



— THE — OWNERSHIP SHIFT

LEADING A TEAM THAT DRIVES RESULTS

Workbook



WINS IN THE LAST 90 DAYS?

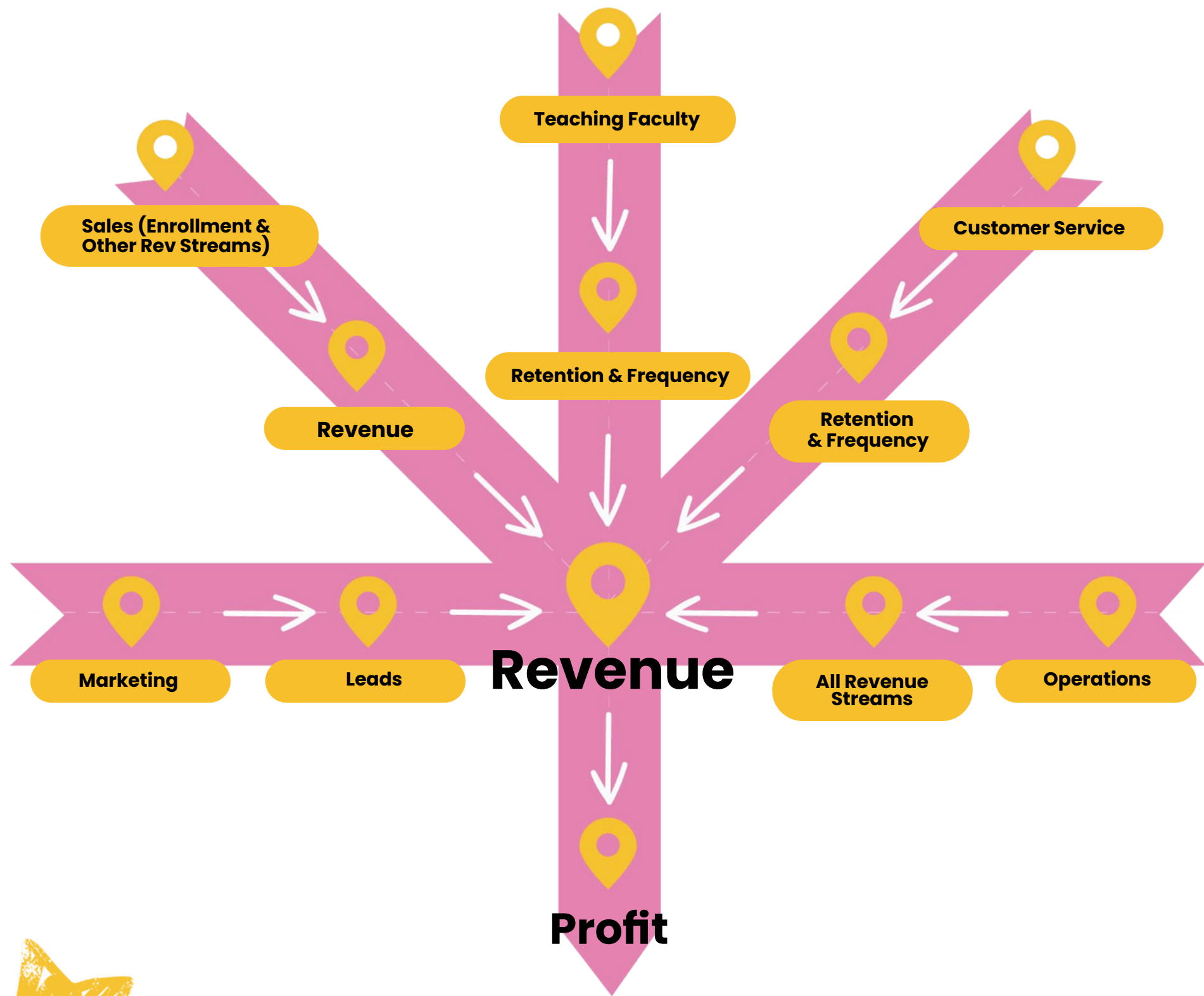
— THE —
**OWNERSHIP
SHIFT**

LEADING A TEAM THAT DRIVES RESULTS

What is the purpose of having a team?

