

TEAM

MANUAL

THE
LIFE COACH
— SCHOOL

Table of Contents

Manifesto and Values	3
Company Philosophy	4
Rules	5
Business Model	6
Company Plan	7
Company Goals	8
Operations	9
Systems	10
Narrative Processes	11
Company Calendar	12
Hiring and Onboarding	13
Bonuses and Pay	14
Manager Page	15
Weekly Management	16
Meetings	17
Quarterly Evaluations	18
Employee Filters	19
Manager Filters	20
Paid Time Off and Company Holidays	21
Company Glossary	22

Manifesto and Values

This one sheet is revisited each year to insure everyone knows and agrees. Changes are made if needed.

MANIFESTO

You will love working here if you like our cultural manifesto.

We keep things simple. We constrain our focus to a few big goals. Everything needs to support the mission of Being An Example of What is Possible With the Model. 100 Million in 2028 is something we all get behind. We move very fast around here-we are efficient and prepared-we get ridiculous results. We are committed to managing our own minds and we use our own model to do it. This helps us own our mistakes and take responsibility for our thoughts, feelings, actions and results.

We talk about issues out in the open-we like everyone to be in the know. We tell the truth to each other. We change our minds a lot because we are willing to learn by taking action. We know something is a good idea by trying it out. We spend less time thinking and talking about what we are going to do and more time doing it. We are "blue collar" in our approach to work and "white collar" in how we get paid and dress. We plan way ahead and prepare as early as possible. We don't like fires or emergencies. We don't want anyone to be stressed or too busy.

We take six weeks of paid time off worry free. We back each other up. We rely on great processes and spend a lot of time keeping them accurate and usable. We represent the school by dressing up and working in a professional environment because we like to be a little bit fancy. We love delighting our customers and overdelivering. It has to be fun (and hopefully funny) or forget it.

VALUES

1. Be an Example
2. Be Fun
3. Be Blue Collar

Company Philosophy

Each company can manage itself one sheet at a time.

I learned this idea from one of my mentors, Dan Sullivan. It basically means that everyone manages themselves within an organization because the objectives and processes are so clear, we don't need people to tell other people what to do.

I love the idea of creating a business where everyone is empowered to make decisions, try out ideas, and make mistakes within the mandates of our mission and our current priorities. I believe this helps our employees know what is possible and therefore further fulfills that mission.

It's easier to tell people exactly how to do their jobs and make them do it. It's easier just to keep hiring people to do the workload. But it's not better. It's better to take the time to train great people, give them direction, and then let them figure the rest out.

We can do this because our vision is very clear. As long as ideas and decisions support our vision, we try them to see if they are good. That's it. Our employees get support, but they are expected to work at the highest end of their ability and capacity and that will require them to use their own judgment.

We hire and fire based on our core values and our cultural manifesto. You have to be an example of what is possible, you have to be fun, and you have to be "blue collar". Blue collar as we define it means you get to work right away and you produce results right away. We don't talk and think about taking action, we take action. It also means you are willing to be "in service". This means there's no job you aren't willing to do if it's needed for our vision to come true. Simplify everything.

Chris and I believe our "blue collar" mentality is what brings us our ridiculous results. We love working alongside people who know how to go to work and get a good job done fast.

We also truly believe that when you expect more from employees, they rise to the occasion. We like to challenge and be a bit tough on the people who work for us so they can blow their own minds in what they are capable of doing. We ask the same of ourselves.

Rules

Dress a bit fancy.

Wear a collared shirt if you are a guy - pants if you have a client/vendor meeting.

Don't wear jeans or cut offs.

Shorts are fine if they look nice.

Don't wear baseball caps or sweats or clothes that show your private parts.

Shower on the regular so you don't stink.

We will call you out if you look a mess. Count on it.

Come on time to meetings and stay until the end.

Make sure you are in a quiet place with good audio and internet.

Be prepared for meetings.

Make sure to post your focus time and end of week items.

Don't answer Slack on the go, wait until you are during work hours.

