RUNNING

ON

AUTOPILOT

HOW TO FIND, HIRE, TRAIN AND REMOTELY
MANAGE A VIRTUAL ASSISTANT

MICHELLE THOMPSON, MBA

DEDICATION

I want to dedicate this book to Ian Prybl - Thank you for showing me the way and for believing in me before I believed in myself. You have truly changed not only my life, but each one of my employee's lives as well. I will forever be incredibly grateful.

*The reader should assume all thoughts, ideas, and in some cases examples are the direct work of Ian Prybl. He has taught me all I know about outsourcing.

In addition, I want to recognize a few others who have helped this dream come to life.

Nancy Thompson: Mom, this book would have never happened without all your love and support. I appreciate and love you so much.

Noriel See: You wrote this book man! You took all my training, thoughts and ideas and put them into words on page for this book. It would not have happened without you.

Lois Ramos: You were able to take Noriel's words and add picture life to it. Thank you!

ARE YOU TIRED OF BUSINESS TASKS TAKING OVER YOUR ORIGINAL DREAM?

If you've been feeling overworked, overstressed, and overcommitted, this is the perfect training for you!

Running on Autopilot was created for solopreneurs and small business owners who want to be able to hand off their mundane tasks and get back the control in their life.

In this book, you'll learn how to...

✓ **Identify** the tasks only you can do and how to delegate everything else (get crystal clear on what specific parts of a task to keep and what parts you can hand off).

✓ **Create** a highly efficient and unbreakable system that trains your employees to complete each task exactly as you would have done it (no more wasting weeks training someone only to have them quit so you have to start all over again).

✓ **Become** a great virtual teacher and an incredible leader (with employees that actually thank you for holding them accountable).

✓ **Recruit** amazing virtual talent (I'll show you how to use hidden tests for your candidates throughout the interview process to identify the perfect fit for your company).

✓ **Set up** an efficient, well-oiled virtual office environment (image keeping your employees accountable without you needing to micromanage them).

✓ **Protect** your company through security software and contracts (no more fear of opening your business up to have someone steal everything).

By the time you're done with this, you will have successfully given yourself back the time and freedom you craved when you first started this journey.

TABLE OF CONTENTS

HIRING CORRECTLY AND UNDERSTANDING THE CULTURE GAP

RECRUITING AND HIRING TOP TALENT FROM THE PHILIPPINES

OFFERING THE JOB AND SETTING UP A VIRTUAL OFFICE

PREPARING FOR PROBLEMS AND WHEN TO SCALE

ABOUT THE AUTHOR

Who am I?

So who am I? Well, I'm a technology geek who loves cooking, cats, coffee, Forex, business, numbers, and sports. I don't take my life too seriously, and you'll find out why in a little bit here. But basically, I'm just a really big nerd and I'm okay with that.

So what experience do I have? I started out with my bachelors in Psychology. I went on and got my MBA in finance and an MBA in entrepreneurship. I have been a professor at a large university teaching business and economic courses. I've been a project control engineer for a large multibillion-dollar construction company, and I've worked on multibillion-dollar projects. I've been outsourcing, managing, and training for approximately fifteen years. I've owned multiple small companies and I've successfully retained a virtual employment staff environment throughout all of it.

What changed?

On September 26, my life as I knew it literally changed forever. It was a normal day at work until I couldn't see my computer screen. I like to have a lot of fun at work. So I typically would joke around and my co-workers thought that I was joking at the time. When they realized that I wasn't joking, that I really couldn't see, they called the ambulance.

I found out that I had a blood clot that had actually gone to my brain stem and it cut off oxygen for several minutes. Unfortunately, we didn't know this right away. I tried to go back to work the next day and I could not remember how to do my job. It was like a blank slate and somebody just wiped it clean. Then we discovered that I had a bunch of brain damage.

Life as I knew it was gone forever. The doctors said it would never come back, but I had to try. I was relatively young when this happened and it was a freak accident. But my brain, in essence, can no longer filter out what should go first and what should go second.

So if you think about driving a car and you know how there are red lights and green lights. Well, imagine driving in town where there are no stop signs and there are no yellow or red lights. Everything is green lights. You would have things running into themselves all the time, and that's exactly what happened to me.

I may think, "Hey, I need to call my mom," or "Wow, that light is bright," or "Gee, I

need to respond to that email." All of that happens at the exact same time. So when I try to sequentially remember something, I'll get interrupted and completely lose my train of thought, and I have to go back to the start.

So because of that, life had to become incredibly simple. I had to break everything down into tasks that I could write down and do on a daily basis and set in place a process that would remind me to do things. I have a Google Home Mini that reminds me every day to drink water and to take my medication and to brush my teeth, things like that, just because I forget.

I have several businesses, so you can understand why that would become a major problem. So I had to learn how to outsource, I had to figure out how to do it very well, and I had to break things into processes where I could break it down step-by-step-by-step, so there was no confusion.

Everything had to be crystal clear so the person I delegated the task to will know exactly what they needed to do. I had to record that system so that it was there forever. So once I taught somebody how to do a task, it was encased in stone. I never had to do it again. I could just send them the process that I built and they could open it up and from start to finish, be able to do it. That's exactly what I'm going to teach you how to do.

Michelle Thompson

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INTRODUCTION

I was sitting in front of my computer at the tail end of a long workday when half the screen went suddenly blank. Only half of the screen. It was like someone had drawn a line right down the middle of my vision, half was black and the other half looked just the way my computer screen had always looked.

That was the day I lost ALL memories of how to do my job...simple calculations, excel spreadsheets, all the things central to being a project controls engineer. It was the day that caused me to find myself pouring water into a toaster to make coffee, leave the keys in my car while it ran all night long, and not remember to eat and drink. It felt like someone had used an eraser to erase everything that had been in my brain just the day before.

A specialist told me I wouldn't improve, that a rare blood disorder had caused a stroke, and that I would never get back to a normal kind of life. I would probably not survive another stroke, and it was pretty likely that another would come at some point.

At 36, I was supposed to set up a will, a power of attorney, and plan my own funeral

After seriously considering ending everything by driving off a cliff, I found the ONE thing I needed to create a different kind of life than the dead-end I thought I was facing. An alternative.

So I began to automate everything in my daily life….and then I started to look at my blog side hustle through the lens of automation. Which gave birth to an accidental business, one that changed the course of my life forever.

I created a sustainable outsourcing system that could not only keep up with everything my clients and I needed it to do, but it could also EXCEED what we needed it to do. I tested my process and was literally shocked at how well it worked. Simple. Scalable. Repeatable.

It allowed me to help entrepreneurs AND break the cycle of poverty for a small group of people from another corner of the world. The Philippines.

Working for me, they earn 5x the minimum wage, allowing them to care for their families, their schools, their churches, their communities. Through job training and a livable wage, they can get the education they need to break the cycle of poverty not only for themselves but for their children as well.

I empower my Philippine employees in an ethical way. I train them, I respect them, I pay them fairly. I protect their boundaries and encourage a healthy work/life balance. If I encounter a prospective client who disrespects them, I cut ties. If a current client fails to see them as anything other than a valuable member of MY community and THEIR

business team, I either educate them….or fire them.

I grew up in some pretty heartbreaking circumstances. My childhood was heavily influenced by the church, except it wasn't really a church. It was a cult, and no one.... NO ONE should have to exist in a community like that.

My reaction to growing up in that twisted environment, however, was a deep, abiding REBELLION. I gathered all the empathy and protection that my young-girl heart could manage….and I started hoarding the cat food. Not for myself, for the family cat. Because, damn it, if we were going to run out of food like the church was telling us, my 12-year-old self was NOT going to sit by and let that cat starve.

That same fierce sense of protection has been a constant in my life, and I made sure to build it into my business from the very beginning. Because I am no longer a 12-year-old girl, and I get to create my own community. I set the rules. And my rules say that this is a place for empowerment and support. NO MATTER WHAT.

I run a virtual administration agency, I help scaling entrepreneurs get their time back by taking the mundane tasks off their plate so that they can focus in their zone of genius.

I see the world in systems. A gift that my stroke didn't take from me, one that it actually enhanced. I take your mess, untangle it, systematize it, and get it off your plate. I focus on figuring out what you actually need, not what you think you need….what you ACTUALLY need.

I help you find the most streamlined way of running your business, in a way that works within the kind of life you want to build. In essence, I put a stop to your business running you and I help you create systems and hire the right people so that it runs itself.

I dare you to go back to your regular morning routine after testing out the magical (and mildly addictive) feeling of task completion while you sleep. That's a better morning boost than any cup of coffee on the planet! And the motivation that comes from knowing that you are running your business more efficiently AND providing stability and possibility for someone on the other side of the world. that is Life. Changing.

I live to make a difference in the lives of my Filipino employees AND the entrepreneurs they serve from the other side of the world. I live to break the cycle of poverty AND help businesses create systems and then offboard the work to keep them running smoothly. I live to fiercely protect my employees while I untangle the pain points in 7 figure businesses AND help them get the results they want.

This is my purpose, my passion, my business.

WHAT YOU ARE ABOUT TO TAKE ON

So you're here to make your life better and easier. I can help you do that by teaching you how to correctly outsource all the things that have been bogging you down and holding you back. Of course, that doesn't mean that this course is going to be easy. In fact, when you start out, your life is probably going to get worse. It's going to become more difficult. But by pushing through, it's going to make life infinitely better, and you'll see that with multiple examples through my own life that I'll show you as we go along.

Keep in mind, though, that this is not for wimps or whiners. So if you're a wimp or a whiner, you should probably get out now. Arnold Schwarzenegger was once asked why he was so confident compared to other bodybuilder competitors. He responded:

"...I am a big believer that if you have a very clear vision of where you want to go, then the rest of it is much easier. Because you always know why you are training…, you always know why you are pushing and going through the pain barrier…, why you have to struggle more, and why you have to be more disciplined."

He went on to say that he felt like he could win it, the competition. And that was why he was there. He wasn't there to compete. He was there to win. Here's the exact quote from Schwarzenegger:

"I felt that I could win it, and that was what I was there for. I wasn't there to compete. I was there to win."

That's a powerful statement. Schwarzenegger said this during an interview with Tim Ferriss for his podcast in 2015, and Ferriss would include this in his book, Tools of Titans (p. 177).

This is exactly the mindset you should have. Think of your goal. Why are you here? You're not here to simply dabble. You're not here to kind of get through it or to just add this is knowledge. You are here to win. From start to finish. Complete the process.

So when dealing with the temporary pain and frustration in this course, remind yourself of your vision. Ask yourself where you want to go and why. Why did you buy this book? Why are you going through this? **You have to figure out your why.**

TASK DISCOVERY

CHAPTER 1

FRAME IT ALL OUT

Figuring Out Your Why

Ask yourself: Why do you want to outsource? Why do you want to free up time? Why do you need to get your life back? Why? Why? What pain/problem is this causing? How will being able to outsource things fix your pain? What else can this solve?

As you're doing this, if you haven't hit a bunch of emotions, you haven't dug deep enough. You need to be able to find the pain and the emotion that's tied to the reason why you want to outsource. Otherwise, you'll give up.

What you want to do is ask yourself why. About five different times. Then ask yourself – once you finally drilled down and drilled down and drilled down and you've figured out the real why, not just the surface why – what pain is attached to that why and what problem is it causing? Then let's take it one step further and look at how outsourcing is going to be able to fix that pain or problem.

Take a look at the sample worksheet below. This isn't mine, by the way. This is somebody else's worksheet.

"Figuring Out Your Why" Sheet Sample

1.Why do you want to outsource?	Because I am unable to do everything I need to in my business. I don't have enough time.
2. Why do you want to (free up time)?	Because I've become a slave to my business, and I feel like I am drowning. The business is taking over my life.
3. Why do you need to (get my life back)?	Because I started a business to be free… now I have the exact opposite.
4. Why?	Because I don't want to spend my whole life just working.
5. Why?	Because I want to be able to enjoy my life.
6. What pain/problem is this causing?	Stress, missing my son's basketball game, feeling trapped, I feel like a failure, I feel like there is no way out.
7. How will being able to outsource things fix your pain?	I will have more time to be able do other things in my business, not feel so overwhelmed, feel less stressed and be able to spend the time with my family like I want to…
8. What else?	Stress, missing my son's basketball game, feeling trapped, I feel like a failure, I feel like there is no way out.
My real "why" is I need to get my life back and be free. By figuring out how to outsource, I will be able to partially eliminate feeling trapped and stressed. This will also free me up to attend family functions and step away when needed without fear of everything falling apart.	

For the question, Why do you want to free up time? The person who filled out the worksheet said he felt like a slave to his business, and it was like he was drowning. The business was taking over his life.

Okay, so you want to get your life back. Why do you want to get your life back? He answered that he originally started his business to be free, now it's the exact opposite. He's chained to his business, and he can never get away. It dictates everything that he does.

Why do you want to be free? He said he doesn't want to spend his whole life just working. Okay, so why don't you want to spend your life just working? His reply is that he wanted to be able to enjoy his life. Okay, now you've gotten to an emotion. He is currently unable to enjoy his life.

What pain or problem is this causing? For him, it was causing stress. He was missing his son's basketball games, which then led to more stress at home because his wife was getting frustrated that he wasn't at the games. He felt trapped and he felt like a failure because not only was he missing his son's games, but every time he left, something didn't get done at work and he just felt trapped. He felt like there was no way out.

So we asked "How will being able to outsource things fix your pain?" He came up with, "I will have more time to be able do other things in my business, not feel so overwhelmed, feel less stressed, and be able to spend the time with my family like I want to…" Okay, what else? In his mind, he wanted to be able to just walk away for two weeks in the summer, take his family and go do something without having to worry about his business.

This was his real why statement. His real why is he needs to get his life back and wants to be free. By figuring out how to outsource, he wants to partially eliminate the feelings of being trapped and stressed. This will also free him up to attend family functions and step away when needed without fear of everything falling apart.

So by the time he was done, he got several feelings out. He's got several reasons that were much deeper than, "I just don't have enough time," and he had a little bit of a vision of what he wanted to do with that time. He wanted to spend time with his family and not feel guilty.

So here's a blank "Figuring Out Your Why" worksheet for you to fill up.

YOUR PERSONAL WHY

1. Why do you want to outsource?	
2. Why do you want to (free up time)?	
3. Why do you need to (get my life back)?	
4. Why?	
5. Why?	
6. What pain/problem is this causing?	
7. How will being able to outsource things fix your pain?	
8. What else?	

My real "why" is (#2, #3 and/or #4). By figuring out how to outsource, I will be able to partially eliminate (#6). This will also free me up to (#7 & #8).

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So what's the main reason you want to outsource? Okay, why? Why? Why? Why? You're going to be asking yourself a lot of whys here.

When you finally get to an emotion, that really strong feeling, you've gotten far enough. If you get that far and you're still superficial, keep digging deeper because I promise you there's an emotion there somewhere. We need to get to the pain and the problem. Once you've gotten to the point where it evokes emotion, ask yourself: what are the pains and the problems surrounding that emotion? How will being able to outsource fix the things that pain is causing? And is there anything else that you can come up with?

After answering all those questions, you will discover your real why for doing this. The reason why you want to learn how to outsource. It could be why #2, #3, or #4. It depends. By figuring out how to outsource, you'll be able to partially eliminate #6, which is your pain or problem. This will also free you up to do what you answered in #7 and #8. Write all of that down in the worksheet.

Figuring Out Your Vision

Now that you have your why statement, it's time to figure out your vision. With the worksheet below, create a vision of what your new life will look like 1 year from now, 5 years from now, 10 years from now, and 15 years from now. Here's a sample worksheet:

Add your "why" statement here:

My real "why" is I need to get my life back and be free. By figuring out how to outsource, I will be able to partially eliminate feeling trapped and stressed. This will also free me up to attend family functions and step away when needed without fear of everything falling apart.

Now write down what you want your vision of your "new" life will be like:

1 Year:

I will have outsourced 10-15 hours of my work daily work to someone else. With this new-found time I have been able to attend 2 basketball games a week with my son.

5 Years:

I now have outsourced 50% of my tasks. With that time I have been able to focus on other items that drive a lot more revenue to my business. I now can "sneak" away whenever I want for family functions or a round of golf.

10 Years:

I have now outsourced roughly 80-90% of what I do daily. My company no longer needs me and I rarely work unless it is something I want to do or something that really excites me. My revenue has increased, so I am able to easily pay for my team of workers and live the lifestyle that I want. I have a hard time remembering what it was like when it was just me doing everything.

15 Years:

I can now sell my company for a profit and do not have to worry about "transferring everything in my brain" to a new owner. Everything runs like clockwork, but I am at the point where I just want to retire and go do something else… whatever I feel like that is.

Now, it's your turn to answer to fill out your "Figuring Out Your Vision" worksheet. So what does it look like one year from now, five years from now, 10 years from now, 15 years from now? You must take the time to flesh this out because this is going to motivate you so you won't quit. It will give you that crystal clear vision of why you're currently going through the pain that you're going through.

Add your "why" statement here:

_____

_____

_____

_____

Now write down what you want your vision of your "new" life will be like:

1 Year:

_____

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5 Years:

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10 Years:

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15 Years:

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Okay, now print out your why and vision statements and tape them both somewhere you will see them every day. It can be the mirror in your bathroom or on your computer. Just tape them somewhere prominently in your home so you will have a mental reminder of why you're doing this, why you need to learn new things.

Filling Out Your Task Discovery List

The next thing you have to do is to fill out your task discovery list. So for an entire week, you're going to list every single thing that you touch or do in your business. Then you're going to list how often you do each task and how long it takes you to finish it.

So for example, you reply to comments on your company's Facebook page Write that down in the list. Now, how often do you do that? Let's say, pretty much daily. How long does it take? It doesn't really take long. You just log in, answer a couple of questions, log back out and move on to the next task. So 30 minutes tops. Put all of this on your task discovery list. List down every single thing that you do for the entire week.

Then at the end of the week, you're going to sit down and figure out what you do monthly? What do you do quarterly? What do you do annually? Let's say you run revenue reports monthly, and you work on your taxes quarterly. Maybe you do reviews and get everything together for your taxes annually.

Or you can do it this way. At the beginning of the week, I just want you to think about the daily tasks and then as something jogs your memory, whether it's quarterly, monthly, or yearly, go ahead and add it in here. Then on Friday, go back and purposely think about every single thing that you do monthly, every single thing that you do quarterly, every single thing that you do yearly, and add it in your task discovery list.

On the last day of the week ask yourself how easily is it for you to hand these off to someone else? Write down all of these in your task discovery list so you'll know exactly how many hours you can free up.

Task Discovery List Sample

Task	How Often Do I Do This?	How Long Does It Take?	
1. Reply to comments on the company Facebook page	Daily	30 min	
2. Check email	Daily	1 hour	
3. Post daily to Twitter, Facebook, Instagram	Daily	15 min	
4. Create an instructional video	Monthly	10 hours	

CHAPTER 2

VISION OF WHAT IS POSSIBLE

> *"Your inbox is a to-do list to which anyone in the world can add an action item. I needed to get out of my inbox and back to my own to-do list."*
>
> *- Tim Ferriss (Tools of Titans, p. 166)*

Right now, we're going to try and reframe your thinking. So what are you taking on? Who is filling your calendar?

A lot of times we find that people are filling our calendars with things and we don't even realize it. It's like all this scope creep. All this stuff just keeps coming in. Somebody schedules a meeting, somebody asks to meet with you to have coffee, things like that. They may not seem like much in the bigger scheme of things, but taken together, these can take up so much of your time. You have to guard your calendar and understand what you're taking on, because what happens is, in essence, you get all these emails and your inbox becomes a to-do-list to which anyone in the world can add an action item.

