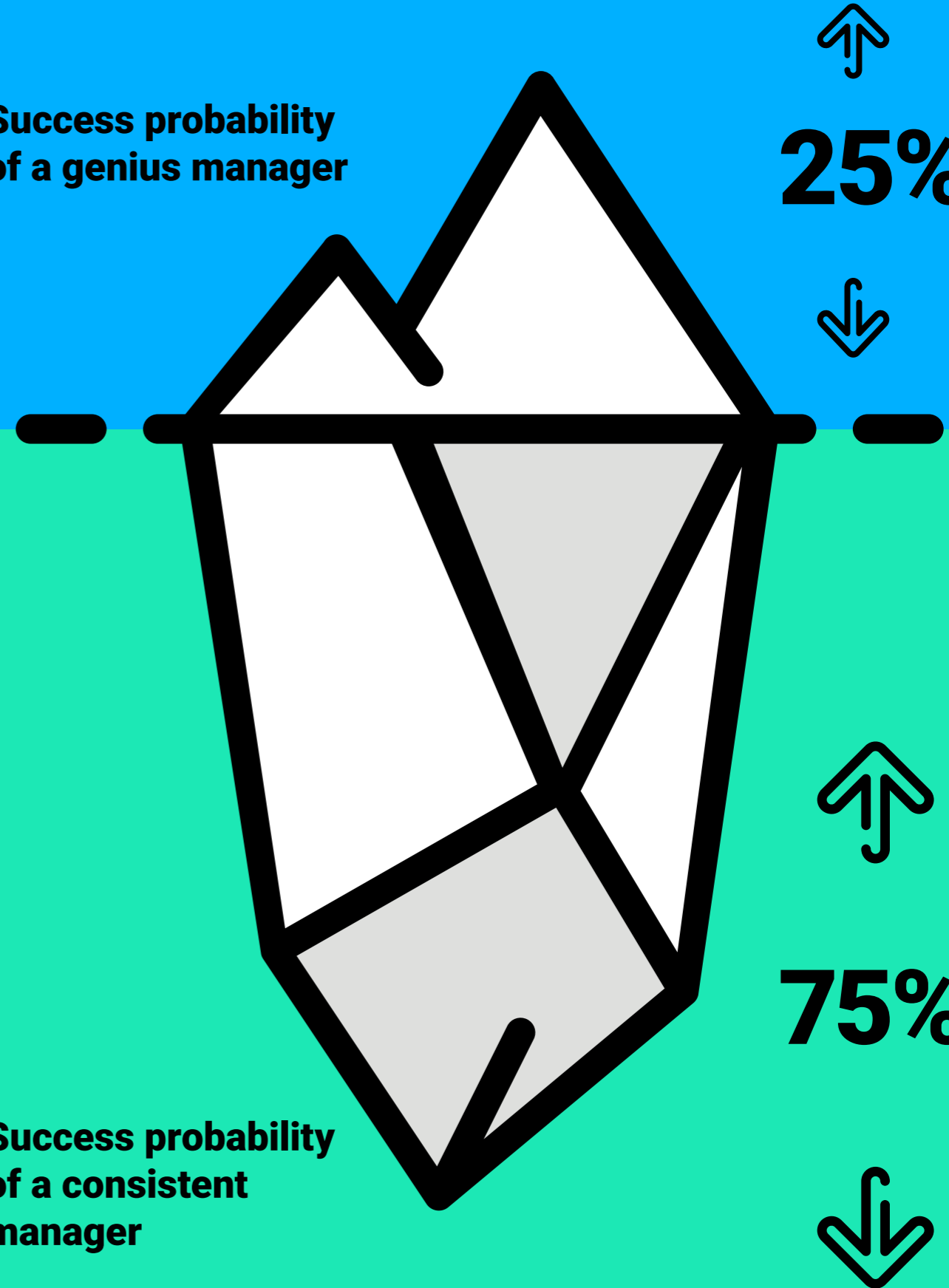
Success probability of a genius manager

↑
25%



Success probability of a consistent manager

↑
75%



Try this exercise

Ask these questions to yourself

Questions

- Do I have a ridiculous to-do list which just continues to grow ? What shall I do about it?
- Am i trying to fit a square peg in a round hole by “all problems to be solved by me” approach?
- Why don't I just focus on my strength and thrive? What am I best at ?
- Can I take a 4 weeks leave from my business and it will still function the same once I come back ?
- What if I hire and train them and then they leave?