As policy, if you have a side coaching business while you are a full time employee with us, you cannot coach any of our customers outside of the Life Coach School.

Business Model

We have two main products we sell that create revenue:

Coach Certification Program (CCP)
(Applied Coaching or Entre-Track is a choice included)

Self Coaching Scholars (SCS)

We have a few other products we sometimes sell:

100k Program

Master Coach Training (MCT)

Business Workshop

One to One Coaching (single session & six session package)

Company Plan

We have a Vision for our Company.

Our vision is to grow our company to 100m per year by 2028, to be an example of what is possible with the model.

We have a One Year Plan for the Company.

We follow a Quarterly Plan for the Company and Team.

Quarter 1-4

1. Three Quarterly Goals for Company
2. Three Quarterly Goals (“Rocks”) per Employee

Everyone will identify their own Quarterly Goals and have three of them on display in their office.

We have a published list of everyone's Quarterly Goals and the company's Quarterly Goals in the Team Project in Basecamp.

You are the manager of yourself and you will stay on track with your own priorities and actions. Own your monthly meeting with manager (30 minutes after team meeting). You are accountable for your 90-day commitments. If you need to change them, you need to request a meeting with your manager to change any commitments. All changes need to be communicated to the entire team and changed in Basecamp.

Company Goals

The following is how the company vision and goals are tracked by year and quarter. See the Team discussion in Basecamp to find the current years goals.

1. Vision for the Year

The Year of...
Revenue
Employees

2. Goals for the Year

Scholars
Certification
One to One
Marketing

Quarter 1

1. Three Quarter Goals for Company
2. Three Quarter Goals per Employee
3. Issues List

Quarter 2

1. Three Quarter Goals for Company
2. Three Quarter Goals per Employee
3. Issues List

Quarter 3

1. Three Quarter Goals for Company
2. Three Quarter Goals per Employee
3. Issues List

Quarter 4

1. Three Quarter Goals for Company
2. Three Quarter Goals per Employee
3. Issues list

Operations

Hiring

We hire blue-collar badasses and pay them well.

Everyone gets a 90 day trial.

All core employees get to vote on all new hires (employees).

We base our hiring on the philosophy that a team of hardworking, blue-collar badasses can do 3X the work of most teams. We, therefore, pay out bonuses to reflect that. We require blue-collar work from super smart people and then pay them white-collar salaries.

Onboarding

Once you are officially hired, we roll out the red carpet.

We send you an offer letter with a generous and complete compensation plan.

We get you enrolled in all the benefits.

We get you all the tools and equipment you need.

Working

We require that you understand our vision as a company.

We give you our current 10 year, 1 year, and 90-day strategy plan.

We determine together your three main goals (priorities) to focus on doing for the next year and specifically for the next 90 days.

We get out of the way, and let you get your job done.

Questions

We are very strict about having clear processes and using them.

Before you ask anyone a question, we expect you to check to see if there is a process for it.

We want to support each other, but we need to be very respectful of each other's time. Research the problem, try to solve it, and then run it by someone after you've prepared a decision filter.

This will take you longer in the beginning, but it will ultimately save everyone time.

Systems

We use four main systems:

Slack
Basecamp
Dropbox
Sweet Process

Slack is used for all communication within the team and projects with contractors. We use Slack for filters and quick back and forth communication.

Basecamp is used for all project management, creation, collaboration, and customization. We use Basecamp for current projects with dates and timelines.

Sweet Process is used for all ongoing narratives, processes and policies. We use Sweet Process for repetitive tasks and structure for projects that repeat.

Dropbox is where we store all of our documents and shared resources. In Dropbox, we have a folder specific for The Life Coach School. Do not use personal Dropbox.

Basecamp vs Sweet Process

We want to do anything specific or time sensitive in Basecamp and anything permanent and policy or procedure oriented in Sweet Process.

Narrative Processes

For each item we sell as a company, we will have a customer narrative.

A customer narrative is the process the customer goes through from when they find out about us, until after they have purchased and consumed our product or service.