> *"I think that as you survey the challenges in your lives, it's just: Which of these did you assign yourself, and which of those are you doing to please someone else?"*
>
> *- Chris Sacca, former Head of Special Initiatives at Google Inc.*

What Chris Sacca is telling us here is that we need to get out of our inbox and back to our own to-do list. What we want to do is get you to the point where people can't just send you an email and automatically give you a task for your to-do list. Or if they do, you can delegate it to someone else.

There are a lot of things that automatically get assigned to us in our lives, and we don't even really think much of it. A good example is professional and personal emails. Anytime somebody sends you an email, it's going to take some brain bandwidth to open that email and figure out what they want, and then respond to it.

Same thing with messenger accounts. If you have Skype or Facebook Messenger, anytime somebody is dinging you with a message, that's taking additional bandwidth. Especially if there's something that you're concentrating on and trying to get done. With that one little tiny ding, it may take five to 10 minutes to get back to your original train of thought, so be very mindful of those.

Those things are huge time wasters. I can't tell you how many times somebody would ask me to do something outside of the scope of my job. It was like, "Oh, Michelle, this is a great picture. Can you just add this and this title to it and send it over to me?" That really wasn't my job at all. They just knew that I was good at it, so it would get sent over because I could do it quickly and I'd send it back and all these different things get added in. If we did this all the time, we would end up becoming incredibly inefficient because

everybody else has the ability to get to us and get to our time. We want to guard our time as if it were gold.

If It's Not "Heck, Yeah!" It's A No

We're going to get you to take control and take back your calendar. So the only to-dos that you have are ones that you specifically assigned to yourself. So beware of scope creep.

Here's a great example. Let's say you're in the construction industry. You're going to go ahead and install the curbing in front of the house, but someone forgot to pour concrete on a spot and he asks you to do. It doesn't seem like a big deal, right? Yes, it won't take that long. But that is what we call scope creep. It's something that you weren't originally assigned. Somebody is just like, "Oh, hey, can you just kind of throw that in there?"

Renowned self-improvement guru Tim Ferriss is no stranger to scope creep. Back in 2015, Ferriss had overcommitted himself and was dreading an upcoming trip he committed to long ago. He was on the phone lamenting to his friend Amber Rubarth, and she said to him: "It sounds like, from where you are, your decision is not between yes and no. You need to figure out whether you're feeling like, F**k Yeah! or No."

What does that mean? Ferriss went on to explain that because most of us say yes to almost anything, we let these little mediocre things fill our lives. The problem is when the occasional "Oh, my gosh. Yes, I absolutely, totally want to do that thing" comes along, you'll have to turn it down because you don't have enough time to give it the proper attention because you said yes to all these little things that didn't necessarily matter. Okay, they mattered but they were not like, "Oh, heck, yeah. That is what I really want to do."

So whenever you find yourself in a tough situation where you can't decide whether to say yes or no, just do what Ferriss suggests and give it the "If it's not a heck, yeah! It's a no" test.

Now, take a look at everything on your task discovery list. If it is not a "Heck, yeah, that is something that lights my fire. I love doing this" then it's a no. If it's a no, put it on the list of things you will try to outsource. Does that mean that you get to get away from all the things that you absolutely hate doing? No, it doesn't. There are plenty of things that I do that I don't like doing. But if there are some things that I can take off my plate that I don't like doing, then I'll absolutely outsource it.

My buddy Ian, he uses this example. He has a very, very successful business and it takes a lot of his time. He works from home, so it'd be really easy for him to go outside and just mows grass.

The thing is, Ian hates mowing grass so he hires somebody to mow his grass for him. You would think that it's not that big of a deal. It's only forty-five minutes after all. But that's forty five minutes that he can spend on doing things that he absolutely loves to do.

He doesn't have to worry about mowing the grass because it's just automatically done. Someone else is doing it for him. So if it's something in your personal life or your professional life that you don't absolutely love doing, just put in on the list of things that you want to outsource.

It's the "HECK YEAH!" things that rejuvenate us. They feed our energy and drive us. These are the things you want to keep and create time to be able to do them.

There are certain things that absolutely light your fire and rejuvenate you. For me, it's teaching. I absolutely love to teach people. Some people absolutely hate teaching people. I happen to love it, and it's something that rejuvenates me and makes me feel like I have accomplished something and done something really awesome. It gives me energy and it drives me to be better. So these are the things that you want to keep and create time to be able to do them.

For instance, let's talk about why I outsource blog posting. Sure, it's an easy thing to do, but physically, because of me having a hard time keeping track of things, it's very, very difficult for me to write. So I went ahead and outsource that because I absolutely hated doing it. I could do it, but it would take me hours to get it done because I was constantly losing my train of thought, constantly losing where I was. It was just a drag. It was something that just sucked the life out of me. I just absolutely hated it.

You only have so much energy in a day or a week. If you're burning it on things that you absolutely hate to do instead of things that are refilling your bucket and rejuvenating you, then you're going to burn out, you're going to be miserable, and you're never going to get to the things that rejuvenate you because you are constantly doing the things that are sucking the life out of you. So take your task list and go through it and figure out is it a "Heck, yeah!" or is it a no.

THE 80/20 ANALYSIS OF YOUR ACTIVITIES

Okay, so everybody's heard of this before, but it's super important. 20 percent of your activities or tasks should produce about 80 percent of the results or the revenue that you want. So for me to respond to an email, does that put money in the bank? Sure, sometimes it does, but not usually.

Take this book, for example. I spend considerable time doing the work to create and set up this book, but it will provide constant income. I can earn passive income from continuous sales. So 20 percent of my activity produces 80 percent of the results that I want.

You need to focus on the 20 percent of the activities that make you 80 percent of the revenue or the results that you're trying to get. You want to focus on these items to protect yourself once you've freed up some of your much, much needed time. So let's say networking is something valuable for you because you're in real estate, and you have to go out and find a whole bunch of business owners that are able to give you referrals because these may turn into revenue.

If that is part of your 20 percent that's going to give you 80 percent of your results, then what you need to do is free up your time. You don't want to waste it doing the MLS listings, all the manual data entry, and all those emails because you can shove all those things off to somebody else so you can spend your 20 percent showing houses and networking.

Then ask yourself, why the heck am I doing the other 80 percent of these activities? What value add is it really giving? Is it something that I absolutely have to do, or is it something that I can either get somebody else to do or eliminate altogether? If you can eliminate it altogether, ask yourself, "What's the worst thing that's going to happen if I don't do this?" It your answer is, "I lose 30 percent of my revenue," you probably need to keep it. But if it's going to upset five percent of the people that are on your email list, maybe that's okay. Maybe that's an acceptable sacrifice to get that time back.

So ask yourself, can you eliminate it? What do you need a vacation from? What are the things that are literally sucking the life out of you that you absolutely hate? Do you have to do them? If you must do them, what can you hand off? And if you tell me, you can't absolutely hand it off. Why not?

Get Creative

You may need to get creative to solve the problem at hand. So for example, Sean spent way too much time on his emails every day. He was just an email fanatic. He was checking it like two, three times a day. He felt like he needed to respond to everybody, so what he did was he had his virtual assistant go through all of his emails for the day and summarize them in bullet points. Then he would take a look at them, record a video, and respond

verbally to every single email. His virtual assistant would then type his responses word-for-word and send them off.

So it took just 20 minutes at the end of the day for him to answer all of his emails and schedule everything he needed to do simply by telling his virtual assistant to handle those things for him. He didn't write anything and it saved him several hours a week. It was something very, very simple that you could hand off. But at first, he was thinking that there's no way he could hand off his email because nobody knows what's in his brain. Nobody knows what he needed to schedule. So that was a very creative workaround for him to be able to get all of his emails bulked together and bullet-pointed.

If there was something really important or it's something he had to take care personally, Sean would log in and open that email himself. If not, it went off to his virtual assistant.

Here's another example. I know a gentleman in London named Pete, and he does a ton of video editing. He is just fanatical about it, and he wants it to be perfect. So he would spend 20, 30, 40 hours a week on one video. I am not joking. So he finally got to the point where we managed to convince him to hand that off, and he got about 90 to 95 percent of the quality by handing the entire process off to somebody else.

Was it 100 percent what he would have done? No. But then I asked him: "Hey, go back and look at this and tell me honestly. (From the consumer's point of view, not your point of view), are they going to notice the 5 percent dip in quality?" A lot of times you'll find that from the consumer's point of view, 90 to 95 percent is good enough. We freed up 20 to 30 hours a week just by handing off the video editing and getting him to accept that 90 percent. It was good enough. It doesn't have to be perfect.

I also had to find a creative way to solve my research and structure problems. I've told you a little bit about how my brain doesn't work really well anymore, so I had an incredibly difficult time doing research and structuring things out because I couldn't sequentially keep it in order. It was something that I needed to be able to do. So what I did was I simply created a video and said, "Hey, this is what I need you to research and I need you to structure it out for me in an outline so that I can go through it. I'll tell you what's important and what's not, then I'm going to send it back to you and I want you to throw it into PowerPoint, make it all look nice and pretty."

So I handed off the research side. Now, the personal examples, what I was thinking, and the overall general outline, I had to give that to my virtual assistant. But I didn't have to do a lot of that heavy lifting. She gave me the template and the outline, then I was able to go back through and add the personal stories and the personal touches. I had the research and structure already done so that I didn't lose my train of thought.

Here's one final example. It is about how my friend, Seth, transcribed a video into a book. This one was super cool. We were able to find a robot that took a video and transcribed the whole thing out. Everything. So rather than him sending it to his virtual assistant and having her type every single word, what we did was we put the transcription through this robot, and then we sent the transcription to the virtual assistant and told her to go through it and proofread it. Fix all the mistakes and put it in paragraph form. Seth was able to turn those videos into ebooks and an actual physical book.

So those were super, super powerful things that normally would be multiple-step processes. We were able to extract what we needed the business owners to do, and everything else we broke down into steps and just passed it off. That is what I'm trying to get you to think of. Is there something that you absolutely have to do yourself? Okay, for every single thing, what are all the steps that you have to do for that process? Do you have to do every single step? If not, write it down. That's a task we want to get off your plate.

CHAPTER 4

WHAT CAN YOU VIRTUALLY OUTSOURCE?

What can you virtually outsource? Here's a simple test. Ask yourself, can I do this on a computer or does it absolutely need to be done in person?

So let's go back to our example of real estate networking. Can I send my virtual assistant to a morning breakfast to meet with other business owners? Nope, absolutely not. I can't do that. But I can have her follow up with every single contact that I ran into in that meeting by email and welcome them, introduce myself, ask them to add me to their Rolodex, and let them know if there's anything I can do to help them. I can just hand that off. So all of my follow-ups, all of that goes on behind the scenes. I would shoot a real quick video, five minutes, and tell my virtual assistant, "These are all the people that I met today. This person does this. This person does that. Send them all an email."

Just give your virtual assistant all the information she needs and ask her to please try to schedule coffee with this person, or please try to do this with this person. In five minutes, you just saved yourself five, six hours of back and forth follow-ups. So think about those things.

If you physically need to be present for the task to be accomplished, don't include that on your list of outsourceable tasks. So you don't want to put networking breakfast on your outsource task list. However, you can put follow up after breakfast on your list.

Then again, ask yourself if you really need to be present for that task. Is there a way to make it virtual? Now, in our networking breakfast example, you can't make that virtual. I mean, you could try, but unless you are leading the group and you create a virtual breakfast group, you can't do that. So if it is possible to be virtual, can you eliminate some steps that you have to do from the task?

Here's an example. You can do a video conference as sort of a face to face meeting. You will still need to be present in the meeting, but you've eliminated the drive time needed to get to the meeting location and back to your office. Also, if you can have your assistant do all the research for that meeting and put everything in the presentation that you need, you just have to show up with the presentation and do your homework a little bit before the meeting. So you can offload that as well.

Human Versus Robot

Technology is amazing these days and by the time you read this book, a lot of the apps I'm about to mention here will probably be outdated. That's just how fast the tech landscape changes, so you'll have to do your own research. But here are examples of some things that that I use. For things that I can get a robot to do, I don't have to let a human do them.
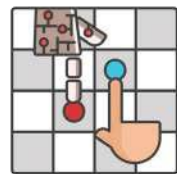
For example, Zapier. Zapier is this app that does a million things. It is action triggered,

and it can be your new best friend if you learn how to use it (or better yet, have your virtual assistant learn it). So anytime there's a blog post that gets uploaded to my website, Zapier goes through and posts it on Facebook, Twitter, and Instagram automatically, I don't even have to do it. I don't have to have a virtual assistant do it. It's just done as soon as I set it up. However, sometimes Zapier can be a little complicated and it doesn't need to be. So if you want something that is pretty basic and pretty easy, there's this free app called If This Then That or IFTTT. Give it a try. Zapier has a free plan as well, but it is limited.

Sonix is what I use for audio/video transcription. So anything that I record, I'll throw in there. Then I'll download the transcript, send it to my virtual assistant, and have her do all the proofreading, grammar, formatting, and all that stuff. I've saved hours of transcription work just by using Sonix, and it's affordable.

In case you didn't know this, Microsoft Word also has a dictation function that allows you to convert speech-to-text and I use it a lot. This is pretty convenient if you're doing something and you can't use your hands to type. It will automatically start typing what I'm saying, and by telling it what to do, it'll just do it for me. So all you have to do is dictate the words and say "period" or comma" to add punctuation. You can give it verbal commands as well, like saying "new paragraph" will start a new paragraph.

I use this for emails that I have to respond to. I'll use it in Word and then I will copy and paste it into an email so I don't lose my train of thought. I'm able to then go through the formatting and fix it, make it look all nice and pretty, and I don't have to worry about losing my train of thought. As you can see, this is a really awesome tool that you can use it and it's free.

I have used bots to engage in social media as well. There's ManyChat, MonsterSocial, and MeetEdgar. There are tons of them out there. These things can automate your social media, but you still have to come up with the content. So you'll probably want to hire someone who can get this completely off your plate. Maybe you can hire a full-time social media manager, or maybe you may want to hire somebody for a one-off project to create three hundred and sixty five days of social media. Then once they are done with that, take the content, hand it to your virtual assistant, have her upload it into a social media scheduling tool, and have her take care of that process.

Calendly, Boomerang Calendar, and FreeBusy are all calendars that you can get to automatically take care of your scheduling. And as I mentioned before, I use a Google Home to remind me to do things. You can have it make phone calls, you can have it do all sorts of things.

So if there's something that is a mundane, repetitive task, Google it and see if there is some type of robot that can accomplish that for you. I can give you a list of bots you

can use, but again, chances are you're probably going to have to do your own research to figure out because things are moving so fast in technology. By the time you read this, there'll be something else that's better.

What's Left That Requires A Human?

Now ask yourself, what's left that requires a human? For each task you think you can't hand off because it's something only you can do, take a week or so and try to think of possible ways you could hand off part of it to someone else. I know it sounds like I'm beating a dead horse, but this is so important.

> *"Never go to sleep without a request to your subconscious."*
> *- Thomas Edison*

I've found that this is so true. If there's something that I can't seem to figure out, I'll think about it right before I go to sleep, and my brain thinks about it subconsciously all night long. Then I'll wake up the next morning, I'll be in the shower, and the answer will pop in my head. That's how I do it.

Reid Hoffman, the co-founder of LinkedIn and the previous executive vice president of PayPal, asks us to

> *"Think about what are the kinds of key things that might be constraints on a solution, or might be the attributes of a solution, and what are tools or assets I might have?"*

He goes on to say,

> *"I actually think most of our thinking, of course, is subconscious. Part of what I'm trying to do is allow the fact that we have this kind of relaxation, root rejuvenation. In sleeping, to essentially possibly bubble up the thoughts and solutions to [our problem]."*
> *(Tools of Titans, p. 230).*

So take a week and abstractly think about it. If it pops in your brain, just go ahead and write it down. Then in a couple of days, go back to it and see if your subconscious has boiled up a possible solution or a piece of a possible solution.
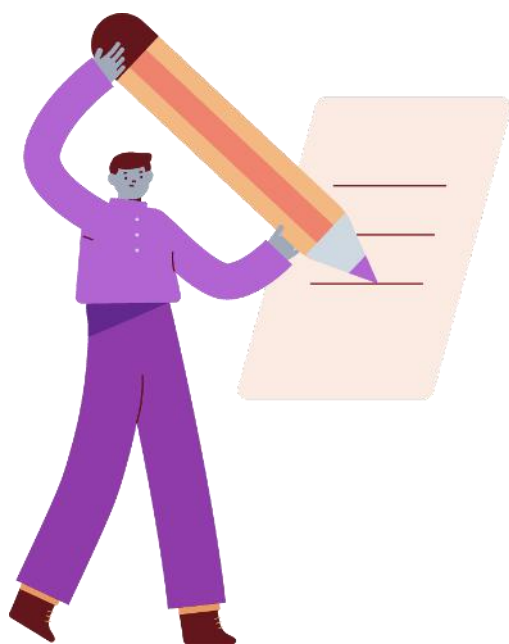
CHAPTER 5

WEED IT OUT

Okay, it's time to take the task discovery sheet you filled out and divide everything into three groups:

1. I must do this.

2. A robot can do this.

3. Another human can do this if I teach them how to do it.

Next, take the #3 list (another human can do this) and prioritize each task by which ones take the most amount of time to the least amount of time. So example, let's say your email takes you four hours a week. Your financial reports take you two hours a week, and your research for meetings takes an hour a week. Obviously, you would categorize those one, two, three based on the time needed to finish each task.

Before we do that, let's add some things to the list. So originally we have just three categories in our task discovery list:

• Tasks

• How often do I do it?

• How long does it take?

Now, let's expand the list and add:

• Can I easily hands this off? – Yes or no.

• Human Vs Computer – Can a software do it or does a human have to do this?

• Three groups – Can I outsource? Can a robot do this? Or do I need to do this myself?

• Job description – What job description does it fit under? Example: Administrative Assistant, Accountant, Writer, Social Media Expert, Web Designer

Task	How Often Do I Do This?	How Long Does It Take?	Can I Hand This Off?	Human vs. Computer	3 Groups	Job Description
1. Reply to comments on the company Facebook page	Daily	30 min	Yes	Human	I can outsource this	Admin
2. Check email	Daily	1 hour	Yes	Human	I can outsource this	Admin
3. Post daily to Twitter, Facebook, Instagram	Daily	15 min	Yes	Robot	A robot can do this	Social Media Expert
4. Create an instructional video	Monthly	10 hours	No	Human	I must do this	*Really? What if you broke it into steps?*
*5. Research for instructional video	Monthly	2 hours	Yes	Human	I can outsource this	Admin
*6. Fill out Powerpoint slides for video	Monthly	1 hour	Yes	Human	I can outsource this	Admin
*7. Create homework templates	Monthly	1 hour	Yes	Human	I can outsource this	Admin
*8. Upload to website	Monthly	15 min	Yes	Human	I can outsource this	Web/ Marketing
*9. Edit video	Monthly	2 hours	Yes	Human	I can outsource this	Web/ Marketing
*10. Transcribe video	Monthly	4 hours	Yes	Robot	A robot can do this	Web/ Marketing
*11. Record video	Monthly	1 hour	No	Human	I must do this	

So let's go back to the sample task discovery list from a few chapters back.