Solution Approach

- Do I delegate some of my repetitive tasks to a manager whose earning/hour is less than mine?
- Shall I hire specialist if the problem is substantial? Or outsource specific problems to specific specialists?
- What are the MPAs (Money Producing Activities) in my business to focus on?
- What systems & checklists shall I build to reduce my dependency and friction in the business?
- what if you hire and don't train them and they stay?

Hiring An Operations Manager & Building A Team

Now you should understand
how to find an Operations Manager.

**Should you hire someone who is
really experienced?**

**A marketing guru or a systems
expert?**

ATTITUDE or EXPERIENCE: Which one should you consider?

HIRING AN OPERATIONS MANAGER & BUILDING A TEAM

Now you should understand how to find an Operations Manager.

Should you hire someone who is really experienced? A marketing guru or a systems expert?

ATTITUDE

Approach towards solving a problem, teamwork. Might be little low on skills but Open to learn more.



Whether you are a successful entrepreneur or newbie, you should hire on attitude first instead of experience or skill level. As an example, none of us in our team had a ton of experience in the role in which we are currently, but still, we are doing the job correctly.

We generally hire people based on attitude. For building a great team, you need to hire good people who are open to learning new things and ignore the ones who are stuck in their old ways of working and not willing to learn something new, something different from the league.

At Pyramids, we do marketing differently, and it's true that if we have hired someone, then he/she will be open to trying new things and new ideas. Think about hiring someone a bit more of a blank slate, who has a great attitude, who is willing to learn, and who is open to new ways of doing things. If you follow this proven methodology, then you just need to train the new hires to do things the way that you want them done.

EXPERIENCE

Tons of industry Experience and high on skills. Attitude and mindset not be matching to what you are looking for.



“We don’t hire, we invest. We hire people who have great attitude, who are essentially a blank slate, and then we train them. We invest a lot of time and lot of money in training our people.”

That’s going to be a disaster for your business if you have a whole bunch of people who don’t know what they’re doing and they stay in the business. Something to think about.

One of the objections we often hear entrepreneurs say is, “If I spend all of this time and money training my team, what if they leave?” And yes, of course, there’s a possibility that they leave, but you know, putting it the other way is, “What if you don’t train them and they stay?”

That’s going to be a disaster for your business if you have a whole bunch of people who don’t know what they’re doing and they stay in business. Something to think about.

Think bigger as an entrepreneur and try to impact people (*your team, clients*) positively in their lives. No matter if you have only a few clients, just give your best to get the work done.

If you have a team that has all kinds of opportunities daily to learn new things, then seriously such things can take your business to the next level.

The other thing is if you’re treating people decently and you’ve got a fun work environment, it’s unlikely that people are going to leave unless they have significant life changes.

We want everyone who has contact with Pyramids to feel like it's a positive experience because it will come back to you tenfold - that's been our experience.

Whom should you hire first?

We want everyone who has contact with Pyramids to feel like it's a positive experience because it will come back to you tenfold - that's been our experience.

To answer this question, let's look at what type of organizational structure may work for you and whatnot.

What hasn't worked well is where you have been in the centre, and everybody is reporting to you. Here you're basically in the middle of the decision-making. Meaning that, for example, you hire everyone, web developer comes to you asking if a new landing page is ok, then you send it to a graphic designer and the graphic designer sends you back questions, etc. In this case, where you act as the centre, sometimes you may become a huge bottleneck.

Your strength is to be the visionary—the person with the ideas. You don't have the time or inclination to answer every question or train on every single thing. So you being at the centre won't really work. You don't want to be dealing with the day in, day out tasks.