We call this the front stage.

The processes that we must do as a company to fulfill the narrative is the backstage.

Each process should be documented with text, visuals and videos so the backstage could be done by anyone coming in as a new employee.

We are constantly improving our backstage processes in order to improve the front stage narrative for the customer.

Company Calendar

We have a master Company Calendar for the entire company.

The calendar includes all classes and events taught company wide.

It includes all meetings for entire team.

It includes all time off for all team members.

It includes all company holidays.

It includes all major project timelines and goal dates.

Company Calendar is color coded in Basecamp, found under Calendar. See Sweet Process.

Hiring and Onboarding

We hire people based on our values.

We design the job first and then we go looking for the person.

We create a very clear job description and make sure processes are in place.
See template in Sweet Process.

We offer the person a trial contract job for three months to see if they are a good fit for our company and if they are willing to work with our extremely fast-paced company.

Once they complete the three-month trial, we officially offer them a job and bring them on board.

We offer six weeks of paid time off, full health benefits, paid for pre-approved education and coaching, and competitive salary and bonuses.

We don't hire to solve problems. We solve the problem first and then hire to execute the solution.

Bonuses and Pay

Our philosophy is that we work blue collar and pay white collar.

We give amazing benefits including health insurance, paid time off, and pre-approved education allowance.

We may give random raises throughout the year for performance.

We give profit-sharing raises at our discretion.

Once a year you will be given a compensation sheet showing you the total of your compensation value including base, health care, education and coaching.

As an employee you will also be given a laptop, a microphone and software as needed.

You will also be reimbursed for approved work-related trips and meals. See Sweet Process.

Manager Page

For each employee and each job you need to have the following process.

1. A current job description that includes the actual work the person does in job. (Keep updated monthly.)
2. Quarterly Goals - Three Goals (rocks) per quarter that are the priority and focus in addition to daily tasks of job.
3. Quarterly Reviews - Follow Quarterly Review Sheet
4. Monthly Meetings with Employee/Manager (30 Minutes)
5. Focus Time Posted in CoreLCS on Monday - reviewed by manager (Two hours per day scheduled.)
6. Weekly Updates posted in CoreLCS on Friday - reviewed by manager (Accomplishments and Open items, top 3 of each)
7. Managers expect employees to use the one-page management processes and filters and systems.
8. Employees need to know how to know if they are winning. They need to make sure they understand the team vision and how their job is a part of that.
9. When employees are not meeting expectations, you need to give clear feedback based on facts and examples-not opinion- through an issue filter. Give clear feedback in writing, then if needed do a meeting request. Make sure you are doing calendar requests if you believe it is a time management or planning issue.

Meetings

Focus Time - Monday Hour One

On the first hour of your week, decide your focus time for the week.
This is two hours every day where you will turn off all notifications and close all apps.
During this time you will focus on one area of your job to create a result.
Post the day, focus hours, and focus area in CoreLCS on Slack every Monday.
(See Sweet Process)

Weekly Meeting

We have a team meeting every week on Monday that the entire full time team attends.
This meeting is 30 minutes.
Each person has a few minutes to speak.
It's a time for announcements, accomplishments, and updates.

Accomplishments and Opens - Friday Hour Done

Each week you will post, on your last hour of work, a recap of your week in CoreLCS. Include three main accomplished results.
Include three main open items and your due date.

All updates on CoreLCS will be reviewed by all team members.

Meetings

Meeting Structure

We have one BIG meeting every year where we decide the goals and the focus for the following year.

We have one-day 90-day meetings with core employees in-person to decide focus for the quarter for the business and for each employee.

We have one-day meetings with directors to design/re-design programs as needed.

We have weekly meetings for 30 minutes to connect and update each other.

We alternate 30 minutes (the second half of the hour) for monthly manager/employee catch up meetings.

All other meetings are by request.

QUARTERLY IN PERSON MEETINGS

We meet for a full day in person with all full time employees

30 MINUTE ONE TO ONE (MONTHLY)

What are top three items to discuss? (Write specific questions for each item)

Any other items to discuss if time? Make a list.