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All Roles Lead to Revenue

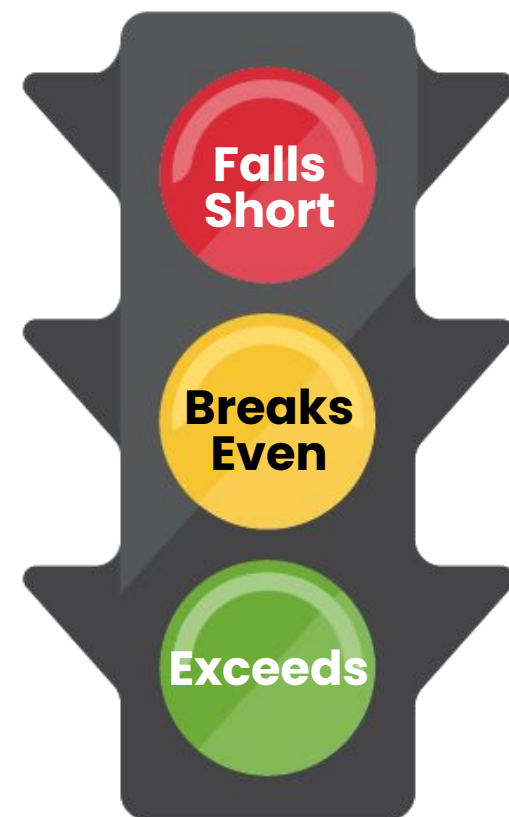


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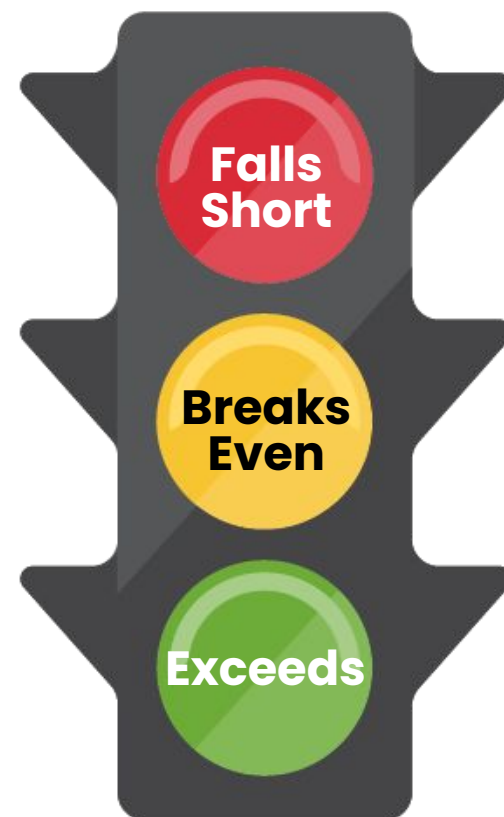
Where does your team stand?

Marketing



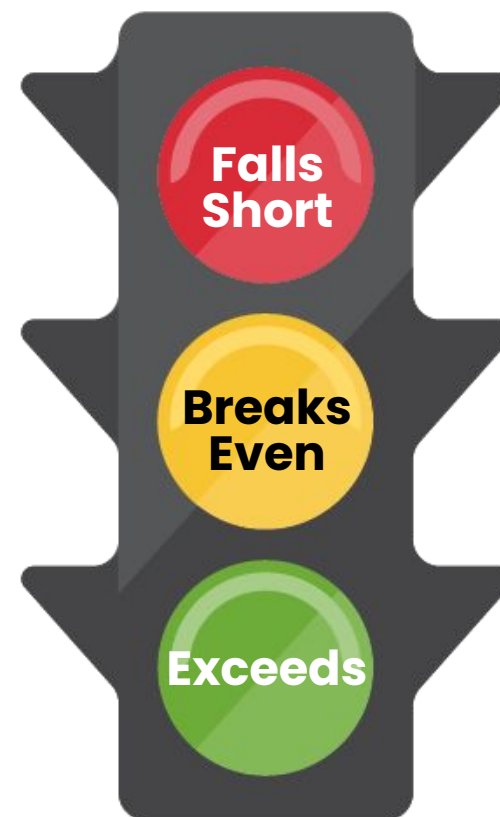
Leads & Enrollments

Sales (Enrollment & Other Rev Streams)