What works and what we'd suggest is hiring from the top, down and here's what I mean.

HIRING FROM THE TOP, DOWN

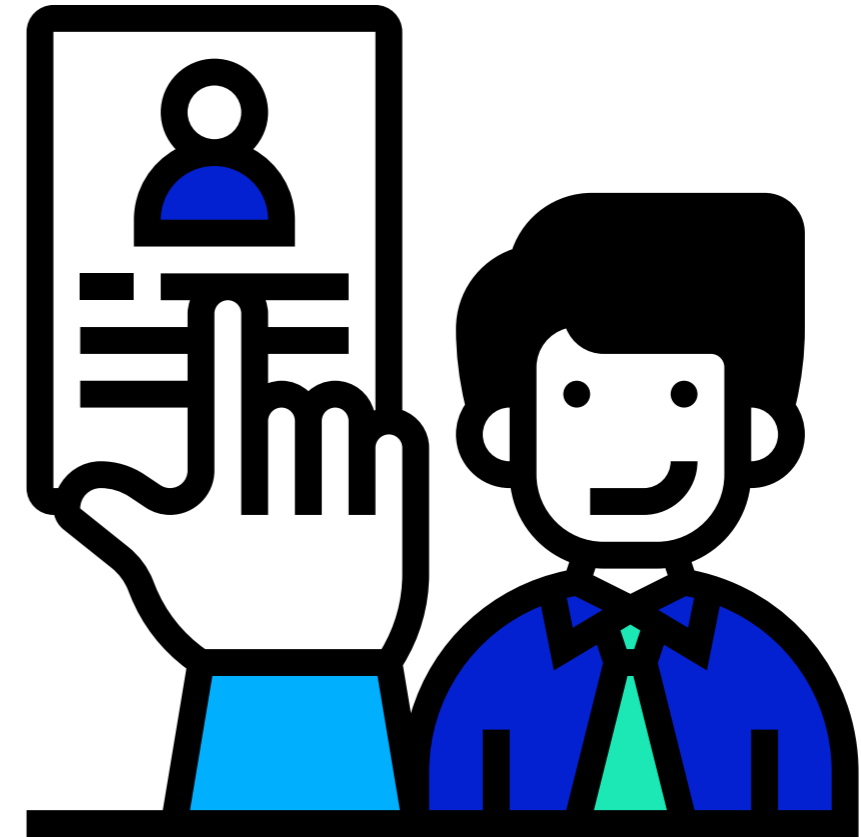
You hired someone, your current team leader with the vision that, “Yes, he or she is my first team member. But he or she could also be potentially my team leader.” You want someone who has leadership potential.

You hire your team leader not only to run the future team but also to hire the future team. There are two reasons for this.

The first is that hiring is a very labor-intensive process. Hiring involves creating ads and job descriptions, interviewing, reviewing résumés, onboarding. It’s a super time-intensive process, as many of you already know.

It is essential to have a hiring manager in your team who can take charge of hiring decisions and ultimately hold accountable for the team results.

Inherently putting your team leader in charge of hiring the team will make the team leader more responsible for the team as he or she has to wear too many hats & maybe he/she won’t be able to focus on essential things.



In the end, it is the business leader who reviews final CVs and obviously pays the salaries on the team. But a hiring manager is the one who took on the hiring process and then the business leader gave his input on the final candidates.

Generally, entrepreneurs are not much involved in hiring decisions because they must have the autonomy to move projects along without them. If you need to hire a consultant or if you are considering hiring another marketing assistant, you can trust your hiring manager—though this trust has been built over time.

So again, you want to look for someone; initially, that can be your first hire (or maybe you already have this person) but remove yourself as the bottleneck and think about hiring someone you can trust to hire and run the rest of the team.

What skills should this potential team leader have?

At Pyramids, we hired a copywriter only to boost our marketing success. Actually, we need a person who touches everything. In every single campaign, you're going to have words—either on a page, in a video, in social media, email sequence, and so on and that's where it's become essential to have a wordsmith.