Replying to comments on the company Facebook page, that's daily for 30 minutes. Yes, I can hand this off. A human has to do it, and I can outsource this to an admin. Then next, check email. Well, I got to do that daily and it takes an hour. Can I hand this off? Yes. Depending on what we talked about earlier, can you have a virtual assistant go through all your email and make bullet points for you? Then you can just quickly record a video and say, "Okay, this is how I need you to respond." So a person can do this. I can outsource this to an admin.

Here's one that I did to play devil's advocate. Create an instructional video. Can I have my virtual assistant create an instructional video for me using my face? No. Now, I can have them create an instructional video that is animated and doesn't have my face, or I can have them record it if they're really good with English. But if it's an instructional video that I want to do myself, I can't hand that off. So let's say I do this monthly and it takes me 10 hours. I just I can't hand that off. I have to be the person recording the video

Well, what if I broke it into steps? What if the research for the instructional video was done monthly by my virtual assistant? What if the PowerPoint slides were again sent to my virtual assistant? What if the homework templates were sent to my virtual assistant? How about uploading it to the website? What if I had my marketing team do that? How about editing the video? What if I have my web guys or my marketing team break down the video into sections and upload it to the website? Transcribing the video. Well, we've talked about this before. I can let a robot do that, then I can send the transcript off to my admin and we can create a blog post out of it, or we can put it into a book or an ebook or whatever we want to do to it. And then recording the video. Well, okay. I actually have to do that. But it went from 10 hours to one hour.

Granted, I'm going to have to give a little bit of instruction. So let's say it takes 10 minutes for me to send each bulk to each person. So let's say, three of the tasks are going to one person. Two are going to another person. It takes me 20 minutes to send all these because it's only two people, and I can do that in two quick emails.

So what would have taken me 10 hours to do, I can now accomplish it in an hour and 20 minutes. That's what I'm trying to get you to think about.

Now that's out of the way, let's go ahead and sort out the task discovery list. Take all the tasks you can outsource and group them together, and do the same for the tasks that a computer can do, and the ones that you must handle yourself. Then filter them by their job description, and how long it takes to work on the tasks, so you'll know which tasks to delegate first.

DON'T QUIT HALFWAY THROUGH!

So we have come to the end of part one. This should help you figure out which tasks to delegate so you will be ready when we move on to the next step of the process.

Next you will learn:

• How to create a virtual training system with videos and standard operating procedures
• How to be a good virtual teacher and leader
• All you need to know about the culture gap between you and your virtual staff
• How to recruit and hire top talent from the Philippines
• How to set up a virtual office and protect yourself
• How to prepare yourself for problems and scaling

"If you let learning lead your knowledge, you become a fool. If you let learning lead to action, you become wealthy." – Jim Rohn

Now, make sure you do your homework before you move on to the next stage of the process. If all you do is cram all this knowledge in your head, then all you're going to have is just knowledge. You won't have the system in place and you won't implement it.

Tim Ferris frequently asks himself:

"Can I trade a short-term, incremental gain for a potential longer-term game-changing upside? Is there an element here that might be far more valuable in 5 to 10 years?" Tools of Titans (p. 181)

If we can endure the pain now, what does it look like in 5 to 10 years? Remember, you're sacrificing some short term gains for a long term game-changing business and life. Please, please, please remember that. And answer this question, "What would it look like if I had__?" What's the first thing that comes in mind? What would it look like if I had 10 extra hours a week? What would it look like if I had someone who just did my social media and I didn't have to worry about that?

Okay, that's it for now. See you in the next part!

CREATING A VIRTUAL TRAINING SYSTEM

TIME TO DIG IN TO THE REAL WORK

If you've read part one, you should already have all the documents ready as we move along in our lesson. This time we will be getting into the nitty-gritty and the hard stuff. Before we do that, I want to tell you the overall 10,000-foot view of the whole process.

What we'll do here is create an outline that has a detailed video for each task that we're going to outsource. Then for each task, we're going to go through and create another document with step-by-step instructions and screenshots of every single step, every single mental decision that they would have to make.

If it's an "if then do that" we want to create a flow chart. If it's a click here or move the mouse here, we want to take a picture of that and write it out. It's going to seem like massive, massive overkill. and that's actually what we want because we don't want any question marks. So this needs to be detailed and incredibly clear because the more ambiguous it is, the more mistakes you're going to have.

So the idea is don't make them think at all. Point, click, do this. Not that they can't think, but they can't get inside of your brain. So you need to tell them exactly what you want them to do. So we're in essence, taking our brain and dumping it into a document.

Now, let's take a look at each tool and template that you are going to be using to create a virtual training system, and we'll go over each one.

Tools You Will Need
Word document/Google Docs
Screen Capture Software • Snagit • Snipping Tool (Windows) • Command + Shift + 3 (Mac – Entire Screen) • Command + Shift + 4 (Mac – Crosshair)
Video Software • Screencast-O-Matic • Camtasia • Screenflow
Video Storage Upload • Youtube • Google Drive • Screencast-O-Matic • Vimeo
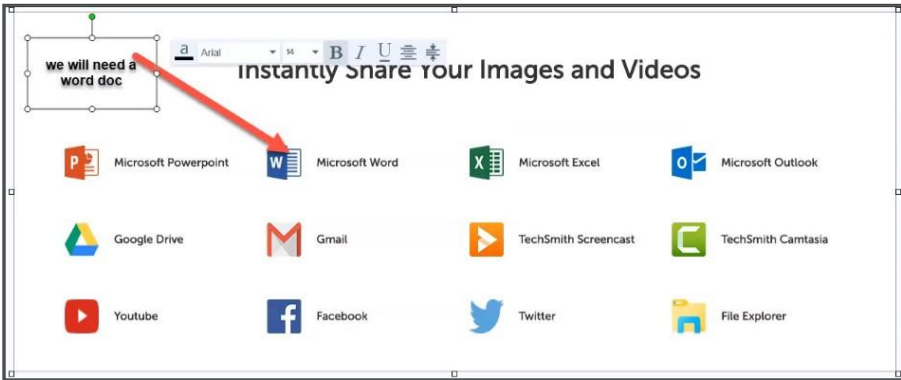
The very first thing we're going to need is either a Word document or Google Docs. Google Docs is free if you don't happen to have Microsoft Word.

We're going to use some screen captures software as well. The one that I use most of the time is Snagit. This is a useful tool you can use to capture anything on your screen. Aside from that, you can also use the Snagit editor to enhance the image you captured by adding texts, notes, arrows, lines, highlights, and shapes.

I've found that this is quite useful when you're working on documents where you're trying to write out exactly what's going on in your brain. Of course, if I just want to make basic screenshots in Windows, I'll use Snipping Tool. Just use your mouse to select the area that you want to capture and it's done. It's faster than Snagit. But if it's something where I want to actually write, I'm going to use Snagit for that.

If you're a Mac user, command + shift + 3 will give you a screenshot of the entire screen, while command + shift + 4 allows you to take a screenshot of a specific area on the screen. All you have to do is drag the crosshair cursor to outline the area you want to capture.

Next, we need a video recording and editing software. I use Screencast-O-Matic, and I know a lot of people who use Camtasia and Screenflow.

Screencast-O-Matic will record everything on your screen, and you can activate webcam recording as well so you will appear on the bottom right corner while you narrate. Doing that is totally up to you. You can use Screencast-O-Matic for free, but your videos will have to be shorter than 15 minutes. When I first started out, I actually did that for a few years. However, it got annoying when I had to make a new video after every 15 minutes. I'll have all these 15-minute videos labeled part one, part two, part three. That's three different 15-minute videos talking about the same thing. So I decided to get a paid plan when I started doing more and more training.

Screencast-O-Matic is affordable, and it's easy to use. There's even a green screen filter

you can use. Quite honestly, for this training, it's not necessary because we're not trying to make this look awesome. We don't need anything fancy.

What I do like about the paid version, though, is that I can add passwords and set visibility. I don't want just anybody to be able to access all the training that I've created. So I like to put it in a place where only certain people can get to it. I got a paid plan for that specific reason. Of course, a paid plan wouldn't be necessary if you don't mind making 15-minute videos that are not password protected. You can just use a free one, so you don't really need to spend money on this.

Camtasia is another video software by TechSmith, the same company that made Screencast-O-Matic. Camtasia is way, way more than you would need. It's way overkill. But if for some reason you want to make it super awesome or you already have Camtasia, then go ahead and use it.

There is a free trial, so feel free to check it out. If you get part of the way through and you decide this isn't for you, or you ran out of your free trial, just flip over to Screencast-O-Matic.

Now, we need a place to upload all the videos. For that, you can either use YouTube, Google Drive, or Vimeo. If you're using Screencast-O-Matic, you can upload it there.

When it comes to professionality, YouTube is probably the least professional. After all, everybody and their brother can have a YouTube channel. Google Drive is an easy option because all you have to do is drop the MP4 file there. The only problem with Google Drive is that it's not going to take long to have 15 GB of videos when you start to really record the training. So you typically need to use an app where you can upload a lot more content. You could use Google Drive and just upgrade it if you want, of course. For me, it was just easier to use Screencast-OMatic for everything.

Vimeo is a popular option as well. However, Vimeo is just more than I need and it costs more. So I didn't go with it. But you can password protect your videos here, and see who's watching them. Most of all, it just does all kinds of things that we don't need for this. Again, it's completely up to you if you want to use this.

OUTLINE WITH DETAILED VIDEO

Now that we have all the tools to help us create a virtual training system, let's move on to the next step of the process. It's time to create an outline with the help of detailed videos. Okay, so this is what it will look like. This is one of mine.

ARTICLE WRITER TRAINING - OUTLINE WITH VIDEO

Your Training Starts Here:

Please watch this video: Welcome Video (5 min)

(hit control + click on the blue text to open the video)

Job description: You will be creating blog content for our website AwesomeOutsourcing.com. It will be your job to:

1. Find appropriate target keywords
2. Research that keyword for the article
3. Write an amazing article that is a minimum of 1,200 words per blog post
4. Upload the blog post to our wordpress site
5. Craft a reader catching title that is also good for SEO
6. Create a post feature image (using stencil)
7. Add engaging pictures to the post
8. Add call to action buttons and links
9. Add a table of contents (posts longer than 2,000 words only)
10. Fill out the metadata and optimize for Google/SEO
11. Complete Yoast SEO data
12. Proofread and format blog post
13. Publish the article

As you can see, our article writer here has more than one task. Let's go through this from top to bottom so it'll make a lot more sense. So these are all the tasks for the article writer or the virtual assistant. This is everything that they're going to have to do. We want them to start here and watch all of these videos before they dig into something. Now, if you're planning to start them off slow, let them know they can skip some parts of the training. Just tell them to watch this part and that part.

By the way, I always record a welcome video. Inside of this welcome video, I tell them a little bit about myself, about my life, about our business, and about the team that works for me. The reason I do this is that the majority of the help that I hire is from the Philippines. They are very, very relational people. They are very loyal. They want to get to know you. They want to feel like they have a relationship with you. So I record a video to welcome them to the team.

Now, I don't record a welcome video for every specific person. What I do is I create a welcome video for each specific job title and I put it right here. That way, every article writer that I hire is going to see this welcome video that is tailored to their job description.

So I tell them all about me, all about my company, all about what my expectations are, all about our culture, the fit as far as our work environment, and just what it's going be like day-to-day. So I just take a couple of minutes and just say welcome. This may seem a

bit odd, but I'll tell you what, this one step here is huge in starting to build a relationship. You will have already built a relationship with them by the time you go through the interview process, but this welcome video really solidifies what you've already told them and it makes them feel welcome.

The next thing we have there is their job description and all the tasks that they're going to be responsible for. So for this specific job description, this person is going to do the keyword research, write an article, upload it to the blog, find pictures for the article, create a feature image, and do the SEO. You see, the reason why one person can do all of that is because I'm going to train them on each and every step.

A lot of people think that they can just hire an article writer, and on day one, they expect the writer to already know how to do all of this. That's not the case. We have to train them how to use the blog post and where to go to find the pictures, we need to let them know what you are looking for in a picture. All of these things are going through your brain and you don't even realized you've been thinking of them. You just automatically make those decisions. You need to tell them how you want them to do it.

For this particular job, they're going to find appropriate keywords, research those keywords. Then write an amazing article, upload it to our blog post, and craft a catchy title that is good for SEO. I'm going to teach them a little bit about SEO, create a featured image, add engaging pictures to the post, add call to action buttons, add a table of contents if there's more than two thousand words, fill out the metadata for Google and SEO, complete the Yoast SEO data, proofread and format the blog, and then publish the article. So from start to finish, they'll know every single thing that they need to do. They are not going to know how to do all of this in the first week or two. I mean, how long did it take you to learn all this? But the cool part is that everything is literally step by step for them.

10,000 foot overview outline of training

Section 1: Keyword Research

Section 2: Article Research

Section 3: Blog Article Writing (min 1200 words... ideally 1500 words) on keywords found

Section 4: Logging into Wordpress

Section 5: Additional Feedback Training

Here, we have the 10,000-foot overview outline of the training. As you can see here, we've divided the training manual into sections, and they're going to learn about keyword research first, then they're going to learn exactly what I want them to research for an article. Next, they're going to learn about exactly how I want them to write a blog. Then they're going to go through lessons on how to log into WordPress, find pictures,

create the feature image, and doing the SEO.

On the 5th section is additional feedback training. The more you hire, the longer this section will become. As I've had employees before and they've asked me questions that I haven't addressed in the training, I will record a video, and I will send that to them. Then I will add it to the bottom of the training document so that I never have to explain the same thing to the next employee that I hire for this job description. It's already in here. They already know exactly what I'm expecting. So the idea is the longer we do this, the fewer questions you're going to have to answer because it's already there.

1,000 foot overview outline of training with the video tutorials included

Section 1: Keyword Research

- 1.1 Keyword Criteria:
  - Keyword Criteria: Procedure and Step By Step Outline with Pictures
  - Watch this video: which ones do we want?
  - Minimum of 50-100 searches a month
  - Low (working up to medium) competition
  - Topics specifically related to outsourcing work/jobs
  - We do not want "easy" or "free" keywords
  - We do not want keywords that are misspelled or have grammatical errors
  - Long Tail keywords (means more than one or two words)
  - Seed Keyword examples:
    - Can you really hire quality talent from the Phillipines?
    - Is outsourcing a scam?
    - Is it possible to hire a virtual assistant?
    - How do you hire someone in another country?
    - Where is the best place to hire?
    - What country is the best country to hire employees from?
    - Can you get quality talent for $4/hr?
    - What can a virtual employee do?
    - How do I train a virtual employee?

So now we get into our 1,000-foot overview. Let's take a look at section one, which is keyword research. So under keyword research, we have keyword criteria, and under that is a step-by-step outline with pictures, which I'm going to show you later so you can see how detailed I got for something as simple as that. Then there's the video that I record

to show the article writers what I want them to do when they are looking for keywords.

- 1.2 Fundamental Keyword Research Educational Training -Please Take Notes
  - Fundamental Keyword Research: Procedure and Step By Step Outline with Pictures

  - Please watch this video: Keyword Research will make or break your business (15 Min)

  - Please watch this video: Anatomy of a Perfect Keyword (18 Min)

  - Please watch this video: How we use keywords to ignite our content (11 Min)

  - Please watch this video: Qualified vs Unqualified Traffic (12 Min)
- 1.3 How to use Long Tail Pro
  - Long Tail Pro: Procedure and Step By Step Outline with Pictures

  - Please watch this video: Finding Keywords Quicker and More Easily Using Premium Keyword Tools (28 Min)

  - Please watch this video: Longtail Pro Deep Dive (1 Hour)
    - Inside the writer training google docs folder there is a file titled "Outsourcing Keyword Ideas and Topics." It has over 500 different keywords you can use to jog your memory if you are having trouble thinking about what to write next. There are enough ideas there to keep you busy for months if not years.

- 1.4 Why Keywords are Important – How this will help us get traffic to our website

After this video, we give them the bullet points to the things that are really important. If they are taking notes, these are the things that they should write down. All of these things were explained in the video. The bullet points just kind of highlights the important things. So what I need them to do when they are doing keyword research is to have a minimum of 50 to 100 searches for that particular keyword per month. We want low competition. We want topics that are specifically related to outsourcing for the blog articles that I want him or her to write. We don't want easier free keywords. No keywords that are misspelled or have grammatically grammatical errors, so we take that out. Then I teach them how to use Long Tail Pro, which is where we find our long-tail keywords. As you can see, I also gave them some examples there.

Again, all of these are in the training video.

On the next page of the training manual, I have more videos that explain all the reasoning behind how my brain works when I'm searching for keywords. So they will understand what I'm thinking of, and why I would pick one keyword over another one. This is how I get my brain into their brain. You want to form their thought process when they're looking at something so they will make a decision the exact way that you would make that decision. So you have to tell them all of that.

I won't just say, go here, click here. I also let them inside my brain and let them figure out when I would use what type of font, when I would use what type of picture, why we tried one and it looked horrible so we got rid of it. I tell them the reason why we got rid of it because it didn't look professional. It looked scattered and a mess. All of that gives them the idea of what I expect and what I'm looking for.

This is a step by step tutorial, but it's also ingraining your brain inside of them. It's showing them this is how I come to these decisions, the reason why I'm trying to do that thing, the way I want the business to be portrayed.

You must tell them exactly what you're thinking so they will understand what you're doing and why. You're going to explain this every single step of the way, so what you want them to do becomes ingrained in the training. It's because you've downloaded your brain, not just the steps, but your brain and your thought process and how you make decisions.

You've taken the time to explain all that. The cool part is that once we've explained it, we never have to explain it again because we've recorded it. Now I can just hire a new writer, have them up and running in a couple of days, and they're going to know exactly what I'm thinking. I don't have to tell them again because it's already in the training. This is why we have to create a video for each task.

Now, we have this section at the bottom of the training document. As mentioned earlier, this is where I put all the additional videos I made to address questions my employees had that were not covered or were insufficiently covered during the training. This way, I don't have to explain the same thing to the next employee that I hire.

As you can see, there's a ton of material they have to go through, probably three to four days' worth of videos. But I need them to see these so they will know what goes on in my mind. I'm always trying to get them into my brain, so I always tell them I'm pleased they have been able to make it far in training.

So these are the questions that my employees asked me since I started this. "Who exactly are our readers? When I'm writing these what type of reader should I have in mind? The style of writing, exactly how do you want that done?"

You'll notice I didn't go back and recreate the original training. If there's something that

needs a little bit more detail, I'm not redoing the training. I'm just going to add a little supplemental video. Anytime I record something for that job description, it goes inside of the training manual so that I don't have to answer it again. I want them to watch all the training videos before they ever write their first blog article, and I want them to take notes. It's going to take them three or four days. I paid for that, but I don't care.

Then when day four or five starts, they will do it for real. The first time they go through the process, it's just like a crash course training. They're not going to retain everything they learned, and that's okay. We just want them to have the general idea. So in their first couple of weeks, they are going to check on the training manual from time to time. They'll know which videos to watch, which documents to open. I don't have to tell them what to do. They know start to finish exactly what is expected of them.

Once they've gone through it once or twice, they're going to know how to do it. They

don't have to use the training anymore, and that's the beauty of this.

CHAPTER 9

OUTLINE WITH DETAILED PICTURES

So we're moving on to our step-by-step outline with pictures lesson. You may have noticed some of these outlines and procedures in the samples I shared earlier. Now, I'm going to show you how to use images to convey what you think in a way that's crystal clear to the person that you're hiring.