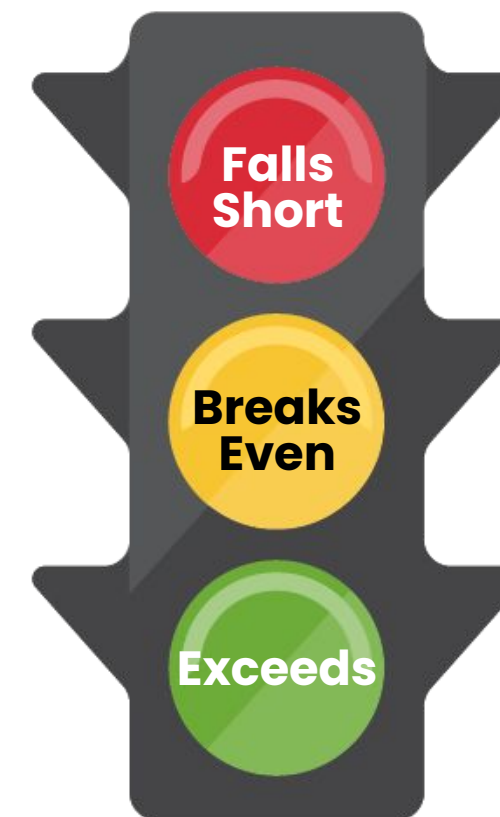
Revenue

Teaching Faculty



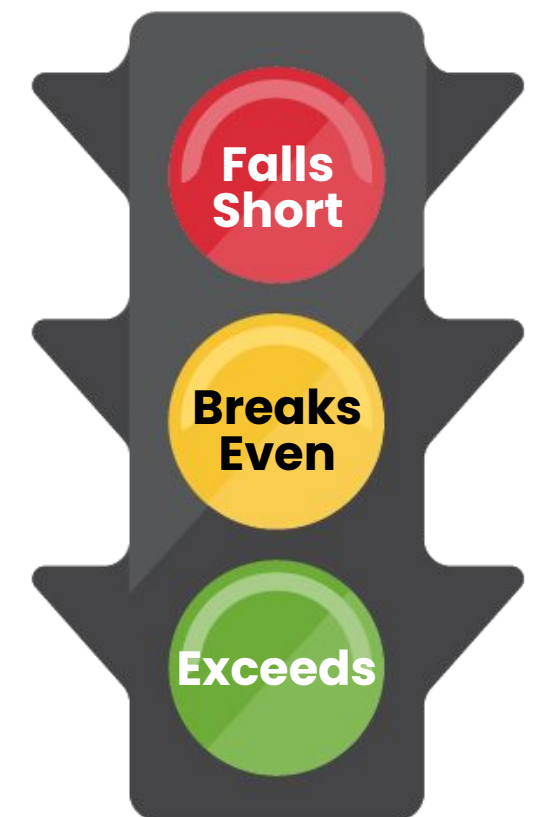
Retention & Frequency

Customer Service



Retention & Frequency

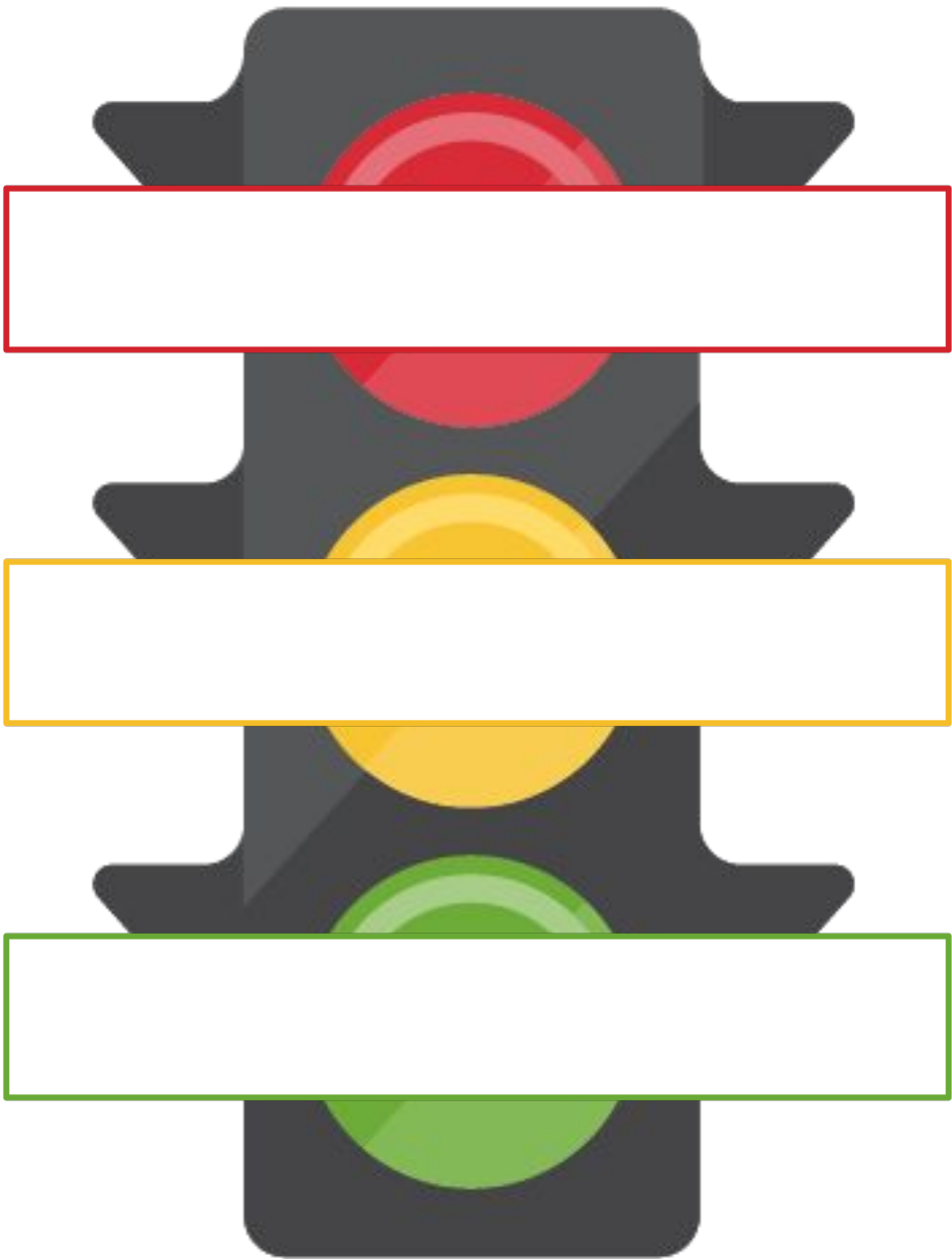
Managers



Employee Attendance & Retention

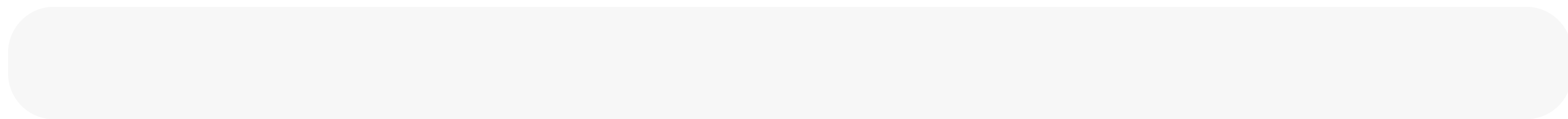


What are your totals?



WHAT DID YOU DISCOVER?

Which departments need
the most attention?



How to measure your team's success: KPIs

KPI Score Card

DEPARTMENT	ROLE	PRIMARY KPI(S)	SECONDARY KPI(S)	GOALS	OWNER

BONUS #1: KPI Scorecard Template



**Is each team member
giving you a return on
your investment?**

What is ROI?

ROI = Return on Investment

Compares what you put in vs. what you get back.

Helps you make smarter decisions.