If someone can master the skill of words and communication, this translates into many other good things they can bring to the business as well. Maybe your copywriter is not doing all the copywriting, they have to understand what good copy looks like.

They need to be able to understand how to put a message together because if your team leader can't communicate effectively, that's definitely going to negatively impact the team internally and the stuff that you're putting out externally into the marketplace.

Initially, your first hire will be a person that you want to do some of the things you know you need to be doing as:

- Monthly newsletter writing copy for your website
- Setting up landing pages
- Doing some of your social media

And all of that needs someone who knows how to write a copy. It could be even drafting emails for outreach.

As a quick aside, there are four permanent members of the Pyramids marketing team, in addition to several contractors that we use part-time. Here's how our marketing team is made up:

- Team leader.
- A Copywriter for our PR and social media.
- Content Designer, who does a lot of our graphic design, video, and audio editing, as well as anything related to web development.
- Operations Executive, who manages a lot of our backend processes, like outreach to podcasts and cousin reviews.
- There are probably about ten other people like our editor, our graphic designer. We also have fantastic PR consultants, Facebook Ad consultants, functional consultants who train our clients, and others.

I hope it's obvious why we suggest hiring from the top, down. We're often asked what a sample ad or job description might look like for a team manager role. You can find a template here in the course for download.

Regardless of whether you're using your network or online job sites to post an Advertisement, you'll want to be super specific with what you're seeking.

Writing Job descriptions

Suppose you are writing a job description for an operations manager or marketing coordinator. What will you do? How can you attract the right talent?

**Job Description:
Make it Simple,
yet Compelling**

JD for Marketing Coordinator/ Market research analyst -

This is a fantastic opportunity for a results-driven and hands-on individual to join the team. You have to report directly to the business owner, this role is responsible for implementing marketing campaigns to generate leads, acquire new customers and retain existing customers. As the Marketing Coordinator, you will be responsible for coordinating planning and executing marketing campaigns across multiple media channels.

You can write in this way and post on your social media channels or job-posting sites.

Look, we've got a fantastic opportunity for a results-driven, hands-on individual to join the teams. You'll be reporting directly to the business owner. The role will be responsible for implementing marketing campaigns to generate leads, acquire new customers, and retain existing customers.

Sample Job Description

Check out another one -

You will establish a collaborative working relationship with the business owner who will work with you on strategic and big picture goals. Your job will be to take strategic guidance and make it a reality with tactical implementation and execution. The ability to organize, plan and structure your workload in an autonomous fashion will be absolutely key to your success in this role. We neither have the time nor the inclination to micromanage you. You'll have a lot of freedom in this role but also a lot of responsibility.

One more...

As the marketing coordinator, you'll be responsible for coordinating, planning, and executing marketing campaigns across multiple media channels. You will establish a collaborative working relationship with the business owner who will work with you on strategic end big-picture goals. Your job will be to take strategic guidance and make it a reality with tactical implementation and execution. We neither have the time nor the inclination to micromanage you. You have a lot of freedom in this role, but we want you to focus on your responsibilities as well.