Just a word of warning. This is the part of the training manual where it gets really tiresome. This can be a colossal pain in the butt. Let's just call it what it is. However, once it's done, it's amazing. It is tedious, though. You may want to stab yourself in the eye with a pencil while you're doing this just because you're going to find yourself saying, "Oh, my gosh, I'm never going to get done." But once it's done, you never have to do it again. So just think about that when you're doing this. You will never have to do this task again.


So here's a sample where I'm instructing my employees how to log into Stencil using a step by step outline with pictures.

So I'm instructing them to go to stencil, enter username and password, and click the blue login button. We're doing it step-by-step. We have the web address. We have the username and password, which I told them should be in LastPass. By the way, in another video, I've also taught them where the username and password are stored in their LastPass profile.

So the idea is just to get the next step out. You don't have to make it look pretty. Just show them this is the next step, this is the picture. This is the next step, this is the picture. This is the next step, this is the picture.
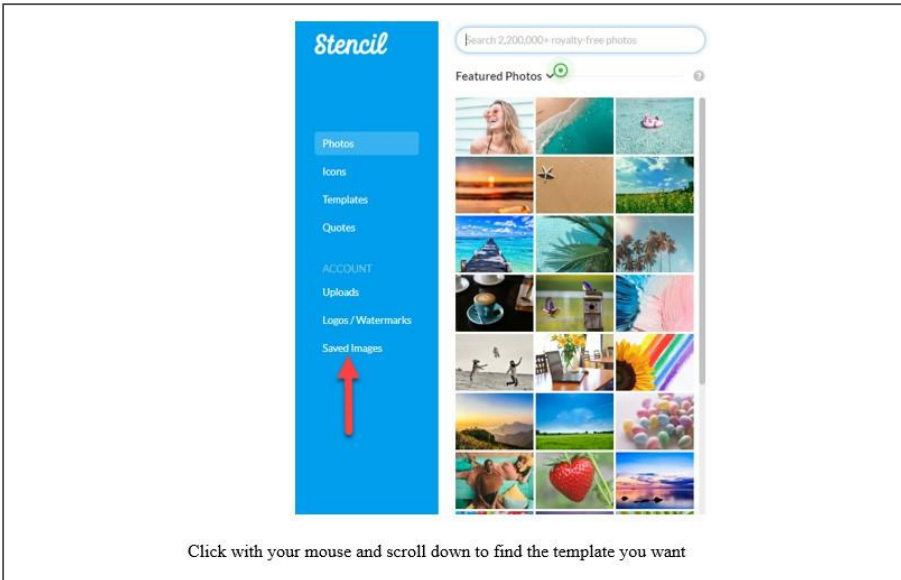
Click with your mouse and scroll down to find the template you want

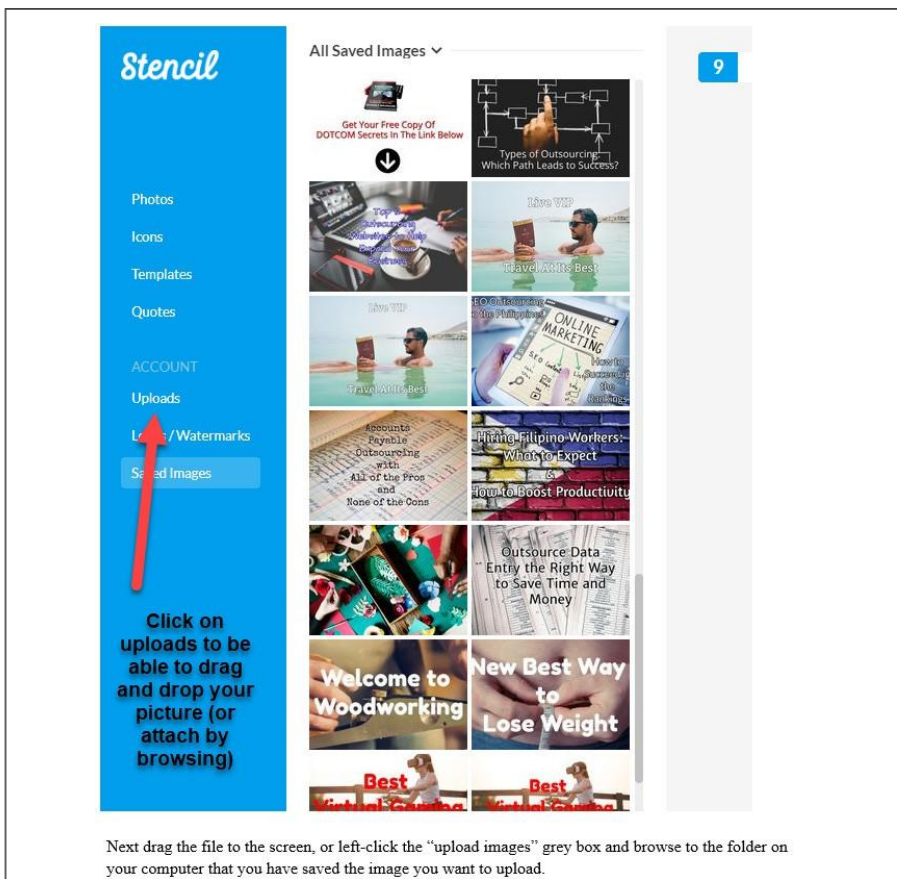Now, I took a picture of Stencil to show them exactly where the saved image button was. And on the next image, I showed them the slider so they could scroll down to find the template they want, and then click with the mouse to select the template they want to use.
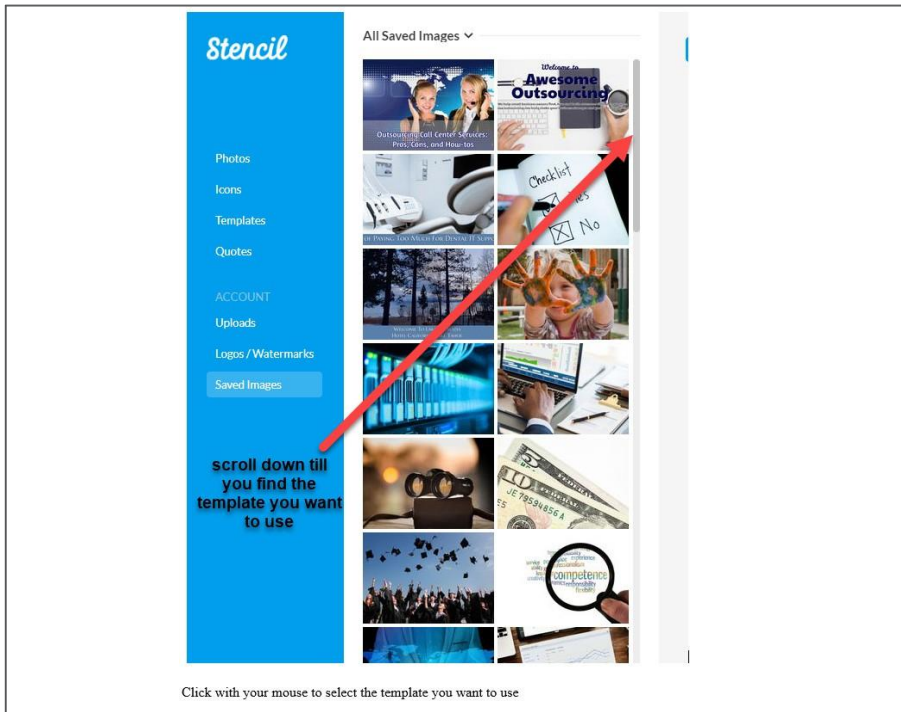
Click with your mouse to select the template you want to use

Again, this seems like a really tiny thing, but you should not automatically assume that everyone can find it. The last thing you want is for them to spend 20 minutes trying to figure out how to scroll down, and then you get an email and they're like, "Miss Michelle, I can't figure out how to find the template." That's because they didn't use the scroll bar. Leave nothing to chance. Show them everything.

Next, I tell them to find the background picture they want, and there are two ways they can do this. I showed them that they can either upload an image or they can use the photos that are saved there. So we have upload images as option one.
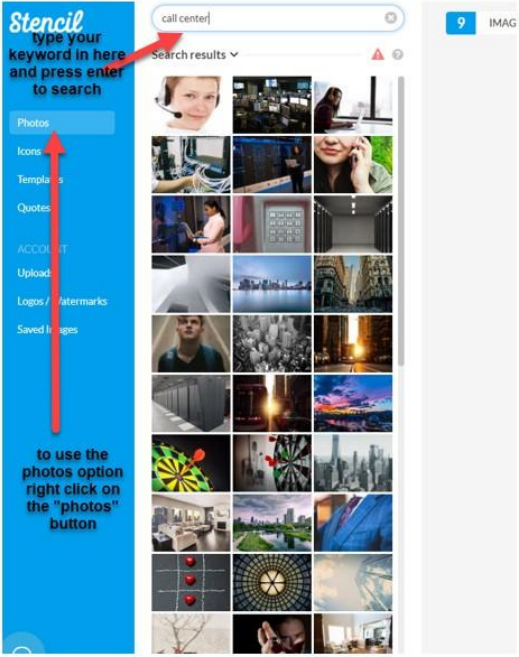
Next drag the file to the screen, or left-click the "upload images" grey box and browse to the folder on your computer that you have saved the image you want to upload.

You can see that I broke it down into several steps because I want this to be as clear as humanly possible and not ambiguous. Here, I wrote it out and told them what to do.

To make the picture the size of the entire template, left-click the grey "Set as background" button
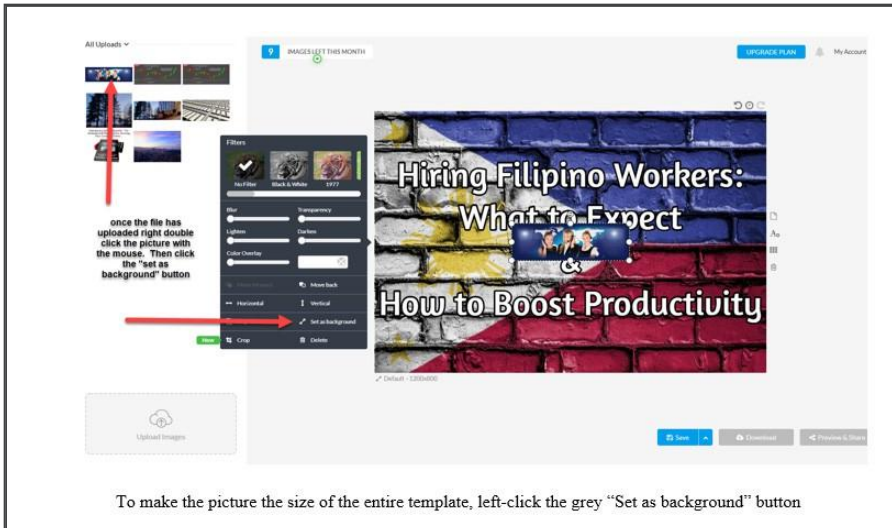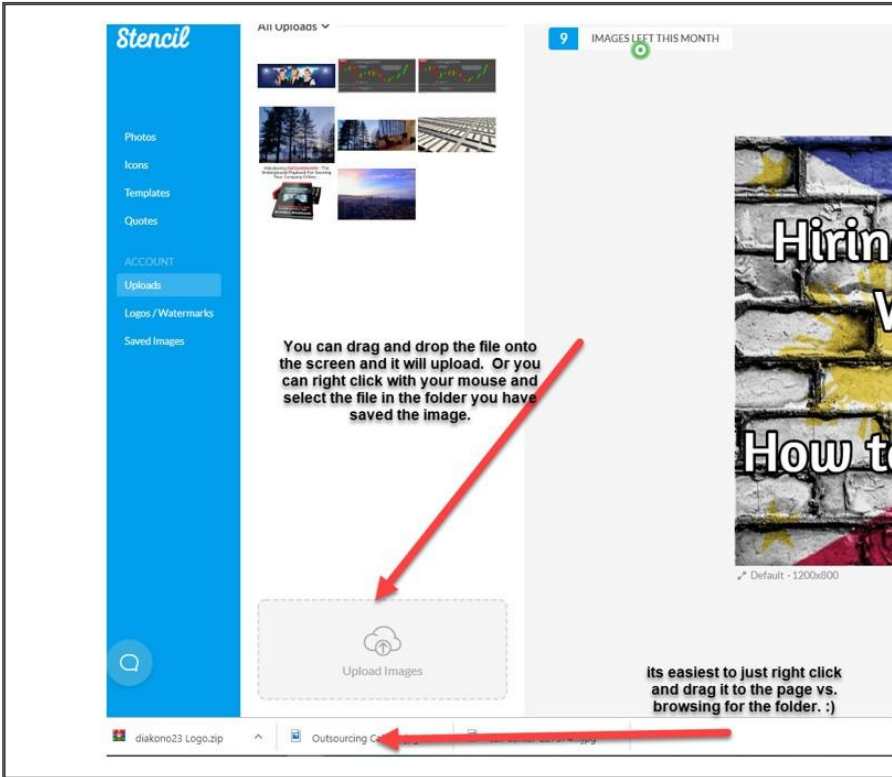
So again, I gave them step-by-step instructions on how to use Stencil's photo option.

Click on the "photo's button on the top left side of the page

Type in your keyword and hit enter to search for your picture

I tell them to type the keyword there, and press enter to search. As you can see on the next image, I wrote that down again so it's as clear as could be.

Next double left click on the image you want to insert into the template
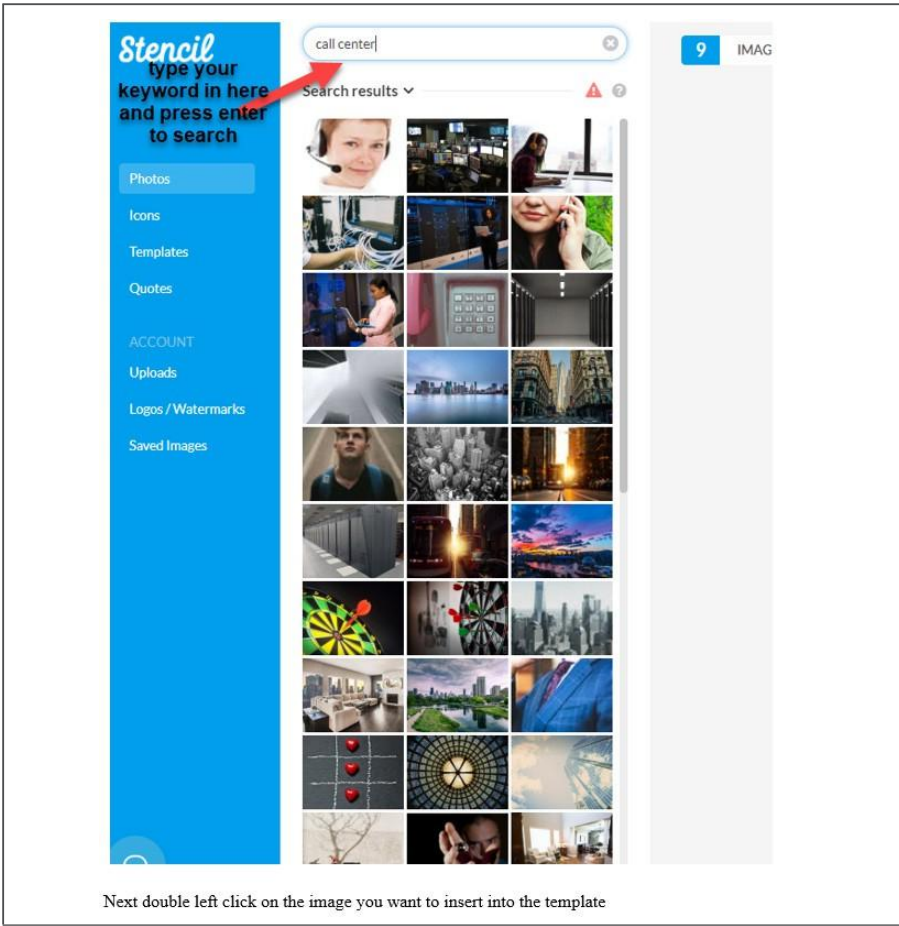
This seems like overkill until you've never, ever done this by yourself, and somebody doesn't tell you to hit enter and you're waiting for something to happen. In your brain, you weren't thinking, "hit enter." If you've never done this before, your mind wouldn't automatically think that. So make sure it's crystal clear.
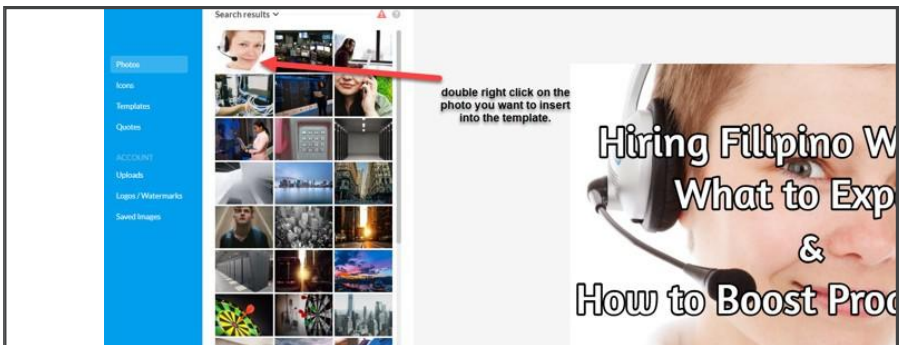
This is a 31-page document just for creating a feature image so I'm not going to go through the entire thing. 31 pages sound like a ton. And yes, it was. It took me three hours to do this. Of course, that's not three straight hours because I wanted to gouge my eye out with a pencil at some point. So I did a little bit and got to the stopping point. Then I left and I went for a walk and then I came back and did some work. Then I couldn't do it anymore because I just wanted to go insane. So I woke up the next morning and did it with some fresh eyes.

This isn't something you can sit down and bang it right out in one take. It's great if you can. But you'll find that your brain will be tired by the time you're done when you're trying to create a guide that is this detailed. Because if it's not, you're skipping steps. To the point of nausea, it should be crystal clear. If it's not, then you're missing something.

I cannot say this enough. Don't leave any room for error. If it's confusing, you're going to get a lack of quality product, and it's not their fault. It's your fault because you didn't make it clear enough.

This is the foundation for being a good teacher and a manager. You have to set them up for success. Don't leave anything to chance. I know I keep saying it, but it's so true.

So I show them how to change the text, change the font size, adjust the spacing, add depth to the text, change the background color, simple things like that.

I would challenge you. Go to Stencil and see if my guide is easy to follow. Take this and use it as if you were a new employee that I had just hired. See if you can do it, and see if there's always room for improvement. It will give you an idea of how difficult using this tool can be if you've never done this before.

Yes, some of it is intuitive, but what's intuitive to you is not intuitive to somebody else. So you can't assume that they're going to know all of this. Anytime you assume, you're not going to get a quality product.

Even something as simple as moving the background, or click anywhere above the text, I tell them how to do that in the guide. I've given them a video that shows them how to do it. I've given them a written document. Then in each step, I tell them twice. I tell them in the line of text, and then I tell them in the picture so that we've covered all the bases. So whether you're an auditory learner, a visual learner, or a checklist type person, you'll understand the guide. Remember, everybody learns differently so you have to be able to capture all of that when you're creating these documents.

