

“Marianne has taken her considerable experience with McDonald’s and translated it into her own model to help successful business owners to step back from the day-to-day, and become both consistent and high performing.”

JEFFREY LERMER, FOUNDER AND MANAGING DIRECTOR, JEFF LERMER & ASSOCIATES



Simple Logical Repeatable

Systemise like McDonald’s to scale, sell
or franchise your growing business

Marianne Page

5. Your Operating Processes

'If you are persistent you will get it. If you are consistent you will keep it.'

JEROMY SHINGONGO



It's just 'The way we do things round here'

Now this is the point where you've probably sat up, thinking 'right, better pay attention to this bit, this is the bit I need – operating processes'.

Well you're probably right, and you're probably wrong.

I've lost track of the number of times I've been asked to, 'just come in and do our processes – we don't need that people bit, we've got HR'.

Yes, you're right, you do need processes to support your customer journey, but you're also wrong because you need them for your planning: to make sure you have a clear destination and route map to get you there; for your people to make sure you hire the right people and train them to follow your way of doing things; and for your performance management, to keep everyone on track.

It's a business jigsaw that needs all four pieces to be complete.

So yes, sit up and pay attention to this bit – but do the same for the other foundations too, because you need them all.

Before we go any further, I have a confession to make – a guilty secret to let you in on – I have a problem with process!

Don't get me wrong, I love what it does, the results you can achieve through it, but the word itself chips a little piece off my soul, makes me think of bureaucracy, paperwork, jumping through hoops. My mind turns to ISO9001, Lean six sigma and the like. Things that are so not me, words that turn me off probably as much as they do you.

I lost count of the number of times I'd use the word 'process' at networking meetings, and see the shutters go down. I'd use the softer, more business-owner-friendly term 'systems' and they'd think I was a techie, into software and IT. I used language that put me in a box that no-one wanted to open 'except in emergency'!

You know what I mean. You're a 'get on and do it' person, and the people who love process are the 'Rule-Bound Reggies' of this world, paralysed by the need to analyse, lacking creativity, shackled by the need to 'follow the system' – right?

Well, sometimes!

The truth is, we all need to get past the language.

For years, I labelled myself as a process person, even called my first book *Process to Profit*, when really I'm a 'making life easier' person.

The only reason a process or a system exists is to make life easier for you, your managers, your team, your customers.

There is no other reason for them.

At McDonald's there is a system for everything, from toasting buns to taking on a new supplier; from mopping the floor to assessing franchisee performance. Yet I don't remember ever really talking about having systems. They weren't something we did in addition to the day job, they weren't viewed as hard work, or an added complication. We worked with them every single day, unconsciously. It was just the way things got done. I'm sure it still is.

And that's what I want for you and your business.

The way we do things round here

I want you to stop thinking about Process; I want you to stop fretting about developing systems; and I want you to focus on making 'the way we do things round here'

SIMPLE LOGICAL REPEATABLE

Looking back at the way we did things at Macs, these were the three key ingredients of each and every system that are imprinted on my mind.

Three words that encapsulate why McDonald's systems work.

- ▶ **Simple** – as simple as possible, but no simpler
- ▶ **Logical** – to a third party because what seems logical and necessary to you may seem like craziness to someone else – maybe even to your team
- ▶ **Repeatable** – because you want everyone in your team to do the same things in the same uniform way – consistently

That's what makes business systems effective. That's what you want your systems to be. That's what I want you to aim for. To have *Simple, Logical and Repeatable* (SLR) systems in your business that are so integral to the way you work that they become 'the way we do things round here', 'the way we operate', 'the way we roll'.

So SLR systems are what you're aiming for. How do you get started?

Routines

Start with your routines.

Think about those things that you do every single day and start with them.

Ask yourself how many of these routines you could hand over to someone else, today. You repeat every single one of them over and over again, but are they always completed in the same way, and to a consistently high standard?

Once you have your list of routines, to make them consistent you'll develop what we call 'How-Tos'.

How-Tos

A How-To does exactly what it says – it explains how to do a task.

It's a step-by-step guide, that explains how to prepare to complete a task; the steps you will follow to complete the task to the standard required; and why it's important to do it this way.