What's working well? Accomplishments since last meetings.

These meetings should not be filled with questions/decisions for your manager to make. Make your thoughtful decisions in filters before discussing.

MEETING REQUEST

If you need approval on an idea, decision, or delegation, simply follow the process and make the request to your manager in Slack. If you need to discuss something live, make the request using the following questions:

What is the purpose of the meeting?

Who I want to attend and why?

What I've done to prepare:

If the meeting request is denied, this is how I will proceed:

Date range and length of meeting requested:

Quarterly Evaluations

Employee (completed by Manager just ahead of each Quarterly Team meeting)

Your score on LCS values. (Score between 1-10. Why?)

1. Be an example
2. Be fun
3. Be Blue Collar

Processes

Your score on your 3 goals for the quarter. (Score between 1-10. Why?)

Goal 1

Goal 2

Goal 3

What you can work on to make everything a 10...

Evaluation PDFs are in Sweet Process.

Manager (completed by employee January, April, July, October)

Your score on LCS values. (Score between 1-10. Why?)

1. Be an example
2. Be fun
3. Be Blue Collar

Processes

Your score on leadership: (Score between 1-10. Why?)

1. You empowered me
2. You set clear expectations
3. You communicated well

What you can do as my manager to help me be even more awesome as an employee...

Employee Filters

SOLVING PROBLEM FILTER

Use this format whenever there is a problem or issue that you're solving or want help solving, and you want to let your manager know. Please do this no matter whose job or responsibility the issue is. You can send to multiple people or post in general/corelcs just to keep us updated.

1. What is the problem?
2. What caused it?
3. How do we change the cause?
4. What is the solution for now?
5. Date it will be solved

IDEA FILTER

1. What is your idea?
2. Why do you think this is a good idea. (Be Detailed and Specific)
3. What does it require to implement?
4. If approved, when will you complete it?

DECISION FILTER

Use this filter when you have a question for your manager or are confused on how to do something. It always seems easier to ask someone what to do, but we like you to decide what to do and then run your decision by your manager instead.

1. What is the decision to be made? (Limit to two options)
2. What is the choice you are making and why?
3. What will be the desired result?
4. If you don't hear back, when will you implement?

CLARIFYING QUESTIONS FILTER (“Cake” filter)

1. List all the questions you have about the task, project or assignment.
2. Answer all the questions thoughtfully to reveal your thinking process and research.
3. Submit to manager for review or feedback.

Manager Filters

ISSUE FILTER

Use this format when you are informing an employee or colleague of an issue they need to work on.

Issue: List the issue Factually and Specifically

Requested Solution: Focus forward on what need to change or improve-BE SPECIFIC

Date or Time Frame: Request a date that issue be solved

DELEGATION PLAN

1. What needs to get done?
2. Why it needs to get done:
3. When it needs to be complete (date):
4. Updates required (dates/milestones):
5. Any additional notes or directions:

If someone delegates something to you or you delegate something to someone, make sure you get or give the Delegation Plan. This keeps everything very clear.

UPDATE REQUEST

If a manager requests an update from you, please respond with this information within 6 hours if possible.

1. Screenshot of your current work week calendar
2. List of top five priorities with status and dates
3. Current obstacles (if any)
4. What is working and going great?

Paid Time Off and Company Holidays

Paid Time Off (PTO)

Full-time employees can earn up to six weeks (30 business days) of PTO a year.

PTO is prorated if employed after the 1st of January.

It does not roll-over to the next calendar year.

Two months of work equals five earned days (1 business week) of paid time off.

PTO can't be used until it is earned (2.5 days/month).

PTO applies to any time used away from work (i.e. vacation, sick days, etc.)

All PTO needs to be posted on the company calendar in Basecamp.

PTO has no monetary value.

Any accrued PTO is forfeited upon termination as an employee.

Take six weeks AWAY from the company. Don't check in. Don't work.