Here's a reminder. Your first draft doesn't have to look clean. Once you're done with it, you will have time to polish it. What I did was after I was done, I walked away and I came back about two or three hours later, and then I did the formatting.

So you'll see that I kept the text and picture together in the final version so it could be as clear as possible. This is what you need to do. You can always tweak things to make it better. It doesn't have to be perfect. It needs to be crystal clear. Anyone who reads it needs to know every single step. There shouldn't be any room for ambiguity.

Again, it does not have to be perfect. If you are trying to make it perfect, you will never, ever publish it. Remember, what we're trying to do is we're trying to free up time for you to be able to do other stuff. If you spent 20 hours on this, you will never get done and you will never get any free time. Just make sure it's crystal clear, and step by step. No ambiguity.

Once you're done, try asking someone to read the training manual. Ask him/her to try to do this from start to finish. Anywhere they get stuck or something doesn't seem clear, tell them to highlight it for you so you can go through it again and fix it.

YOU CAN EAT AN ENTIRE ELEPHANT... ONE BITE AT A TIME

You can eat an entire elephant one bite at a time. This is why we're only working on one task at a time. Create your feature image, log into WordPress, whatever that one task is, that's what you should work on at the moment.

Timothy Ferriss' personal mantra when he's writing a book is he wants to write "two crappy pages a day." He said there were times when he could barely eke out two pages and they weren't even that good, but he kept on writing. Ferriss said he made this a habit because even if he never used them, he could feel successful about the fact that he got that much done since that was his goal. So do two crappy pages a day. Do one crappy video and then start to work through it.

Ferriss went on to explain that he continued to do this because at least 50% of the time, he might produce 5 or 10 pages instead of those two crappy pages. So draft ugly and edit pretty. It doesn't have to be perfect. We will make it pretty later, just write it down. It will look super ugly and disjointed at first. That is perfectly normal.

There are going to be days where all you have is two crappy pages. Still, do it. Consistency is the key. It's like eating an elephant one bite at a time, and you have to take those baby steps. Before you know it, you will be taking things off your list. You'll have your training manual, and you never have to touch it again. You've freed up all that time for yourself.

Again, draft ugly then edit pretty, just get it out. Get it out and then go back and make it look pretty. You don't have to worry about being perfect. We'll make it look better later. Just write it down.

When I first started doing this. It was a hot mess, and I handed it to somebody and they went, "What? You want me to do what?" This is a skill that you're going to have to learn. The first couple of times you do it, it's going to be painful. It's going to be disjointed. It's going to be ugly. That is perfectly okay and perfectly normal. You have to get those ugly, disjointed ones out first because it teaches you how to do it better. The better you get at it, the better teacher you become, and the better boss you become. The more you're able to hand off, the more freedom you get.

CHAPTER 11
WRITER'S BLOCK

Okay, so this is a little bit crass. But this is just spot on. You already know how to do this task. You know how to do it but all of a sudden, when you have to put it on paper, you get this block and you're like, "Oh, my gosh, I don't know what to do." That's going to happen. It's perfectly normal. Just get it on the page. Get it ugly. Get it in there and do it.

Common Causes For Writer's Block

• Timing

- Sometimes you need to think about it a little longer before it becomes clear

- Just don't think too long as a way to procrastinate

• Fear

- It is scary to put your methods, steps, and tools out there for someone else to critique. This is completely normal.

• Perfectionism

- You want everything to be "just right"… so you never begin.

The first is timing. Sometimes you just need to think about it a little bit longer before it becomes clear. I do that. I've had to sit down and I've had to try and figure out how to explain what my thought process is, so they will understand how I come to a decision. If it's not totally clear in my brain I'm certainly not going to be able to convey that in a way that's crystal clear to the person that I'm hiring. So sometimes I just have to mull it over and figure it out.

It's like what Thomas Edison said, "Never go to sleep without a request to your subconscious." If there's something that you're stuck on, skip over that part and come back to it and keep going. It'll come to you in the shower, it'll come to you while you're sleeping, or it'll come to you in the boring meeting that you don't want to sit in. Just don't think too long about it as a way to procrastinate. A lot of times people use this as an excuse. They'll say, "Well, I don't know exactly how to make clear." It's better to have it slightly unclear than not have it at all. You can always go back and fix it.

The second cause is fear. Let's be honest. It's scary to put out your methods, steps and tools for somebody else to critique. When I first started doing this, I remember thinking, "Oh, man, what if somebody has a better way to do it, or what if there's something more efficient that I don't know how to do or show them? They're going to think that I'm

an idiot."

At first, I was even afraid that I'm going to teach somebody how to do this, and then they're just going to go off and start their own company and do it for themselves. Then I've trained them for nothing. These are all completely normal fears that you just have to release. It's just your personal fear because if somebody was really going to take your training and run off and start their own company, they weren't going to stick with you anyway.

I found that that does not happen, especially in the Philippines. They're just not very entrepreneurial. They want a good, steady job and they want a good employer. If they can find a good employer, somebody who treats them well and is really good at training, they don't want to leave.

You know what? Once they've built that relationship with them, they're going to suggest things that can make the training guide better. I've had some of my staff come back, especially in my web building department, because I am not the world's most techie person. I had Eric come back and he's like, "You know, Miss Michelle, there's a tool that actually does these four steps that would make it a whole lot faster. Can we update the document to use this tool?" I'm like, "Yeah, let's do that. That's awesome." So it gives them the liberty to see what you're doing.

They know exactly what you're doing, and then if there's something out there that's a little bit better, they're going to come to you and they're going to say, "Hey, Miss Michelle, can we do it this way? Is that okay? I'll update the document." I'll tell them, "You know what? That's awesome. I'm super happy that you found that. Thank you so much for researching that and being able to find a more efficient way to do it. Would you mind taking the outline and just updating that so everybody knows how to do that?"

They love doing it. So you just have to ask. So this fear that you have, even though it's perfectly normal, everybody goes through this. It's not something that you need to be scared of, especially if you're a good boss and you are treating your employees right. They're going to want to do the best that they can for you, and they're going to help you out. They're not going to steal your stuff. You may have some employees go rogue, and that's another lesson that we'll talk about. But that's very, very few and far between.

The last cause for writer's block is perfectionism. This is a big one. So you want everything to be just right, and you never begin. It goes back to the phrase, "you can eat an elephant one step at a time." Get it on paper. Just get it done. It doesn't have to be perfect. That document that I showed you earlier was filled with errors, and I had to correct them as I went through it. I was like, "Oh, look, that's a mistake. Oh, look, that's a mistake." It doesn't have to be perfect, right? It just needs to be clear. If you're trying to get it perfect, it's never going to be done. So don't do that to yourself.

Creative Solutions For Writer's Block – Ideas from goinswriter.com
•   Go for a walk.
•   Eliminate distractions (Jeff uses Ommwriter to focus on just writing).
•   Do something to get your blood flowing (like running.)
•   Play. (Jeff's personal preference is LEGOS.)
•   Change your environment.
•   Listen to music (try classical or jazz to mix it up).
•   Brew some coffee.
•   Create a routine.
•   Spend time with someone who makes you feel good.
•   Brainstorm ideas in bullet points.

Okay, I got this from Jeff Goins. You can go to goinswriter.com if you want to know more about his writing and ideas.

Jeff's got some really cool ideas. If you are struggling with writer's block, you can try some of these. I would go for a walk if it happened to me. Jeff uses Ommwriter. I can't use Ommwriter because I had a stroke, and noise and moving things drive me crazy. So it doesn't work for me. But it works for him, so maybe this will be a tool that works great for you.

Do something to get your blood flowing like running. Jeff goes running. I love woodworking. So if I am frustrated, I'll go out in the garage and I'll saw some stuff down, or paint some stuff and put some stuff together. Just use a different part of my brain. What's funny is that while I'm out there painting, what I'm trying to do keeps rolling around in my brain, and usually, I'll come up with a solution.

It's nice to have a "work" buddy.

Try spending some time with someone or something that makes you feel good. I have

a cat and a dog. If I'm completely frustrated, I'll go pick up my cat and hold him, or I'll go play ball with the dog. Those are things that helped me and make me feel good, so find someone or something that will make you feel good.

You can even try playing. Jeff likes to play with Legos. I go play in my garage with my woodworking tools. You can try changing your environment. I'll get up and I'll go to the garage or I'll go out and go for a walk. Jeff listens to music. I can't do this one because of the stroke, it just completely interrupts my train of thought. But for some people, listening to classical music or jazz helps them.
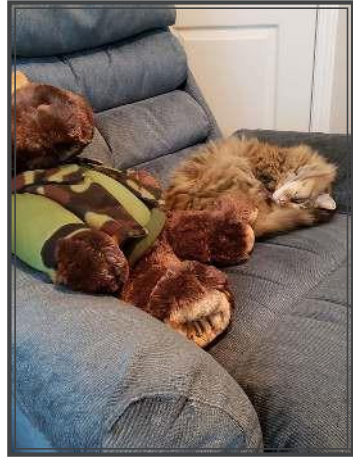
You can try brewing some coffee. I use coffee, and if it's later in the day I use chamomile tea because I find that nothing gets done if I'm on a lot of caffeine. So I'll use Sleepytime tea and chamomile tea, and that relaxes me.

You can create a routine. This one is great. I usually do this every morning. I get up and I have my routine, then I come in and I start working. Maybe that's 9:00 at night for you after the kids go to bed and it's quiet.

Last on the list is brainstorm your ideas in bullets. If you're having a hard time getting step-by-step-by-step, just write it all out and then put the pictures in. Just bullet point. That's why it's an outline, right? If you think about it, an outline is nothing more than bullet points. Every click, every step is a bullet point. Then put your pictures in.

Another thing that's really crazy is chew gum. It's not on the list but I had a professor tell me this one in our very first day of class. He said every time you come in here for a test, chew gum. He told us that there is something about chewing gum that jogs your memory. Now, I have no idea if that's scientific or not, but I can tell you I did really well in that class. I worked really hard in that class, too. But I don't know. Who knows if it works? Chewing gum is cheap anyway.

CHAPTER 12

GET IT DONE

✓	Take the first easily handed off task from your task discovery list and create your training outline.
	• This should be the task that gives you the most time and has the most tasks available in that job category (Example: Respond to Facebook group comments – admin)
	• Use the Article Writer Training – Outline Template as a guide to get you started
✓	Make a video for that task
	• Upload it to Youtube, Google Drive, Vimeo (etc.)
✓	Create your training outline with screenshots for that task.
	• Every click or movement of the mouse needs to be documented by screenshot. If you have to make a mental decision write down VERY DETAILED how you make that decision as well (try to make a decision tree for this)
✓	Link the outline with screenshots to the outline with video (so it is right in the document for them to find)

So this is your homework. It's time for you to take your first easily handed off task from your task discovery list and create your training outline. Again, here is our example. In this document, you will look for the most tasks per job description, and in this particular case, it is virtual assistant.

	A	B	C	D	E
1	Which Category?	I Can Outsource This			
2	Job Description	Virtual Assistant			
3					
4	**Sum of How Long Does It Take (In Hours Per Week)?**				
5		Daily	Monthly	Quarterly	Weekly
6	Reply to comments on the company Facebook page	3			
7	Dropbox / Google Drive Organization			1	
8	Data Entry				2
9	Managing Spreadsheets				0.25
10	Preparing Powerpoint		0.75		
11	PDF Conversion, Splitting and Merging			0.5	
12	Preparing Online Meeting Minutes		0.25		
13	Report Creation				0.75
14	Forms Creation			0.5	
15	Document Template Creation	1			
16	Moderating Blog Comments	2			
17	Voicemail Checking	1			
18	Preparation of Training Materials		1		
19	Upload Videos on YouTube				1
20	Moderating YouTube Comments	1			
21	Create Slideshare Presentations				1
22	**Grand Total**	8	2	2	5

As you can see, we can offload 17 hours a week if we get someone else to do all these admin tasks. So what we want to do is we want to find where we can get the best bang for our buck? "Reply to comments on the company Facebook page" takes the most number of hours, so we're going to make an outline for this. We're going to create the video that shows them exactly how to do it, and what your thought process is when you're replying to comments. Then we'll add it to the list so they never have to ask you that again. That'll free up three hours a week off of your plate.

This should be the task that gives you the most time and has the most tasks available in that job category. So 90 percent of the time that's going to be virtual assistant. So which one gives you the most time off your plate? Unless, of course, your job is you do video editing for 90 percent of your day then you want to hand off as much video editing as you can first, right? But 90 percent of the time, for most of us that are business owners, that's going to be that virtual admin-type job.

Go ahead and use the "Article Writer Training – Outline" template as your guide to get you started. Go through and read it. Look at what I did. Look at how I did it. After you do that, you're going to make your video for the task. You're going to record that and upload that to YouTube, Google Drive, Vimeo, etc.

Next, create your training outline with screenshots for that task. The easiest way to do that is to pull up your video, or go do the task again and just write it down bullet point by bullet point. Every click or movement of the mouse needs to be documented by a screenshot. If you have to make a mental decision, write down in detail how you would make that decision. Also, if possible, try to make a decision tree for them so they'll understand.

Link the outline of screenshots to the outline with the video, so that they can just click in either document to find the video. Then in the outline with video, they can just click the link to find the document that has the screenshots. You want them parallel, so make sure that they're linked.

So get in there and get ugly, get disjointed, and get it done. Do that, and I'll see you in the next part for our next lesson.

HOW TO BE A GOOD VIRTUAL TEACHER AND LEADER

HOW TO BECOME A GOOD TEACHER

So we're going to talk about the things that are going to set you up for success, and the things that may cause you to fail and you don't even realize it.

> *"Typically when a VA fails it is the business owners fault because they did not set them up for success with (good) training and what is exactly expected of them." - Ian Pribyl*

This is one of the things that my friend, Ian, drove into me. Not only do I have to have good training, I also need to provide really good feedback, and I need to tell them exactly what is expected of them. You'll find that if your virtual assistant knows exactly where the bar is – exactly what's expected of them – they will deliver. But they're not going to deliver if you don't tell them. So the very first thing that you need to do is work on your communication.

Communication

Develop a work culture of two-sided conversation, open communication
• Don't berate them • Don't send "yelling" emails • Take the blame (at least initially) when something goes wrong • Be patient • Treat them the way you would like to be treated

This is a two-way street. So you need to develop a work culture where both of you can have an open communication setup.

Working with someone in the Philippines, you'll find that they tend to get embarrassed very easily, and they're very afraid that they're going to disappoint you. So you have to make it very clear upfront and tell them, "I need you to talk to me. I need you to communicate with me. I need you to let me know when something's wrong, if something's not working out. I'm never, ever going to get mad at you for asking that question or not knowing where something's at. But we have to be able to talk both ways."

The younger generation of Filipinos is much, much better at this than the older generation. The newer generation of Filipinos has become very Americanized. So they watch a lot of our TV and we're going to go into this very much in-depth when we're talking about the cultural gap. So with a younger Filipino, this won't be as much of an issue as if you have somebody who's maybe 40 or 50 that's working for you.

You need to be aware of that from the very get-go. You need to establish a work culture of open-door policy. They need to be able to come to you and tell you anything that's wrong. Anything that's presenting a problem. Anything that we can maybe be doing better. So you need to stress that to them.

You also want to make sure that you never berate them. Don't send yelling emails. That's the last thing that you want. Think about it. Put yourself in their shoes. You worked really hard on something and instead of getting any type of positive feedback, all you get is a yelling email.

For example, if your child was sick and you had to take them to the emergency room. You may have just completely spaced out and didn't tell your boss where you were going. Now, in the American culture, that is a huge no-no. You would obviously let your boss know where you are. But in the Filipino culture, your family comes first, so they may have completely spaced. You need to be very direct and upfront with them and tell them beforehand, "Hey, if you're going to miss work, you need to communicate that to me." That could just be a very simple email, but you need to let me know that you're not going to be there.

Ideally, they want to let you know ahead of time. But if for whatever reason, an emergency comes up, don't fire off an email saying, "Hey, where were you? I haven't heard from you." That's just going to drive them away.

By now, you should already know that you have to make things crystal clear. The way we communicate has to be crystal clear as well. If something doesn't work right in the very beginning, go ahead and take the blame for that. At least initially. If it comes up two or three times, something's wrong. But at the very first, I have no problems saying, "Okay, no problem. I probably didn't explain that well. Let's go ahead and try it from this angle." So the first one or two times, you can go ahead and take the blame. That way, they're not embarrassed, they don't feel like you're mad at them, they don't feel like they're letting you down or disappointing you.

For most Filipinos, their primary goal is to be as accommodating as possible. One of their largest fears is that they're going to somehow let you down, or become embarrassed by something that they've done. In fact, there was a time when I was interviewing somebody and she actually just started crying in the middle of the interview. I was shocked. And it was because she was embarrassed by a crack in the wall behind her. You could see the crack. I didn't mind, but she was so focused on what was I going to think.

So you have to be very patient. You have to explain things very, very well. Don't yell. Don't berate. You always want to have a positive communication with them, and you want to be a positive boss for them. There are times when things need to be addressed, so we're going to talk about that. But we're going to talk about how to do it professionally, and how to be direct and get your point across without yelling and berating.

So this should go without saying, but basically, treat them the way that you would want to be treated. It's like if you've ever had an absolutely horrible boss or a horrible professor, and they made you just feel like crap for whatever reason. Remember how you felt, put

yourself in their shoes. Just always treat them the way that you would want to be treated. They are humans, too, and they are making your life very, very easy by working for you. So don't ever forget that. Please, please, please work with them and treat them the way that you would want to be treated. Real simple. Improved Communication

Daily email (first 30 days… then weekly) • What did you accomplish? • What challenges did you run into? • What questions do you have? • What do you need from me?
Ask for feedback • Let them tell you exactly how to help them
Make your message simple and brief
Admit it when you are wrong
Be positive

There are a couple of things that we do for this. You've probably heard of the daily email. I typically only do this for the first 30 days, and then weekly. I found that anything more the first 30 days is pretty much overkill. You're micromanaging and you're being an annoying boss. So we'll get over that. But for the first 30 days, they should probably send you an email that lets you know, what did they publish that day? What challenges did they run into? What questions do they have for you? And what do they need from you?

These are where I've gotten a lot of really awesome questions that I hadn't necessarily thought to explain to them. For example, I got an email from Jamelia asking, "What's our target reader? When I'm writing my articles who should I have in mind?" I knew that in my brain, but I was so into training the task that I just completely forgot to give them that information. So she asked me.

Daily emails are a great place for them to ask any questions, which in turn enables you to tell them your work culture, your work philosophy, and what your business is all about. Also, you always want to make sure that they know that you're there for them if they need something from you. Let them know you're available. A key foundational thing in the first 30 days is to have that daily email.

Secondly, ask for feedback and let them tell you exactly how they need help. Maybe you recorded a video that makes complete sense to you, and it makes complete sense to the person that you've handed it off. But for whatever reason, it just doesn't make any sense to them. Let them tell you that. Give them the freedom to say, "You know what? I went through task number four and I just don't understand." And that's great. What you're going to do is to go ahead and try to figure out a different way to explain how to do it, or

maybe you get on a Skype call or a Facebook messenger call with them and you guys go through the task together. As they're doing it, they can explain what their challenges are, and what they did not understand, so this is a great way to get feedback.

Unless you ask them for feedback, they probably will never tell you this. They're never going to tell you that this task is confusing, and they don't understand it because they're afraid of embarrassing you or letting you down. Or they're afraid that you're going to think that they're a bad worker or something like that. So ask them for their feedback.