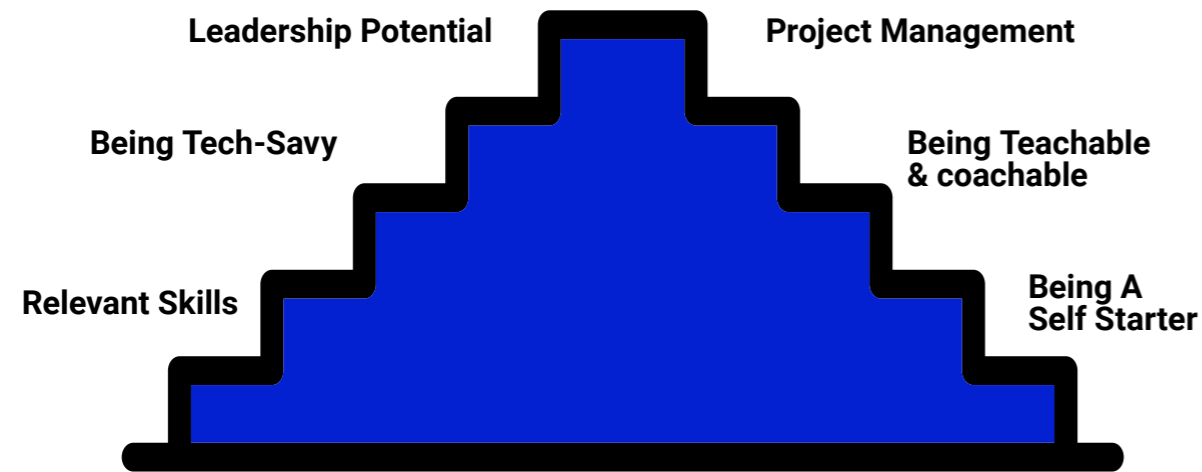
As an entrepreneur, you need to be super precise in your first conversations with the person you are going to hire. Tell him/her about the role and ask for suggestions to grab the reins, manage and move projects with little input from your side.

“Look, strategy, the big picture, I’m going to work with you on that. But I don’t want to be micromanaging you. I don’t want to be giving you your task list for the day, and telling you these are the three things you need to get done or whatever.”

Some people need to be micromanaged. Where you're saying, "These are the three things you need to do today," etc. "How did it go with those few things?"

You need your team leader to be that person who thrives autonomously, because if you're having to micromanage him regularly, well, that kind of defeats the purpose. You don't want to be fully involved because that will hinder your ability to carry on with your big-picture entrepreneurial goals, and that will be a problem. You need a person who can take your ideas and run with them. Who, even if they don't have all the answers, will go and figure it out.

6 Non-Negotiables that you should not ignore



Now to get onto the six non-negotiable in hiring your team leader. We've discussed that you first want to look for someone with excellent copywriting skills and someone who can get things done autonomously.

Another non-negotiable is someone tech-savvy. Because marketing has become much more technical, you've got CRM systems, content management systems, websites, and landing pages. If someone's a technophobe or they're scared of technology, then it will be challenging to succeed in this role.

You need to say to someone, "Right, we're implementing this CRM," and even though they've never used it before, they're willingly doing the training. They'll figure it out and come up with a way to use it. The other thing, like I said, you want someone with leadership potential because as the first hire, you want them to, later on, manage a team and hire other people.

Look for that leadership potential. See what they've done in their background and their general attitude. It's often hard to see that from just an interview, but giving a person test tasks or basic tasks that they can run with is a good indication of their capabilities.

Give them a bit of a framework around the result that you want and then let them figure out how to get that result. So a test task for this person can be excellent.

You want to see that they have some project management ability. Again, if they're a team leader, they're going to be responsible for the delivery of your projects. They're going to be assigning tasks to your team. You want to make sure that they're able to manage a project, deliver it on budget, and on time. That's kind of important.

The next one is supercritical, and **that's being teachable and coachable.** You really don't want someone who thinks they know all the answers. Pay attention to those who can accept new ways of doing things. And, of course, being a self-starter. When it comes to remote hiring, you need someone who can work autonomously without needing to babysit continuously and asked how things are going all of the time. In my opinion, **these are the six non-negotiable of someone who is potentially going to be your future team leader and first hire.**

How can I hire on a shoestring BUDGET?

We're often asked, "How can I hire on a shoestring budget?" Maybe you don't have the budget to hire a full-time team leader. Well! You don't need a huge budget to start off with. You can literally hire someone who can come in for two or three hours a week and just do that one task that's been sitting on your to-do list. The person you hire hourly may eventually grow into a more full-time role or when you're ready. But starting out can be quite a low cost.

Another consideration is hiring remotely. We don't necessarily hire people around the world because they're cheaper. In fact, very often, we pay well above market average, but there's the principle here that the best person for the role is not always in your zip code.