Simple

Your How-Tos have to be easy to understand.

So many people over-complicate their systems and add unnecessary bells and whistles which they imagine will make the system better. They don't. They just make it more complicated.

Sometimes a system can become complicated over time, often because too many people have been allowed to adjust it to suit their own way of working.

Sometimes it becomes complicated because we build in too many checks, because we don't trust, or we need to control.

Sometimes we've just become bored with doing things the easiest way, and decided to 'spice things up'!

Simple is good.

Anyone can follow a simple, straightforward How-To.

Logical

Let's be honest, we all do things that are completely illogical. They seem perfectly logical to us at the time, but to everyone else it's clear we've lost the plot!

For a How-To to be effective, it has to be logical. It has to be reasonable, and make sense to those who are going to use it, not just to you.

The best way to achieve a logical system is to use 'the five Whys'.

- ▶ The first *why* should always be 'Why do I have this system?' It may be a system that gets you from A to B – but is B really where you need to be going?

- ▶ Be sure that it's the right system for you/your business – something that makes life easier – before moving on
- ▶ If it is the right system, then check each step in your How-To by asking *why* four further times. 'Why do we need this step? Why do we do it this way? Why have we added in these steps... do they add value?, Why do we do this and not that?' and so on

Check your logic at every stage, and if you have a team, involve those closest to the task in developing your How-To.

Repeatable

You don't create a How-To for something that you're going to do once and never do again.

There was no need for me to develop a How-To for jumping out of a plane, for example, because much as I loved the experience (once the 'chute had opened), there is not a cat in hell's chance of me ever doing it again!

But you should have a How-To for anything that you're going to repeat, even if it's only once a year.

Record your How-Tos

How many times have you gone back to do something that you've done before, and you've forgotten how you did it? You have to go searching through Google, or trawl through YouTube videos to remind yourself of the best way to do it.

And then, even having gone through this pain, you *still* don't record how you did it to make it easier for yourself next time.

That R in SLR could just as easily stand for Recorded.

Are your How-Tos recorded and therefore useable by someone else? If not, take the time to record them and then store them where they can be easily accessed and used by you and the team.

A lot of business owners get hung up on the need for an operations manual, which sounds great – McDonald's had an ops manual of course, three inches thick – detailing how to do pretty much everything in the business.

But times have changed. You don't want or need a manual these days. You want something that's really easy to access, and that meets the different learning needs of individuals in your team.

Think about how you learn to do new things. If you're anything like me you'll Google it, and find a YouTube video that'll show you step by step.

There are lots of ways to learn these days – your How-Tos can be videos, marked up documents with an audio commentary, simple Word documents, PowerPoint slides – one size doesn't have to fit all.

And you can store all of your How-Tos in whatever format you choose, online – in a wiki, in Dropbox – again, there are lots of options for storage.

Working solo?

No real difference. You still need to make the way *you* do things simple, logical and repeatable. You still need to record what you do so that when you start hiring, your new team can hit the ground running, doing things the way *you* want them done, and to *your* standard.

It's all about making life easier. Yours as much as anyone else's.

It's the only reason systems exist.

HOW TO COMPLETE A MONTHLY STOCK ORDER	
	COMPLETED
1. To be completed on the first working day of each month.	<input type="checkbox"/>
2. Open Monthly Order form on tablet/pc.	<input type="checkbox"/>
3. Count stock as listed and enter the amount in the 'Stock-in' box.	<input type="checkbox"/>
4. The spreadsheet will calculate the amount to be ordered and will record in the 'Order' column how much is to be ordered.	<input type="checkbox"/>
5. Phone the different orders as listed on the order form, using the phone number provided.	<input type="checkbox"/>
6. Pay for the order using the company credit card.	<input type="checkbox"/>
7. Complete the 'Order placed with' and 'Order number' sections.	<input type="checkbox"/>
8. Complete the 'Date completed' and 'Completed by' sections and finally sign.	<input type="checkbox"/>
9. Save order form in 'Monthly Order' file under the relevant month's name.	<input type="checkbox"/>

WHY DO WE DO IT THIS WAY?

It is important that we never run out of stock. If we do there are several things that could happen as a result.