If somebody asked me a question, and I don't want to type it out, I'm just going to shoot a real quick email saying, "Hey, here's your answer." If you're recording a video to do feedback, make it simple and brief. You don't want to drone on for hours and hours. Just answer the question and let them get on with their day

Make it crystal clear, direct to the point, brief, but also in a very friendly, positive, upbeat manner. You don't want it to sound like you're yelling, or saying you did this wrong so here's how you do it right. Just make sure it's always in a positive manner. If it's not in a positive manner, they're going to stop asking and they're going to end up disappearing. You're going to wonder why, and it's because you didn't create a culture of communication where they felt comfortable coming to you, and telling you what was wrong.

So make sure that they understand it is always okay for them to come to you and explain, and then you're going to do your best to be simple and brief and give them the answer that they need. They respect your time, you respect their time, and they're able to go on about their day.

Admit it when you're wrong. I've had this happen several times where I was just flat out mistaken and I had to send them an email and saying, "Hey, Jamelia, I was wrong and I'm sorry about that. Please forgive me. I will work really hard on not doing that again." That went miles and miles and miles for her, and she sent me an email back and she's like, "It's okay. We all make mistakes. No problem. I'm glad you saw that. Let's work on it together." She was so awesome.

It wasn't just Jamelia. I've had to do that with all my employees because I did something wrong. We're not perfect. Sometimes we make mistakes. But if you're willing to admit when you're wrong, what's cool is they'll admit when they're wrong, too. They'll come back and they'll be like, "Yeah, I didn't prepare that. I was supposed to and I didn't, and I'm really sorry. I will make sure to do that in the future."

So when you're providing feedback to them, admitting when you're wrong will encourage them to admit when they're wrong and tell you, "You're right. Miss Michelle, I didn't do that, and I should have. I realize that's a mistake and I'm going to fix that

and move on." By opening that line of communication and by letting them know that you're human, that you want to be a good boss and you want to have a really good working relationship with them and you care about them, that goes miles and miles and miles. Just having that open communication and setting up that culture within your company will set you up a thousand times for success when you are hiring virtual employees.

Tools For Communication

| Email |
|---|
| Facebook Messenger |
| Phone call/Skype/Google Duo |
| Jing/Screencast-O-Matic |
| Google Docs |
| Basecamp |

We already talked about a couple of these. Obviously, email should be one of your go-to tools for communication. Then there's Facebook Messenger, which I use a lot for video conferences since it's really easy for me to just go there and video chat with them. You can have a regular chat and just send text messages. But typically, I'll just use Facebook Messenger for the video chat and we'll set up a time so we can meet at the same time. It's a great way to go back and forth and have conversations.

If for whatever reason they don't have Facebook, you can just do a regular phone call. You can use Skype or Google Duo. These are free options. Google Duo works just like Facebook Messenger. Basically, you would call them on a phone number and it brings up a video screen which enables you to video teleconference with them.

Jing and Screencast-O-Matic are good options as well. You already know about Screencast-O-Matic. Believe it or not, Jing is made by the same company that made Screencast-O-Matic and Camtasia. Jing is a video recorder with a five-minute video limit, and it allows you to draw on it if you want to highlight a specific thing. It's a cool tool. Honestly, I just use Screencast-O-Matic because it's already on my PC, and I just have to click the icon, record the video, and shoot it over to them. But if you're looking for a really quick way to send video feedback, Jing is a great tool for this.

Google Docs is great if you have a project where you're collaborating with three or four employees. They'll be able to make notes on Google Docs and it's all in one spot. Basecamp is a useful tool as well that can help your team to stay on the same page. You can pull up tasks, see how far along the process you are, and people can send messages

if they're collaborating back and forth. So if you want to poke around, take a look at Basecamp.
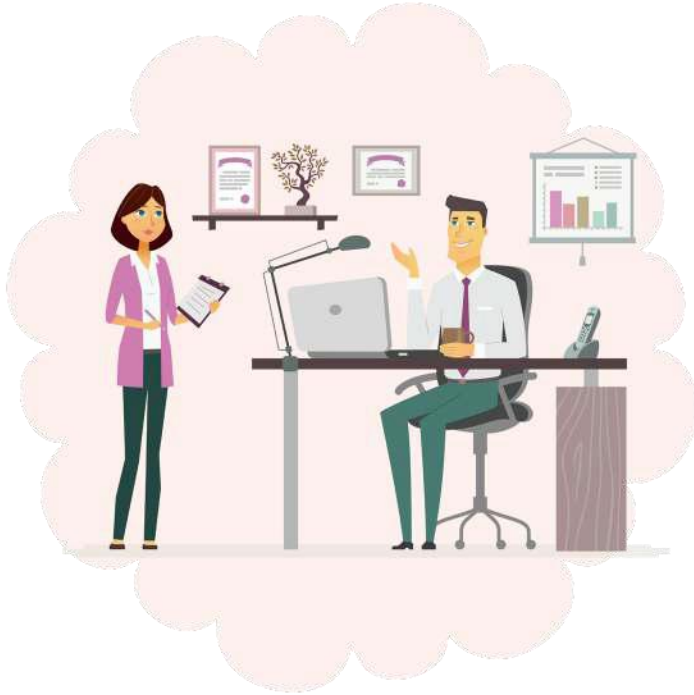
EXPECTATIONS

Don't hide your expectations. This one is huge. Your employee is only going to perform to what you've expected of them. If you don't tell them what those expectations are, they won't know, and they're kind of fumbling around in the dark hoping that they're getting it right. You want to make this crystal clear for them. Don't hide your expectations, or as my colleague and buddy Ian says, don't hide the ruler. Let them know exactly what your expectations are.

For the daily and weekly goals, you want to make those easy to hit. Then you also want to create stretch goals. What I do is for my stretch goal, I set up a bonus. So they get their hourly wage and if they hit their stretch goal, they get x additional per week in their paycheck. Create regular milestones as well.

Expectations (example)
Article Writer – First 30 Days
• Minimum of 2 quality blog posts formatted and published per 40-hour workweek
• Minimum of 6,000 words published to posts per week
• Stretch goal of 7,000 words published to posts per week
• Only 3 errors per post per week (formatting, spelling, grammatical)

Here's an example for an article writer. So in the first 30 days when I hire an article writer, I'm going to require them to have a minimum of two quality blog posts formatted and published on the website per 40-hour workweek, and they need to write a minimum of 6,000 words.

The reason that I let them do a total of 6,000 words instead of 2,000 words per post is maybe they have two keywords where one keyword really needs a deep dive. So maybe that one is 2,500 words and then they find another keyword that's kind of surface, there isn't really a whole lot and they're only going to get 1,500 words out of that one. So they need to make a minimum of 6,000 words published to posts per week. The reason that I say published is they can't have it in draft format. That means they need to add the pictures and the call to action buttons. Everything needs to be proofread. They need to have the SEO done. The articles should look pristine, and they need to be published on the website.

If you think about it, for 40 hours per week, 6,000 words is not a lot at all. But I am asking them to do way more than that. I'm asking them to do keyword research. I'm asking them to research the keyword to be able to write the article. I'm asking them to create an outline. I'm asking them to create a title. I'm asking them to do a little bit of graphics work by finding some pictures and creating a featured image. I'm also asking them to add call to action buttons, and do a little bit of SEO work. They need to be able to fill up the SEO and create the title. They also need to be able to add in the categories

and things like that, so they're going to be doing a lot.

Remember, this is only the first 30 days. Most of them have never seen all the other things that I've asked them to do. Before, all they've done is write. Typically, if somebody has hired them before, they're usually asked to write something like 10,000 words a week, and these are crappy surface-level articles that they're just kicking out to try and get content on the web. That's not what I'm asking them to do. In fact, I'm telling them, if you write me a 1,000-word crappy post, we're going to delete it and you're going to start over. So I have to change their mindset. I have to change what's expected.

So for the first 30 days, I set the bar low because I want them to feel a sense of accomplishment that they're easily hitting that 6,000 words target. Quite honestly, it should be very easy for them to get the 7,000 words per week stretch goal. In my mind, I already know I'm paying them the bonus. Because it should be super easy for them to be able to hit 7,000 words if they're working 40 hours a week with all the stuff that are in there. So I'm paying their hourly and I'm paying the bonus.

They're only allowed three errors per week, so this could be formatting, spelling, etc. If they pick an image that I don't like, I don't count that as an error. That's more of my personal style, and that's a feedback thing that I just need to get them acquainted with what I like in a picture.

I'm talking about major things like they spelled something wrong. There's really bad grammar, and everything's all formatted in one big lump when they can break it out in paragraphs. Or the link could be wrong. Things like that. Those are the errors that I'm talking about. So only three errors per post per week. For the first 30 days, I am going through every single post that they write, and I am providing feedback to them. They get video feedback on every post that they write for the first 30 days.

Expectations (example)
Article Writer – First 6 Months
• Minimum of 3 quality blog posts formatted and published per 40-hour work-week.
• Minimum of 7,000 words published to posts per week.
• Stretch goal of 8,000 words published to posts per week.
• Only 2 errors per post per week (formatting, spelling, grammatical)

After the first 30 days, I'm not going to check every post. I'm going to spot check. Now, I'm not going to provide video feedback. I'm probably going to check every post for the first six months, and then provide video feedback on maybe one out of every four that they do. If it's something really simple, I can just send them a quick email. At six

months, they should already know what I'm looking for.

So for the next six months, I'm going to up the ante just a little bit. They need to have three quality blog posts instead of just two. They need a minimum of 7,000 words. The stretch goal is now 8,000 words, and they can only make two errors per post.

After six months, I'm going to spot check every here and there and provide feedback as needed. But at that point, they should be up and running on their own. I don't need to babysit them. If I am sending them a video for every single post that they're doing, I am micromanaging and I should have just written it myself.

Expectations (example)
Article Writer – Second 6 Months
•   Minimum of 4 quality blog posts formatted and published per 40 hour work week
•   80% quality keywords
•   20% cornerstone content
•   Only 2 errors per post per week (formatting, spelling, grammatical)
•   Stretch goal of 9,000 words published to posts per week
•   Only 2 errors per week (formatting, spelling, grammatical)

Now, I'm setting the bar a little bit higher for the second six months. So we've got a minimum of four quality blog posts. 80 percent need to be quality keywords and 20 percent need to be cornerstone content. Cornerstone content is the inner knowledge of the website. For example, for my outsourcing website, cornerstone content is going to be something that applies to just about every single person that comes and looks at my website. So that's topics like "How to hire well?" "What to look for in a good employee?" "How to communicate well with your employee."

So the longtail keyword that I'm looking for is, maybe "call center services", "social media VA", "virtual assistant prices", and "sites like fiber." Those are my keywords that get at least one hundred searches per month. That will drive traffic to the website, so my cornerstone content is educating the reader that comes there. That is the meat and potatoes of what they're looking for.

In the second six months, the writers already understand the business so they should be able to do this. They have a minimum of 8,000 published words per week and their stretch goal is 9,000. They only get two errors per week. Now, this isn't per post. This is per week. So we're teaching them we're upping the bar every single time.

Expectations (example)
Article Writer – 1Yr+
• Minimum of 4 quality blog posts formatted and published per 40 hour work week.
• 80% quality keywords
• 20% cornerstone content
• Minimum of 8,500 words published to posts per week
• Stretch goal of 9,500 words published to posts per week
• Only 1 errors per week (formatting, spelling, grammatical)

At one year plus, the writers should write a minimum of four quality blog posts in a week, 80 percent quality keywords, and 20 percent cornerstone content. Now, I upped the ante again by asking them for a minimum of 8,500 words published to posts per week. The stretch goal is now 9,500 words, and they are allowed only one error per week.

So you can see it's crystal clear. They know exactly what their weekly goals are. They know what I'm looking for as far as keywords and cornerstone content. They're checking their stuff. They're not making the same mistakes that they did when they first started.

At this point, I didn't really raise the bar much more than this because I don't want to burn them out. I'm asking them to do a lot. And if they can get out four blog posts of 9,500 hundred words per week, that's really good with everything else that I've asked them. So I'm not going to push the bar above this. That is a high bar. Plus, at this point, I've already given them two raises. We'll go into that when we talk about hiring.

After the first 30 days, I give a 10 percent raise. After six months, I'm going to have a check-in and we're going to talk about what they've done, what they haven't done well. If they've earned it, they get another 10 percent raise, and then after that, it's yearly. At this point, I'm not just giving them more work without compensating them, and that's really, really important. So set your expectations high, but also compensate them when you're asking them to do more work.

CHAPTER 15

FEEDBACK

Provide Consistent Feedback

- Feedback must be packed with praise (especially with Filipinos)

  - Be specific with your feedback

    - Make sure the specific feedback ties to a measurable goal.

    - Make sure you tell them exactly what they did (or didn't) do.

  - Timely feedback

  - Be appropriate and professional

    - Be truthful and upfront

Filipinos thrive on feedback, and you have to give it to them or they're going to disappear. It must be consistent. It also needs to be positive.

There are ways that you can address problems that you're having while still incorporating praise. So when you provide feedback, you need to be very specific and you need to make sure that it specifically ties back to a measurable goal that they have. For example, let's say their goal was 8,000 words per week, but they're consistently only hitting 7,200. You can easily address that with them because they already know what the goal is. They know they're only managed to hit 7,200 words. They're watching it, I guarantee you. So you need to tell them exactly what they did or didn't do. In this case, what they didn't do is they didn't hit the 8,000- word mark.

Feedback also needs to be timely. You can't let it drag on for weeks and weeks and weeks and let them get away with it. If for some reason they don't hit it in one week, send a quick e-mail. Now, maybe their mom was in the hospital or something. There's typically a reason when you see a drop in productivity. Either something happened at work that they're afraid to tell you, or something has happened outside of work. Life is happening, but they're afraid to tell you because they don't want to upset you. Adjust accordingly. So if they only hit 7,200 words because their mom's in the ICU. Okay, I'm going to be a little understanding about that. Maybe we back off their hours so they're only working 30 hours that week, subtract the target words accordingly. So if they're only working 30 hours that means their goal should drop to 6,000 words per week. Once their mom's out of the ICU, they go back up to 40 hours a week, and their goal goes back to 8,000 words per week.

Be truthful and upfront, but also be professional. This one I cannot emphasize enough. I've had several situations where I've had employees who were taking advantage of me and I wanted to act unprofessionally. But I didn't, and that saved me in the long run,

not only with my other employees but also with the employee that I was actually having a problem with. So you always want to be appropriate and professional. Never lash out. Never send an email in anger.

We want to be truthful and upfront and tell them, "Hey, this is a problem and we need to talk about this." But there are definitely ways that you can do that in a way where you're providing positive feedback.

The Sandwich Approach

• Positive reinforcement on what she did well

• Recommendations for improvement

• Positive information with great prognosis for the future.

With any type of feedback that we want to give. We want to try to use this approach, especially if you're working with somebody in the Philippines. They thrive on positive reinforcement and feedback. So what you're going to do is you're going to tell them what they did well, then you tell them what the problem is. "Hey, you're only making 7,200 words. We really need to hit this goal of 8,000. But you know what? Here are a couple of suggestions. I know we're going to make it. You've done a great job so far. Let's push this through to the end."

Sandwich Feedback Examples

John Jonas, the owner of OnlineJobs.Ph, does a really awesome job with his feedback, and he actually has this on his blog post about the five best practices to boost the productivity of your Filipino VA. Take a look at how he does it.

(Top Layer) "Joven, since we started working together, the rankings for this company on search engines have increased double digits. Thank you. You must feel proud of this accomplishment."

As you can see, he starts with his positive feedback, then he follows that up with the negative. So here's what we need to address.

(Middle Layer) "At the same time, our major competitor still has higher rankings in four major categories. That has not changed. Do you have any recommendations about how we can leap-frog that competitor? Two weeks ago I emailed you three articles on breakthrough SEO tactics. Yet, I have not as yet seen them leveraged. Do you have questions about the approaches? How can we work together productively on beating that competitor?"

So that's a very positive way to say, "Hey, I sent you three emails on different ways we can try SEO and you haven't used any of them." This is a very nice way to say it. He asks, "Do you have any questions about these approaches?" Maybe they don't understand them. Maybe they're afraid to try them, or they're waiting for your permission. "How can we work together productively on beating that competitor?" Again, he's asking for feedback.

In a nice way, he's telling his employee, "Here's my problem. Do you understand? Is everything okay? Tell me how I can help you so we can work together." Then he ends with some positive reinforcement.

(Bottom Layer) "All of us here are so impressed by both your analytic and intuitive talents in SEO. It is rare one worker would excel in both. Our company has been so fortunate to have found you. We know we will continue to achieve great results together."

After that, he sends off an e-mail and he waits for the response. So this is a great example of sandwich feedback where you started with the positive. Then he presented the problem, "Okay, this is what we need to tweak. What we need to fix. How are we going to do that?" Then positive again, so they don't feel like you're just beating them down with what they're doing wrong.

Here's a personal example that I had with Jamalia.

(Top Layer) "Jamalia, since we started working together, we have gotten several very good articles published for the blog. Thank you so much for all your hard work on this. It must feel great to have all the training done and be able to establish a weekly groove."

(Middle Layer) "At the same time, we still are spending a lot of time researching each topic. I think this might be part of the reason we are having trouble hitting the 8,000 words per week target. Do you have any recommendations about how we might be able to condense this research time? I know we want to go inch wide and mile deep. I also know that I told you I want it to be the best article out there. Do you think these two requirements are making you feel like you have to be an expert on every keyword before you write about it? Could creating an outline on each major bullet point you want to cover possibly help? How can we work together to be able to hit our weekly target goal?"

(Bottom Layer) "I am very impressed with both your writing skills and the graphics/ feature image work you are doing. I feel very fortunate to have found you, and I am

very happy to have you as part of our team. I know we will continue to knock this out of the park together."

So I start with the positive before I present the problem. I also gave her an out, "I also know that I told you I want it to be the best article out there. Do you think these two requirements are making you feel like you have to be an expert on every keyword before you write about it?" I ask for two very difficult things. I want her to write the best article out there on that specific keyword, and I don't want it to be surface fluff. I want the article to go down deep and I want Jamalia to make sure it is useful to the person reading that article. She might feel like she has to learn everything there is to know about that specific keyword before she can write about it in order to do it justice, so she's spending all this time on research because I've given her these two difficult things to balance.

Then I give her a suggestion, "Could creating an outline on each major bullet point you want to cover possibly help?" What I'm doing is I'm saying you don't have to be an expert and know everything there is to know. Just make a bullet point of the major topics that everybody is hitting now. Go through and write a paragraph on each one of those.

Then I provide some more positive feedback by telling her how impressed I was with her writing skills and her graphics work, and I end it with, "I know we will continue to knock this out of the park together." This is a little bit more of my language. I tend to use a little bit more slang and I'm not totally formal with my employees. We joke back and forth and we have a great time. So she knows what I mean when I said that.

I just have that type of relationship with her where we're easygoing and we can talk about that. But I also want her to know, "Hey, I know you only made 7,200 words per week, we need to get to 8,000. Here's a couple of suggestions. But, hey, I am very grateful to you. I am glad that I found you. I'm happy with your work. We just going to tweak this a little bit." It's a nice way to bring up how she hasn't been hitting the goal.

Of course, if it's been four or five weeks and we're still not hitting the goal, then we need to have a little bit more of a serious conversation. I'm still going to be appropriate and positive, but if there's another way that I can help her, I want to do that.