It is your responsibility as the employee to make sure you have a back-up while you are gone and that all of your tasks are completed on time.

Company Observed Holidays

The Life Coach School takes the following company Holidays:

New Year's Day – January 1st

Memorial Day - Last Monday in May

Independence Day – July 4th

Labor Day - First Monday in September

Thanksgiving and Black Friday – 4th Thursday in November

Christmas Eve and Christmas Day – December 24th and 25th

Company Glossary

A list of commonly used terms and acronyms.

LCS or TLCS: The Life Coach School

Certification Programs

Coach Certification Program (CCP): Program for clients to get certified in coaching.

Applied Coaching (AC): One learning track option after completing CCP and getting certified; for clients who want to enhance their coaching skills, but not own their own company.

Entre-Track (Entre): One learning track option after completing CCP and getting certified; for clients who want to have their own coaching business (entrepreneur).

Alumni: Clients who have completed Coach Certification Program. Have the option of attending miscellaneous back-end programs such as 100K, 1MM, MCT, Coach Tank. We sell these programs to Alumni at Mastermind.

Coach the Coach (CTC): A Zoom call for AC students with a Master Coach Instructor on which they coach one another and receive feedback on their coaching. Typically 60 minutes long with 10 minutes of coaching and 10 minutes of feedback, repeated for all 60 minutes.

Company Glossary

"Back-End" Alumni Programs

100K: 100K Mastermind is a group of Certified Coaches who apply to do the Mastermind and pay \$25k for their businesses to become \$100k businesses.

1MM (Millionaire Mastermind): For Alumni clients who pay Brooke to coach them to get to \$1M, and inclusive of anyone who has reached \$1M. An opportunity to "talk shop". Also known interchangeably as Millionaire Mentoring, 1 Million Mentoring, or 2 Comma Club.

Master Coach Training (MCT): Calls exclusively for trainees who are in and paid for the program. The program is designed to be six months long but Brooke determines whether or not a participant has achieved mastery or not. There are two live events each year offered only to certified Alumni.

Coach Tank (CT): Like Shark Tank. An opportunity for Certified Coaches to pitch their amazing ideas to Brooke via Slack.

Company Glossary

Scholars Programs

Self Coaching Scholars (SCS): A paid monthly membership program for clients who want to better themselves through an online, interactive program. With the membership paid monthly, the client will receive a Bonus Box in the mail upon enrollment. They get a lot of amazing materials. Website access. Monthly materials mailed for the curriculum relating to the next month. Coaching calls and Q&A calls taught by Brooke and Coach Instructors.

VIP: A Scholar who has completed six months. They become a VIP on their 7th month and are invited to Modelthons. They get other perks, including a VIP Live Coaching Call with Brooke.

Q&A: Question & Answer Calls for Self Coaching Scholar clients.

Modelthon: Two separate in-person events held each year specific for VIPs & Diamonds.

Diamond: Self Coaching Scholar clients who have held a membership for one year or longer.

Double Diamond (DD): Self Coaching Scholar clients who have held a membership for two years or longer. Scholars in the Double Diamond level are eligible to attend the Double Diamond Retreat.

One to One Coaching: Private coaching to clients (including both Self Coaching Scholars and non-Self Coaching Scholars) from in-house life coaches at The Life Coach School.

Company Glossary

Systems (Web-based platforms)

Slack: Used for all communication within the team and projects with contractors. We use Slack for filters and quick back and forth communication.

Basecamp (BC): Used for all project management, creation, collaboration, and customization. We use Basecamp for current projects with dates and timelines.

Sweet Process (SP): Used for all ongoing narratives, processes and policies. We use Sweet Process for repetitive tasks and structure for projects that repeat. This is where the *final version* of a process is housed.

Dropbox (DB): Where we store all of our documents and shared resources. In Drop Box, we have a folder specific for The Life Coach School. Do not use personal Dropbox.

Rackspace: Used for LCS e-mails; predominantly email to/from external users (outside of LCS).

Zoom: Used for Video Conferencing. Preferred choice for LCS meetings.