1. The product may not be available that the customer ordered, therefore a potential loss of sales and the loss of a loyal customer.
2. This could affect our brand as dissatisfied customers often tell other people about their poor experience.
3. Staff may have to go to local shops to buy a replacement product, incurring an additional cost as the placement product will be more expensive, wasting staff labour.

By ensuring we always have available stock will mean a smoother business operation.

PROCESS IN PRACTICE

A while ago, we mapped out a customer journey for one of our manufacturing clients – we map it out on a roll of brown paper, looking at all of the touchpoints that the customer has with the team, and who is involved at each point.

Their journey was about twenty-five feet of brown paper long, and so confusing that my head hurt when we'd finished.

The sales team were involved from start to finish of this journey – I'm surprised they ever had time to sell – and the customer had to speak to four different people in order to do business with the team.

Supporting the journey there were four teams, all overlapping in terms of the roles they were performing, and all doing things in a very different way.

What had happened was what happens a lot in successful small businesses. They had started small – the owner and three trusted team members all of whom were very clear about their role and very focused on it. Of course, they quickly became successful, and with the success came a bigger team, and an even bigger team, until soon they were a team of thirty.

The way we do things around here had become confused, as each of the four original team members gave the new people their version of what the operating processes were. As a consequence, their service and delivery times were poor, and they were losing staff – almost as quickly as they could hire them.

Our job was to unravel it (always easier when you're not in the thick of it), to look for the simplest route for the customer, and the most logical way to support their journey.

As a result, their customer journey has shrunk from twenty-five to ten feet of brown paper; the teams, now clear about their roles, focus on delivering in a much simpler, more logical way; and customers get a much more efficient service. It's still a work in progress, but together we are making progress and that's the key.

So again, think about your business. What you will change or do differently to improve, 'The way we do things round here'?

FOUNDATION #2 TOP 5 TAKEAWAYS

1. It's crucial that you view your customer journey through your customers' eyes; through their very real experience.
2. Some of the touchpoints with your customer are more critical than others. These are your Moments of Truth.
3. You want your Journey to be as simple and straightforward as possible for your customers. Friction-free. Easy to do business with.
4. Think of your operating process simply as 'The way we do things round here', and make the way you do everything, Simple, Logical and Repeatable.

5. How Tos explain how to prepare to complete a task: the steps you will follow to complete the task to the standard required and why it's important to do it this way. They can be videos, marked-up images or simple Word documents.

FOUNDATION #2 MY ACTIONS

Priorities

1. _____
2. _____
3. _____

Do one thing

The baby step I'll take TODAY is _____

"This book isn't about burgers, it's about Marianne caring enough to give business owners a recipe for freedom and success. If you need help implementing simple, logical and repeatable systems, there are very few people better equipped to guide you."

ALAN LEWIS, ENTREPRENEUR, SPEAKER AND AUTHOR

The McDonald's recipe works, and it will work for you.

Simple, Logical, Repeatable is your blueprint for modelling McDonald's to achieve the success, and freedom, you're looking for. It introduces you to The McFreedom System® that draws on the four foundation systems underpinning the enduring success of McDonald's – the reason they have become so consistent, reliable and trusted in the global marketplace.



Planning – clarity around your destination and your route map to get you there.



Process – simplicity of your customer's journey through your business.



People – effective hiring and training so people know 'how we do things round here' to deliver consistently high standards.



Performance – ability to measure and manage performance to keep everyone on track.

The McDonald's formula is simple – develop systems to run every aspect of your business, develop a high performing team to run your systems, and then get out of their way. Mastering these foundations will give you the freedom to scale, grow, sell or franchise your business... or run it from a beach somewhere, if that's what you want to do.



Marianne Page has 27 years of senior management experience with McDonald's and now works with six- and seven-figure business owners who are victims of their own, often rapid, success, and unable to extricate themselves from working in their business in order to work on it. Through her McFreedom System™ Marianne gives business owners a blueprint for scale, growth and personal freedom. Her award-winning McDonald's experience makes her one of the world's most qualified experts on the practicalities of implementing simple, logical and repeatable systems in every area of your business, and developing your high performing team to run them.

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