Types of ROI



Financial ROI → Tuition, revenue, profit



Time ROI → Hours saved vs. hours spent



Energy ROI → Stress reduced vs. stress added



Culture ROI → Impact on morale, retention

NOTES



ROI Formula

$$\text{ROI} = (\text{Return} - \text{Investment}) \div \text{Investment} \times 100$$

Return = what you earned

Investment = what you spent

ROI % SHOWS PROFIT RELATIVE TO COST

NOTES



ROI Formula Example

HIRING ADMIN SUPPORT

Investment : \$500/month in admin pay

Return : 20 hours freed @ \$100 each (20 x \$100 = \$2,000)

ROI = (**Return** - **Investment**) ÷ **Investment** x 100

300% = (**\$2,000** - **\$500**) ÷ **\$500** x 100

NOTES



ROI Formula Example

SOCIAL MEDIA MANAGER

Investment : \$700/month for part-time social media posting

Return : 3 trial students sign up → only 1 enrolls at \$50/mth for 10 mths.

$$\text{ROI} = \left(\text{Return} - \text{Investment} \right) \div \text{Investment} \times 100$$

$$-29\% = \left(\$500 - \$700 \right) \div \$700 \times 100$$

NOTES



The ROI Formula in Action

DEPARTMENT	ROLE	INVESTMENT	RETURN	FINANCIAL ROI	OTHER ROI (TIME, ENERGY, CULTURE)	ACTION ITEM



**BONUS #2: ROI
Formula Calculator**

The QR code is located in the bottom right corner of the slide, enclosed in a red rounded rectangle. It is labeled 'BONUS #2: ROI Formula Calculator'. The QR code itself is black and white, with a small red text label 'The ROI Formula in Action' visible in the top left corner of the QR code area.

Who to Coach, Who to Cut

MULTIPLIERS

Clear obstacles

Coach/Support

Incentivize

Protect from burn out

Promote

DRAINERS

Hold Accountable

Set Consequences

Performance Improvement Plan

Contain from others

Terminate

NOTES



5 Sentence Starters

TO TAKE THINGS OFF YOUR PLATE AND GET YOUR TEAM TO TAKE OWNERSHIP.

“What do you recommend...”

“Why don’t you...”

“Have you considered...”

“Can you look at...and come up with a solution for me by....?”

“Can you do some research on...and present your top 3 recommendations by...?”



Ownership Blockers

“Let me think through this problem and I’ll get back to you.”

“Let me do some digging and I’ll let you know what comes of it.”

“We’re starting a new program and I need to predict how it’s going to go.”

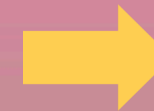
“Katie can’t teach on Tuesdays anymore. Once I come up with a plan, I’ll let you know what our schedule will look like on that day.”

“We need to invest in dance studio software. I hate technology stuff, but I’ll try to look into it this week.”

VS



“What do you recommend we should do about this?”



“Why don’t you run the numbers and let me know what comes of it.”



“Have you considered working through a worst-case scenario, best-case scenario, and somewhere in between? Then, let me know where you think we’ll land.”



“Katie can’t teach on Tuesdays anymore. Can you look at the schedule and come up with a solution for me by next meeting?”



“We need to invest in dance studio software. Can you do some research and present your top 3 recommendations to me next week?”

Ownership Shifters

Reflect on a Current Situation.

CREATE YOUR OWN RESPONSE BY USING ONE OF THESE:

"What do you recommend..."

"Why don't you..."

"Have you considered..."

"Can you look at...and come up with a solution for me by....?"

"Can you do some research on...and present your top 3 recommendations by...?"

**BONUS #3: The
Ownership Playbook
for Managers**



10 Habits that Sabotage Team Members taking Responsibility

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How many of
these rocks do
you carry?

___/10

On the Other Side of your Rocks lies your Revenue and Income Goals

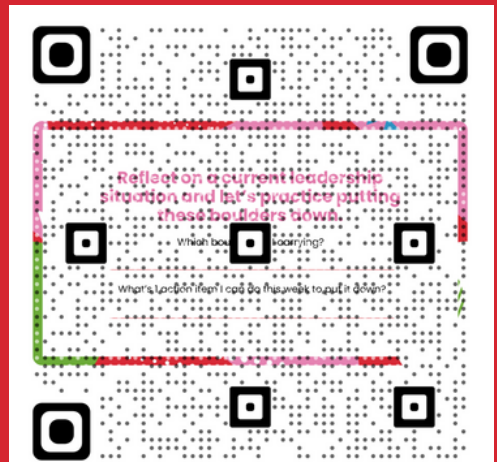


Reflect on a current leadership situation and let's practice putting these boulders down.

Which boulder am I carrying?

What's 1 action item I can do this week to put it down?

BONUS #4: The Breakthrough Blueprint for Managers



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