Another consideration for a workforce you may not yet have considered are moms who've been out of the workforce for a while. They want to dip

their toes in the water and get back into work, and very often, they have a hard time finding a job that's suitable because they don't want to work full time. They might have worked previously in a big company or in an executive position. Now, they want to get back into the workforce, and it's a fantastic thing for them to be able to work a few hours a day with a sort of flexible schedule or the ability to work remotely.

There are websites dedicated to hiring moms. You can download the resource to show you sites where you can hire moms and the ones we've used to hire remotely.

Job Portals

Indeed



Monster



LinkedIn



UPwork



Dice



WORK CULTURE

The next thing which matters a lot, i.e., work culture. Knowing your work matters takes teamwork to the next level. Always appreciate the work of your teammates.

Your attitude and your energy are going to set the tone for the rest of the team.

When you have to call your client/team member, be calm, collected, respectful, and positive.

Nobody wants to work with that person who is always stressed out. Generally, happy teams will be more productive. It's imperative that no one in the team feels stressed out or overworked. It sounds like common sense but remembers **"Happy people will be more productive."**

Happy people will do a better job for you, and they'll want to please you as well so treat them fairly. Be reasonable. Pay them on time. These are the people who are trying to help make you successful. Keep these hygiene factors in your mind and forget about rest. These are things that can potentially make people unhappy in their job, like lousy working conditions or a boss who's always nasty or pay that's too low, and that sort of thing.

Then there are motivational factors, and they're the things that you need present to make people happy. Motivational factors are things like the work is impressive, people feel challenged, got learning opportunities, etc.

How to avoid team failuers?

Failure

- Lack of clear purpose and goals
- Lack of accountability
- Lack of trust among team members
- Inability to deal with conflicts
- Lack of creativity and problem solving

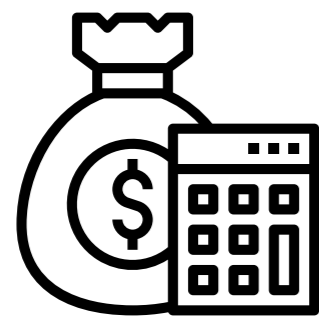
Solution

- Communicate clearly and focus on details of your team's work
- Delegate responsibility and make each and every role organised
- Support communication at all levels
- Be flexible with solutions
- Value team members ideas and encourage them

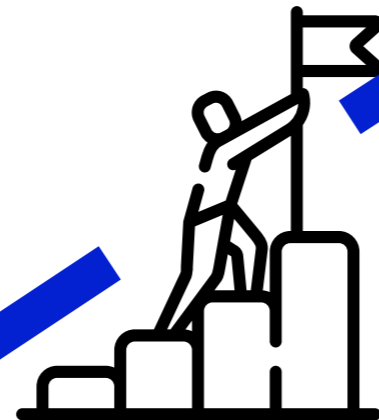
GOAL SETTING

Generally, a business leader sets goals, but any goals you set should be achievable.