We want to be good teachers, and the way that we do that is by providing lots of communication, lots of feedback, and getting feedback so I'll understand what I didn't explain well and I can find a different way to explain it. Then we mutually come together and find the solution.

RIP IT APART

• Take your first training and try to break it
 	
    ☐ Give it to a "stranger" to go through it with a highlighter
 	
    ☐ Fix (make incredibly clear) any areas that are highlighted or where someone got stuck/confused

• Take your second easily handed off task from your task discovery list and create your training for that task
 	
    ☐ This should be the next task that gives you the most time in the same job category as the first task
 	
        ■ (Example: Admin/VA)

• Make a video for that task   ☐ Upload it to YouTube, Google Drive, Vimeo (etc.)
• Create your training outline with screenshots for that task   ☐ Every click or movement of the mouse needs to be documented by screenshot. If you have to make a mental decision write down VERY DETAILED how you make that decision as well (try to make a decision tree for this).
• Link the outline with screenshots to the outline with video (so it is right in the document for them to find)

Okay, this is your homework. You should have your first task training completed by this time. Now, we're going to break it, so what I want you to do is to take your step-by-step process and give it to a "stranger."

What I mean by a "stranger" is someone who has no idea how to do that task. So it can be your wife, or someone else you know. If it's your business partner and he has done it 100 times, he's not a good person to try to break this.

It needs to be somebody who is a complete stranger to the task that you are asking them. You want them to go through the video and then go through your step-by-step process and highlight anything that's a problem. Then you need to go back and fix it.

Make it incredibly clear. Fix the steps where it's not incredibly clear. Work on any areas that were highlighted or anywhere someone got stuck or confused.

It will take a while for you to go through that and fix everything. Once you're done with that, grab the second task from your task discovery list and create the exact same training for that task.

You can do this while somebody is breaking your first one, but I've found that you will learn so much after somebody hands you back your first training. If you wait until

they're done breaking it, your second task will be a little bit better because you will have learned from the highlighted areas where somebody got stuck or confused. You'll already have an idea on how to make the second one better.

So again, you're going to make a video and you're going to create your training with screenshots for that task. You will go through the same process for the second step that you did for the very first task.

So for the first task, you're going to have somebody break it. You're going to fix the highlighted areas and then you're going to take the next task from your task discovery list for the same job description. So if your first task was for an admin or a virtual assistant, grab the second task for an admin or a virtual assistant. The reason we want to do this is we want to hire one at a time. One job category at a time. We don't want one task for a web designer, and one task for a VA. Now we can't hire either one because we don't have enough work to fill their schedule. So you want the second task for the discovery list from the same job category. Then you're going to create your video. You're going to create your outline training and with screenshots and then link them both.

BECOMING A GOOD VIRTUAL LEADER

> *"A leader leads by example, not by force." - Sun Tzu*

In this section of the book, we're going to talk about how to become a good virtual leader a.k.a. boss. So becoming a good virtual leader is something that is learned. It's not just inherently in you. It's something that takes a lot of practice. Tom Northup puts it really well when he said, "no great manager or leader ever fell from heaven; it's learned, not inherited."

> *"A boss creates fear, a leader confidence. A boss fixes blame; a leader corrects mistakes. A boss knows all; a leader asks questions. A boss makes work drudgery; a leader makes it interesting."*
> *- Russell H. Ewing*

Now, I know some people might say that a boss isn't always negative. But in this particular instance, you want to be a leader. You don't want to just boss somebody around. Russell Ewing had a really good perspective on that. So you want to position yourself as a leader to your team, not just a boss who forces everyone to do what you want. You can't go around saying, "This is what I said because I'm the boss. Now do it."

> *"Early on I realized that I had to hire people smarter and more qualified than I was in a number of different fields, and I had to let go of a lot of decision making. I can't tell you how hard that is. But if you've imprinted your values on the people around you, you can dare to trust them to make the right moves."- Howard Schultz*

Howard Schultz puts it really well, and I love this quote so I threw it in here. I went through this period in my business when I realized I had to hire people to do things that I didn't know how to do. I had to hire somebody who was an SEO expert, and I had to hire somebody who could do programming for me. I am not good at either one of those things. I had to be able to let go of the decision-making process for those things and give my team the tools that they needed to train them up, and then allow them to make those decisions. That was really, really hard for me. However, because I had imprinted the values of our company on our employees, I was able to trust them to make the right decisions. That is so important.

Imparting Your Company Values: Explaining The Big Picture

• Explain the overall goal and vision of the company   ☐ Explain the goal of their work

• You want to create one cohesive unit.
  ☐ All parts are needed to create a super strong company
  ☐ Make them feel needed and appreciated

Part of becoming a really good leader is imparting your company values onto your employees. You've got to explain the big picture to them. When you're doing this, don't just tell them, "Hey, you're an article writer." Explain the overall goal and vision of the company.

So in my company, Awesome Outsourcing, our goal is to help solopreneurs, entrepreneurs, and small business owners learn how to train and effectively teach and outsource their tasks so that it frees up more of their time. This is exactly the reason why you're reading this book.

If I hired an article writer, I don't just say, "Hey, go write articles on call center services or social media virtual assistants." If I didn't explain to them that the overall goal is to be able to teach and train entrepreneurs so that they're able to successfully outsource, then all they know is that specific keyword. They don't have the overall vision. They don't have the overall goal in mind.

So whenever I hire a new employee, one of the first things that I do is I'm going to have them watch our goal and vision. They're in every single one of the welcome videos. We're going to explain what our overall goal is as a company, and also what is the vision of our company? Then explain to them how their goals and the job that they're doing fits into the vision of the company. By doing that, it's building that relationship and letting them know that their work is important and it's valuable. We need them to be a part of this team.

When you're creating your virtual team, you want to create one cohesive unit. When you're doing that, they all need to understand that each job description, each person that is part of this company, all of them are needed to make a super strong company.

By just instilling this in them, it makes them feel appreciated. It makes them feel needed. It makes them feel like their work is worth something because they know the overall goal and vision. This is very important, especially for Filipinos. They want to belong to something. They're very, very relational. So if you share with them the goal and the vision and why their job matters, they are loyal. They are hardworking. And they are going to go above and beyond for you.

> *"It is amazing what you can accomplish if you do not care who gets the credit."* - Harry S. Truman

In case you didn't know, Harry Truman was one of the presidents of the United States of America, and he was able to accomplish tremendous things. I thought what he said was perfect for this section of the book because you can accomplish so much if you're willing to allow your team to do what they do best and not worry about taking all the credit. I love to brag about my team. I love to say, "Hey, you know what? I didn't do this. My team did. I just had to hand it off and it was done. I didn't have to worry about

it." Obviously, I don't want to do it in a cocky way. But not only does it feel right, it also makes them feel appreciated. It makes them feel like they see everything that they've worked towards and see how it goes towards the overall goal and vision. It's powerful and it presents you as a leader versus just a boss that's dictating, "Get this done." Train Them And Get Out Of The Way

> *"In most cases being a good boss means hiring talented people and then getting out of their way." - Tina Fey*

Tina Fey is one of the probably one of the most successful comedians in our era. Even she realizes that it's better to let them do what they're good at and get out of their way.

> *"The best executive is the one who has sense enough to pick good men to do what he wants done, and self-restraint to keep from meddling with them while they do it." - Theodore Roosevelt*

This quote teaches us a lesson on how to be a good leader. When I first started outsourcing, I thought, "Oh, yeah, I don't do that. I'm a hands-off manager. I'll just train them and then let them do their thing." I found out very quickly that that was not the case. I was guilty of this.

> *"Don't hire a dog, then bark yourself." - David Ogilvie*

Let me explain the quote above with an example. I lost a really, really good article writer because I was micromanaging her and I didn't even realize I was doing it. So Nica was a superstar. She took the training and she went through it in like a week. She was kicking out really good quality articles in the very next week, and we had two or three blog posts. The hard part was that Nica was one of my first full-time hires. So I didn't realize how good Nica was, and I wanted it to be perfect. I wanted every article that she wrote to be just like I had written it in my language, in the way that I said it in the American slang. So if she got some American slang wrong or used British slang, I was like, "No, no, no, we don't say that here. Say it this way." I made her correct everything, even though she already did a great job. It was little, tiny things that really didn't matter that much.

So what happened was for the first 30 days, I sent Nica a forty-five minute feedback on each blog post that she'd written. I wanted you to learn from my mistakes, so go watch those and think of it as not as a boss. Think of it as the employee. You've just put your heart and soul into a really, really solid article. Then your boss comes and says, "Well, you did a really great job. But I wouldn't necessarily have said it this way. I would've done this or I would have done that. I would've maybe said it this way, or this isn't quite clear, just fill this out a little bit."

Sometimes you need to do that. But don't nitpick. I was nitpicking and I didn't realize

how good Nica was until I lost her and I had to go try and replace her. I had a very, very hard time finding another Nica because I was micromanaging. So I beg you, learn from my mistakes. Train them. Don't micromanage them. Get out of their way and let them do their thing.

"There are many organizations that fret over small, direct expenses, yet have no misgivings about keeping staff tide up in a conference room for hours." - John Arnold

This is exactly what I did. Even though Nica was a virtual employee, I had her tied up in forty-five minute feedback sessions that I was recording for her for every single article. So I would worry about all the tiny things like, "Oh, hey, it's taking you like two or three hours to research this." Then I'm giving her a forty-five-minute feedback on the article that she's already written, and it was little nit-picky stuff that wasn't important. So if it's something important, by all means, you absolutely have to address it. But if it's something that's little and tiny, that doesn't matter. Don't nitpick. You're going to burn through that employee. I did it. Learn from my mistakes. I lost a really, really good employee because I micromanaged, so don't do it.

LACKING SOMETHING?

Can you fix the problem in 30 days?

All right, so what happens if you find a really, really good employee? They're an awesome culture fit, but something's missing. Maybe they have an unreliable Internet connection. I had this happen for one of my SEO guys. His name is Teo.

Teo was awesome, but he did not have a reliable Internet connection. So what I did was in addition to paying his monthly salary, I also gave him a monthly allowance for high-speed Internet. It was something that he absolutely appreciated and valued. You'll hear the story about Teo a little bit later, but to this day, I can still ask him questions and he hasn't worked for me in years. But if I need something done, I can send him an email and say, "Hey, Teo, do you have time to take a look at this? What are your thoughts on this? Obviously, I pay him for his time. But he's in a freelance position now because he outgrew his position in the company and he was able to get a better job. So in that particular instance, I paid for Teo's Internet and that solved the problem for him.

I had another employee who's typing speed was really, really low. I think she typed like 15 to 20 words a minute. She was really good at writing, but she was just absolutely horrible at typing. So what I did was I paid her an hour a day to use ratatype.com for 30 days. Within 30 days she had bumped up her typing speed to about 30 or 40 words a minute. So it's something that you want to ask yourself, is this something that I can fix in 30 days?

If it's a really good employee who's a really good culture fit, it's something that you may want to consider doing. However, if it's somebody who's just average or is an okay fit for your company, I wouldn't recommend doing this. This is what you want to do for the people who are the cream of the crop. The ones who are a super solid fit for your culture and your company. You want to keep them. You want to build that relationship and show them that you're willing to invest in them.

So things that can't be fixed, like bad English or bad grammar, that is a no. Especially if they are writers or if they're going to be doing call center services. That is a no, you can't fix that. If it's somebody like Teo who did SEO and never spoke to anyone, and when he sent me an email I could understand what he was typing, it wasn't a big deal. But for somebody who's a writer, that's a deal-breaker.

Here's another red flag. Refusing to use tracking software. I do not put up with this at all. If somebody tells me that they're not willing to use tracking software, there are plenty of other people out there who are willing to use it. It's a dealbreaker for me. It's a huge deal-breaker. You're going to find out why when we go through setting up our systems and all our different software. If they're not willing to use tracking software while they're working, that should be a huge red flag and there's something wrong. They're hiding something.

Another thing that's a deal-breaker for me is not being a good culture fit. They may be the smartest person in the world, but if they are arrogant and cocky, and I have a hard time working with them or they're just don't mesh with the rest of the team and it's causing friction, that's it. Move on. Don't try to fix that, it's not worth it.

There are so many qualified people out there that you don't have to put up with average. You don't have to put up with not a good fit. You don't have to put up with someone who's not willing to use tracking software.

There are some things that we can work out with them to build a relationship. But again, only if they're stellar employees. If they're somebody average and they've got one of these things going on, just move on. Find somebody else.

TREAT YOUR TEAM LIKE GOLD

• Pay for training hours/time spent on self-development
☐   Skillshare, Udemy, specific courses for their job title
• Yearly 10% raise
☐   If they have been a great employee and have met milestone goals
• Christmas bonus
☐   Typically a couple of hundred dollars (after 1 year with company)
• 13th-month bonus (after 6 months with company)
• 10 days PTO (one lump amount for vacation and sick time)
• Unlimited non-paid time off (with notice)
• Respect religious/country holidays (Government holidays, Christian, Muslim)

I treat my employees very, very well because they allow me to live the life that I'm very comfortable living. So I want to make their job and their life as easy as possible. I pay for training, and I pay for time spent on self-development. So whether that be Skillshare or Udemy, or if I want them to take a course that's specifically for their job title, or I want them to spend two hours a week researching what's currently new in their field to make them a better employee, I'm going to pay for that. I'm not going to expect them to do that on their own time.

If I have a really good employee and they've met their milestone goals, I'm going to give him a 10 percent raise every year because they've earned it. They've worked for it, and I have no problem doing that. Not only that, but hiring in the Philippines is so inexpensive. 10 percent is a huge amount for them, and it's not that much for me. So if they're working really hard, they're meeting their milestones, they're a great culture fit, they're a super awesome, reliable employee, I love giving 10 percent raises yearly.

If somebody who's been with me for over a year, I'm typically going to give them a couple of hundred dollars for a Christmas bonus, and sometimes they'll use it to catch up on bills. But a lot of times they use it for Christmas presents for their family.

After somebody been with me for six months, I give them a 13-month bonus. We'll explain exactly what the 13-month bonus is when we go over the different cultural differences but just know that it is something that I do pay out and that my employees have come to appreciate it.

Every single one of these things that I do builds value for them. It's not just the dollar amount that I pay for them, it's the environment that I create. It's the extra perks that I give them that some other employers might not do. It just builds that loyalty that makes them want to stick with me because I've taken the time to pay, train, and invest in them.

I want them to stick around, and in order to do that, I want to treat them well.

So I give them a 10-day bucket of PTO. That is both vacation and sick time. They can use it however they want. They get 10 days, and this is after their 30 day trial with me. We'll go into that a little bit more when we talk about interviewing and giving a job offer. The 10 days of PTO kicks in after their 30-day trial when they're officially a member of the team.

So here's a great example for unlimited non-paid time off with notice. I had one of my guys wanted to go to Japan for a week and a half on a religious mission that his church was doing. They were going to build a school and he wanted to be part of it. He did not have enough PTO for that whole time. What he did was he took half PTO and he took the other half unpaid. That enabled him to go. And he gave me a one month notice so that I was able to fill in the gaps for him and be able to realize, "Okay, hey, this is something that's really important to him. I can pick up the slack for the week and a half that he's gone." So it was no problem, and he was incredibly grateful and super loyal.

I also respect religious and country holidays. So in the Philippines, they not only have government holidays, but they are a very, very religious country and you'll find that they're either Christian or Muslim typically. So they're going to either follow the Christian Catholic holidays, like, for instance, they have All Saints where they go sit in a graveyard for a few days and pray for their family members. To me, that doesn't make a whole lot of sense. To them, it's incredibly, incredibly important. So I let them do that. They can take that time and go spend it with their family.

If they're Muslim, it's Ramadan. They have several holidays that are very, very important to them as well. So I respect not only the government holidays but also the Christian and Muslim holidays. Personally, I do not pay for the religious holidays. I pay for the government holidays, but I do not pay for the religious holidays. That's just my personal preference, so feel free to do whatever you want.

But for me, I'll just pay the ones that the government sanctions, and that the government and banks would have a day off for. Those I honor and I give them PTO for those days.

Pay Them What They're Worth

> *"Price is what you pay. Value is what you get." - Warren Buffett*

I run into people so many times and they're like, "Oh yeah, I'm going to get this awesome copywriter, I'm going to pay them a dollar fifty an hour and they're going to write 10,000 words a week for me." That's a really good way to burn through a whole lot of employees and not get any value. Remember, you are building a relationship with this person. You want them to stick around for a long time. You're paying to train them. So the value is not only in what you're paying them but also all the extra benefits. Don't

be a cheapskate. Let's just be honest and call it what it is.

POSITION	AVERAGE	RANGE (Part-time low end/Full-time high end)
Virtual Assistant	$510	$200-$1190
Amazon Expert	$370	$200-$840
Facebook Marketing	$640	$200-$1760
Copywriter	$830	$300-$2210
WordPress Developer	$710	$300-$1670
Sales Representative	$590	$240-$1350
Lead Generation	$570	$240-$1260
Webmaster	$570	$350-$1410
SEO Expert	$600	$240-$1790
Marketing Specialist	$720	$230-$1420
Infusionsoft Specialist	$640	$280-$1670
PPC Expert	$850	$350-$1850
Graphic Design	$640	$250-$1540
Shopify Developer	$550	$300-$1350
Ebay Listing	$440	$190-$850

So these are the average monthly salaries of virtual employees based in the Philippines. These prices are incredibly reasonable. If you were to hire somebody full-time in the United States, you're going to pay that in a week, or even three days.

Pay them what they're worth. If you have a virtual assistant, that's going to be about $500 a month for 40 hours a week. That's incredible. You want somebody to list stuff on Amazon for you? That's pretty much data entry, and the salary will depend on whether they're writing the descriptions or not. If they're writing the descriptions, that it's going to be a little bit more. If you have somebody who is just copying and pasting, that's a $300 a month job. Facebook marketing about $700 bucks. A copywriter, around $800. Mine tend to be a little bit higher because I tend to pay my writers a little bit more. But for $800 to $850 a month, you get a full-time writer for 40 hours a week that's doing really solid quality work.

You want somebody to build WordPress websites for you? That's $700 bucks a month. Now, if you want somebody who has a whole lot of experience, it could be $1,000 a

month. That's if you're not training them, and you just want them to hit the ground running. Expect to pay $1,200 to $1,400 a month for them. If you're willing to train them, then you can take somebody who doesn't have as much experience. Just train them, then you'll be able to get them for $700.

So the reason that we're doing all this training on all these specific tasks is not only to download your brain into them, but it also enables you to hire people who you can train. Which over the long run, you're able to hire them at a lower cost than you would if you were hiring an expert with several years of experience. We'll talk about that a little bit more later on down.

By the way, I got this guide from John Jonas's blog at OnlineJobs.ph, which is where I go to hire 95 percent of my employees. He puts out a salary guide every year. This is a really good reference, but keep in mind that the range here is based not only on their experience but also their education and how much you're going to have to train them, so take this with a grain of salt.

There's your range, but don't be a cheapskate. Pay them what they're worth. By paying them what they're worth, you're going to attract high talent who's going to be loyal, and they're not going to be looking for another job. They're going to want to stay with you.

Ask Them About Their Lives

Remember, Filipinos are very, very relational people, so ask them first about their job. Once a week, just fire off an email and say, "Hey, what do you like best about your job so far?" Then maybe the next week you ask them, "What is the task that you hate the most doing? Why do you hate doing it? Is there anything I can do to help you?" Then the following week, "What's the best thing about your job?" As you start to ask them open-ended questions where they can't just answer yes or no, you start to learn more about them.