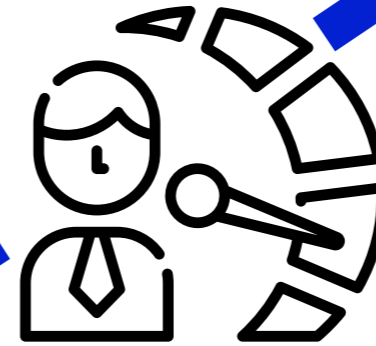
Dream Big, Set Goals



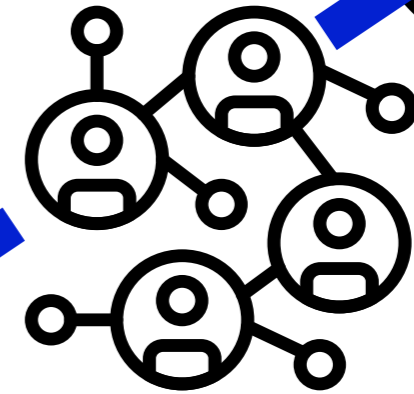
Clear



Relevant



Measurable



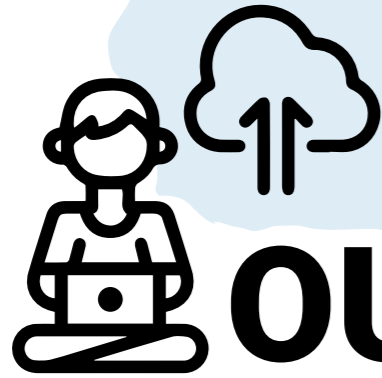
Trackable



Goal

Many organizations set completely ridiculous goals, and they never hit them. When the team just gets demotivated, they ignore the company goals. Don't do anything that demotivates your team. Ask your team members to set their own goals and then review the goals to assess if they are reasonable or too low or too high. The point being, if you've hired good people who are honest, who know what they're doing.

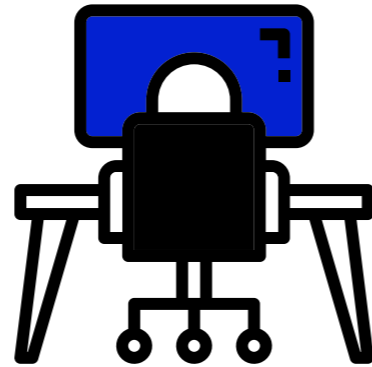
It's crucial that you appropriately set goals & make sure that goals are achievable, trackable, and measurable by the team. Try this approach once a quarter.



OUTSOURCE VS IN-HOUSE

The next question we often get asked is,

- “Should I just outsource everything?”
- Should I hire a marketing agency to do everything?
- Are such types of thoughts running in your mind?



Well, as per my point of view, marketing agencies often can't work well, if we compare with our internal staff. Marketing agencies tend to have hundreds of clients, and their focus is split across so many different clients, so it might be possible that their goals and motivations might not align with yours.

So, I suggest you should never depend on marketing agencies.

How is Pyramids different from others?

At Pyramids, we like to keep intellectual property in-house; we have all of the capability and the know-how in-house, so we own that intellectual property. So if an individual team member leaves, nothing will change.

Why??

Because we trust our in-house team's capability a lot. When we learn how to do something well (**whether that's Facebook ads or how to pitch an article to publication**) we turn it into a checklist, a Standard Operating Procedure (SOP) so we retain intellectual property on how to best do something. These remain if we need to train someone new on how to do something.

TRAINING

Now let's talk about training your team.

Training is super important. You might be thinking, **“What if I train my team and they leave?”** But if you are an entrepreneur you will think, **“What if I don't train my team and they stay?”**

No one wants a bunch of untrained people who don't even know what to do.

Train your team as much as you can to get your projects done in the best way possible. And focus on continually improving your team skills and capabilities.

There are three main ways of training, which you can adopt -

Online courses: Buy online courses so that you can look through yourself and then send the login to someone on your team. There are different topics, and you can't be an expert on everything, but you must try and learn from the experts. So look for online courses that your team can take and learn the ropes.

Via experts or consultants: Another way to train your team is via consultants. For example, hire a PR consultant who can publish your articles in various online publications. You can look for a consultant who can come in and teach you and your team best practices.

SOPs: You should also keep quite comprehensive SOPs (Standard Operating Procedures) so that if you need to teach someone new on the team, then you can easily do that. For example, if you want to hire a Facebook Ads Specialist, then this person will be writing quite a bit of copy, so it's crucial that this person can fully digest your copywriting guide. You must have a branding guide, so they know how all documents and graphics are correctly branded—the proper use of your brand colours, logos, copy etc.

Maybe you are doing your best as an entrepreneur, but you can't be an expert on everything. For instance, you are an expert in handling project management, but you can't keep up to date with the changes in algorithms on Facebook. Some people have dedicated their lives to figuring out Facebook ads, or google ads, or copywriting, or whatever. So it's better to let experts train the team.

Even when you just train one team member, the knowledge is integrated into your standard operating procedures. Pay attention to improve your skills and capabilities.

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