In addition to just asking them about their job, ask them about their life outside of work. They love telling you all about their hobbies. They will tell you all about their family, about their kids, about their pets, about what they're doing this weekend, where they're traveling, what they're going to see and do. They'll tell you about their religion, and not that they're going to preach at you. They'll just tell you, "Oh, yeah, on Sunday I'll be at church and I'm really involved in our youth group. I play the guitar for them." These are all conversations that I've had with my employees and they love building that

relationship.

In turn, tell them a little bit about you. All my employees know that I have a cat and a dog. They know that I love woodworking. They know that I love technology. They know that I do jujitsu. We just talk about these things, and it's funny because my staff would send me a jujitsu video where they'll make some crazy cartoon or something like that.

It's just fun. It's fun for them because they know about you, you know about them, and you feel connected. So you can ask, "Hey, Teo, how's your wife doing?" Then when something catastrophic happens, you already have that relationship and they're okay with coming to you and saying, "Hey, you know what? My wife just had a miscarriage. She's in the hospital. I need two weeks to be able to take care of the other kids while my wife gets better." That's a conversation that really happened. It was somebody who had worked for me for quite a while and I knew all about their family. So I knew he wasn't just trying to get out of work. The more you build this relationship, the more you'll know your employees, the more that when these things come up, it's not an issue because you've taken the time to get involved with their lives.

BE KIND

I thought that was an awesome quote. It's just so true. I am really hard on myself, but when it comes to my employees, I try really hard to treat them the way that I would want to be treated. I treat them with respect and dignity, and I try not to be frustrated or angry when dealing with them. Of course, it's okay to be frustrated and angry. I've had some really crappy things happen. It's not all roses and I'm going to share those with you when we talk about when everything goes wrong and how to be prepared for it. But I've also had some incredibly cool experiences.

So here's a great example. One of my writers, Jamalia, was really good. Her family store was destroyed by a fire, and in the Philippines, it is not uncommon to have three or four generations living in one household. That was the case for Jamalia.

She was living in a three-generation household and the family store was the major means of income for the whole family. So when the store caught on fire, Jamalia was expected to go and help out at the store, and at that point in time, she needed to take three or four months off, but she didn't want to leave me hanging.

So we agreed to part ways with my blessing and that was something that we were able to have a very open and candid conversation about. I felt horrible for her family, but it was something that ended up being a positive thing for her because she was able to go help her family, and we were able to raise a little bit of support for her family through that time of tragedy. This is why you should use your heart when you handle others.

Another really good example is Aubrey. She was another writer that I had, and ironically, she was Jamalia's best friend. So I had gotten the reputation of being such a good employer that Jamalia emailed me and said, "Hey, I have a friend who is going through school and she's looking for some work. Do you need another writer?" And I said, "Well, sure, I can always use another writer. Let's see how good she is."

So I never even looked at OnlineJob.ph for Aubrey. She was a friend of Jamalia's. After she had been with me for two years, she had been through the majority of her schooling, and at that point, she was still undecided whether she wanted to work at home full-time or whether she wanted to be a nurse. Ultimately, she chose to become a nurse, and that was actually a really awesome experience for me because I was able to help her get through school and pay for school for those two years.

Then she was able to go out and change her world in a way that she felt was really important to her. She went out and she became a nurse, and that was her drive and her passion. It just took her a while to figure out that's what it was. I'll tell you what, it felt

really good to be able to help her in that capacity and know that I was able to make her dreams come true.

I did lose a really good employee. Yes, I sure did. Did I have to go train another one? Yes, I sure did. But you know what? It was worth it because it changed Aubrey's life. You will find that you become so connected with your employees that you love to see them succeed. You love to see them succeed in whatever that means for them. For Aubrey, that meant that she wanted to be a nurse. So I was very, very happy to give her the freedom to be able to go and do that.

To this day, she is a very successful, very happy nurse, and I still hear from her. I still hear from the majority of my employees who have left for one reason or another, and that is an awesome, awesome feeling to be able to know that you are such a good boss that four years after you've worked with them, they still drop in and say hi. That's when you know you're a really, really good boss because they constantly check in with you. I still hear from Jamalia, I still hear from Aubrey, and it's been years since they've worked for me. I love that.

> *"Most likely, the problem won't be around in a year, but my reputation of how I dealt with it will." - Whitney Cummings*

So let me tell you about some things that went really wrong. There were times when I wanted to strangle some of my employees' necks. I was frustrated. But at the same time, I dealt with it professionally and did what was best for the employee. So Teo got an SEO job offer. What was frustrating at the time was that I had trained Teo on SEO. He knew more about it than I did when I hired him but I had provided him with all the resources, and we created enough training and tools that he got really, really good at it. But he got poached. Somebody offered him a whole lot more money, and so he saw the dangling dollar signs and he ultimately went with a better job offer because it was what was best for him.

Now, fast forward two years from then. Teo got so good at it that he actually opened his own company. That is unusual in the Philippines. Usually you don't have very entrepreneurial people. The simple fact that I trained Teo and then he went to another employer where he could make more money after I trained him was frustrating, to say the least. But it was also what was best for him and his family. I don't begrudge him that. I don't. It was frustrating because I knew I had to go and train somebody else. But it was the best thing for him. So I was happy… later on, after I got a new employee trained.

I was very happy for him. As I mentioned before, to this day, I can fire off tasks to Teo and be like, "Hey, I don't know how to do this. Do you have any idea? Can we work at this?" The funny thing is that even though Teo is so much better than he was, he realizes that I trained him and that the reason that he is where he is now is because of the platform that

we built for him. To this day, Teo doesn't let me pay him any more than the hourly rate way back when he started working for me. We've had the conversation, and I said, "Teo, you're way better than that. Let me pay more for this task." And he's like, "You know what, Michelle? No, because I would never learn that if it hadn't been for you. This is me being able to give back to you." So it turned into this awesome relationship where I have an SEO expert for super, super cheap. Because when I hired Teo, I paid him $2.50 an hour, which is really low, because he didn't have any experience at that time and I was able to train him.

Now I come back and I'm like, "Teo, I need to pay you more than this." He said, "No, Miss Michelle. $2.50 is fine. That's what I want." To be honest, he probably had some of his employees do it, but it's just cool that he remembers that and he's able to give back in that way. That makes him feel good.

Now, here's a frustrating example that we'll get into in detail when we're talking about when everything goes wrong. I actually had an employee steal intellectual property once, and then turned around and was threatening to sue me over it. It was beyond a doubt, one of the most frustrating times that I've had where I really wanted to reach over and strangle this person through the computer screen.

Looking back, there were red flags that I should have seen that I ignored. But even though I was that frustrated, I still forced myself to be professional and not to give in to anger. So even though that situation was a very good learning experience for me, and it cost me a decent amount of money, it was a mistake that I'll never make again.

So that's it for our lesson on how to be a good virtual teacher and leader. In the next part, we'll talk about culture gap and how to hire correctly from the start.

HIRING CORRECTLY AND UNDERSTANDING THE CULTURE GAP

HIRING CONSIDERATIONS

So let's talk about where to hire virtual employees. This will depend on what you're hiring for. Is it a freelance job where you just need it one time or is it like something you're going to be doing consistently where you're looking for a permanent employee? Let's cover both.

I typically just hire a freelancer for a one-time thing. Like maybe I just need a graphic done or maybe I just need just a little bit of coding or tweaking done to my website. If it's not something that's going to be ongoing, I'll go with freelance. For the consistent, repetitive tasks that I always have going, I'm going to hire a permanent employee for that.

Freelance Options

For one-off projects, you can take a look at Fiverr. The freelancers there are really great at graphics. That's what I use for the majority of my one-off graphics type work. Upwork is another one. It used to be Elance. Freelancer is also very similar. Hubstaff has a free option to find freelancers worldwide, and we're going to be using their software to track our employees. PeoplePerHour is another option. So those are five places that you can look for freelance options if you're looking for something really specific. You can also put something out on one of the Facebook groups or ask the community and see where they go to find freelancers. That would be a really good option.

Permanent Employee

For permanent employees, there's always the question of full-time versus part-time. So at this point, do you have enough tasks to get someone to work 40 hours a week? If not, the question is, do we hire part-time first and then up to full-time? I would recommend against that because if you hire somebody full-time, they won't have any other distractions. They don't have any other bosses that are pulling at them for deadlines and pulling up their mental brain capacity. So for me, it's worth it to hire somebody full-time, even if I don't have enough hours to fill for them yet. What I'll do is I will find other tasks for them. If possible, you really want to hire full-time instead of part-time. It just works out a whole lot better because you don't have someone's divided attention.

What Country To Hire From?

So what country do I hire from? Big surprise. I've talked about this multiple times already. Personally, I'm always going to hire from the Philippines unless I have a very specific type of job, which I'll talk about in a while. But 90 percent of what I need, I can find in the Philippines. So we're going to go over the culture there, and talk about the reasons why I hire for the Philippines later on. Versus any other country, I typically have the best success with the Philippines. They're English speaking, they're very familiar with the American culture and their personalities, and the traits that I'm looking for in

an employee is built into their culture already. So it's a great, great fit for my company.

I have not found a lot of really good skilled coding in the Philippines, though, so I have to search elsewhere for that. If you're looking for someone who can work on software development or a specific code, you're probably going to have to look at India. Ukraine is really good at C++ programming, too. If you need Java, Python, Shell, Ruby, or any of those types of programming, you're going to want to take a look at Poland. That's probably where you're going to get the best bang for your buck for that. If you need IT infrastructure help you can try Romania. They tend to have the going rate on that. However, if it's just IT help desk, I would hire that from the Philippines instead.

Where To Find Great Resumes

So where do we find people to hire? The number one place that I go to is OnlineJobs. ph. I have used them for probably at least 10 years, and I've had really good results from them. Others have popped up over the years. VirtualStaff.ph, Talent.Hubstaff.com, and VirtualAssistants.ph are good options.

Again, my go-to is going to be OnlineJobs.ph. I'm very familiar with them. I know exactly how to move around on their website. I know that they've already been screened as far as they're not faking who they are. They're not getting a job and then outsourcing it to somebody else. Who I hire is who I hire, so for me personally, it's OnlineJobs.ph. But you may want to take a look at the other websites.

You will pay a monthly membership fee for OnlineJobs.ph, VirtualStaff.ph, and VirtualAssistants.ph. I've been with OnlineJobs.ph for so long that I have a lifetime membership, but that doesn't exist anymore. So you could pay monthly. Typically, what I tell people to do is pay for the month that you're going to use them and then cancel. Don't resubscribe until you're going to hire another employee. For me, it's not worth paying the monthly fee.

Talent.Hubstaff.com is a free resource. But anytime you're getting something free, just be a little bit cautious. Not that there isn't great talent out there, it's just you might have to dig a little bit harder to find the golden gems there.

Understanding The Weather

In the Philippines, one of the things that you're going to need to understand is the weather. This may seem really weird, but the Philippines has a rainy season, which is for mid-July to mid-October, and typically there can be typhoons during this time. So it won't be uncommon for

you to hear that there is a typhoon coming. You may not hear from your employee for two or three days, but they didn't disappear. It's because a typhoon has hit their island and they're flooded and they're trying to survive.

Now, this doesn't happen very often, but it can and you need to be aware of that. Flooding is pretty common during this time, and it's not something that really gets in the way. My employees are used to this, they know that it's coming and they have backup plans. So for me, it's not really an issue.

What can be an issue is that electricity can be spotty sometimes, and a lot of times there will be mandatory government blackouts for a certain period of time. So there may be a day where there's no Internet. So for them, they have to work around that. But they typically know ahead of time. The government lets them know and then they'll let me know, "Hey Miss Michelle, on Friday we're not going to have a blackout for eight hours." So if it's something where you need them during specific hours, you're definitely going to want to know that. The majority of my staff can work whenever they want, so for me, it's not a problem because if the electricity is off for eight hours, they just work during a different eight hours for that specific day. So no big deal for me.

CHAPTER 22

UNDERSTANDING THE CULTURE

We have talked about this a little bit before and just kind of touched on it. If you're going to hire a Filipino VA you have to understand that Filipinos are very, very non-confrontational. They do not like to do what they perceive as argue. If you were to get into any type of blunt short conversation with them, they're going to take that as they're being disrespectful to you, you're getting in an argument with them, or you're not happy with them. Therefore, they're going to disappear. So you have to understand that this is just their culture, it's the way that they've been raised. They're very, very hard workers and they think creatively and intuitively, which I absolutely love about them.

They're very, very respectful, like almost to a fault. Typically, they're going to want to call you by a title. So for me, they always call me Miss Michelle. I would say 90 percent of them don't feel comfortable calling me just Michelle. Now, you'll find that if they're 21 or under, they're a little bit less formal so they will call me Michelle. That's perfectly fine.

But you'll find that somebody over 21 is going to want to give you that title. It's a respect thing for them, and that's part of their culture. They're told to respect your bosses, respect your elder. It's built into how they were raised. It's the very core of who they are. So part of being non-confrontational is being respectful. It may seem like they're being like way overly polite, but that's just their culture. It's what makes them comfortable.

As they get to know you a little bit, they'll relax. Their biggest concern is that they're going to disappoint you or upset you, so they will be super, super formal until they get to know you. Once that happens, they'll relax and joke around. Filipinos love to have fun. But in the very beginning, you're going to get that very respectful, very timid type reaction from them. But that will change.

Now, Filipinos are also very religious. We talked about this before. They're going to observe their religious holidays, they're typically going to go to church every Sunday, and a lot of them will go two to three times a week. This is also a form of networking for them, so this is also how they socialize.

They love to help each other. It's not uncommon for them to get together as a community and build something. They have what's called a community spirit and this carries over into work, which is why I love having them as employees. If one of my team members is having trouble with something and the other one knows how to solve that problem, they'll help each other out and they'll figure it out, which is awesome and really fits into the culture that I have in my company. It's already built into who they are as people, so it's a bonus for me and a huge cultural fit.

Filipinos value their culture and traditions very much, and you're going to see that festivals, birthdays, and reunions are all important parts of them as a people. It affects their lives outside of work and sometimes it does creep into their life at work. That's because if they need to work on a Saturday, and their reunion is Saturday, they're going to want to take the day off or change the day that they're working. For me, as long as they tell me that ahead of time, I have no problem being flexible. They make my life so much easier that I'm perfectly happy to move things around when they have things like that.

Plus, it's also a great excuse for them to get together, to eat, sing, and have a good time. They love to have a party. You'll find that Christmas will actually eke into the second week of January. In the second week of January we've already set our new goals for the year, and they're still celebrating Christmas. They love to party and have fun, and that's just part of who they are. It makes them so much fun to work with.

Filipinos take a lot of pride in family. In fact, family comes first, and not just the immediate family, we're talking about third and fourth generation here. It might not be uncommon for you to hear, "My cousin is sick and I need to go take care of him today." Now, this isn't a recurring thing that happens all the time, but if they had somebody who was super sick and nobody else could help, they're going to try to help even if they're distant relatives. It's ingrained into them. Like I said before, they typically have three to four generations inside of their home, so grandma is there, mom's there, your employee's there, and their child is there. They're all living under the same roof. They take great pride in that and that's the way they want it. They love being together in the community.

Filipinos also don't think of themselves as living in a poor country or third world country. I wouldn't really use the word anymore. They have McDonald's, Starbucks, movie theaters, and malls just like we do. They pride themselves on being very Americanized. I would say they love to do American things. They love to go out to eat, they like to go to movie theaters, they like to go to art galleries and check things out. They love tall skyscrapers.

Anything that is going to feel modern or catch their attention, they love all those kinds of things especially the younger generation. The older generation, not as much, but the younger generation has become very Americanized.

In fact, Filipinos are so absorbed in American culture that they watch a lot of our television and sports. So you'll find that their top-grossing movies were The Avengers, Wonder Woman, Beauty and the Beast, and Captain Marvel. So the same things that we're watching, they're watching, too. They're going to watch The Big Bang Theory,

The Simpsons, and Grey's Anatomy. They know all those things.

The NBA is huge in the Philippines. They love basketball, boxing, and MMA. They love to follow these things, and they know who Kobe Bryant and LeBron James are.

But one of the downfalls with them being Americanized and watching our movies and our TV shows is that some of them think everybody that lives in America has the same environment that's in the movies and reality TV. They've never been to America. The only thing they know is what they pick up in the movies or these shows. So they assume, not accurately, that we all live like LeBron James, Angelina Jolie, and Brad Pitt. So it's actually kind of funny when they realize that we don't have huge mansions. It's just something that as they get to know you, they'll learn more and more about you. But don't be surprised if that comes up because they think that we're all millionaires.

UNDERSTANDING THE COST DIFFERENCE

This is part of the reason why there is a huge cost difference between the United States dollar and the Filipino peso. That's why we can hire somebody for 4 to 5 dollars an hour and provide them a good standard of living. Just about everything in the Philippines is so much lower than it is in the United States.

Rent is about 77 percent lower, restaurants are about 70 percent lower, and groceries are about 50 percent lower. What's not lower are luxury items. So Nike sneakers are more expensive. It's more expensive to buy a car in the Philippines than it is in the United States. What we call major luxury items are going to cost a whole lot more there.

To give you some comparison, take a look at the image on the next page. This is in US dollars.

	USA	Philippines	Difference
Restaurants			
McMeal at McDonalds (or Equivalent Combo Meal)	7.25 $	2.97 $	-59.02 %
Cappuccino (regular)	4.11 $	2.19 $	-46.84 %
Coke/Pepsi (0.33 liter bottle)	1.81 $	0.58 $	-67.96 %
Milk (regular), (1 liter)	0.82 $	1.59 $	+94.12 %
Loaf of Fresh White Bread (500g)	2.62 $	1.08 $	-58.77 %
Eggs (regular) (12)	2.27 $	1.62 $	-28.54 %
Chicken Breasts (Boneless, Skinless), (1kg)	8.53 $	3.62 $	-57.57 %
Beef Round (1kg) (or Equivalent Back Leg Red Meat)	11.51 $	5.75 $	-50.02 %
Transportation			
One-way Ticket (Local Transport)	2.25 $	0.20 $	-91.20 %
Monthly Pass (Regular Price)	70.00 $	9.90 $	-85.85 %
Gasoline (1 liter)	0.73 $	1.02 $	+39.10 %
Utilities (Monthly)			
Basic (Electricity, Heating, Cooling, Water, Garbage)	151.88 $	120.91 $	-20.39 %
Internet (60 Mbps or More, Unlimited Data, Cable/ADSL)	62.97 $	45.68 $	-27.46 %
Sports And Leisure			
Cinema, International Release, 1 Seat	12.00 $	4.95 $	-58.74 %
Childcare			
Preschool (or Kindergarten), Full Day, Private, Monthly for 1 Child	898.15 $	204.20 $	-77.26 %
Clothing And Shoes			
1 Pair of Jeans (Levis 501 Or Similar)	43.06 $	41.69 $	-3.19 %
1 Pair of Nike Running Shoes (Mid-Range)	73.80 $	76.80 $	+4.05 %
1 Pair of Men Leather Business Shoes	94.22 $	65.54 $	-30.44 %
Rent Per Month			
Apartment (1 bedroom) in City Centre	1,290.67 $	285.65 $	-77.87 %
Apartment (1 bedroom) Outside of Centre	1,023.14 $	161.52 $	-84.21 %
Apartment (3 bedrooms) in City Centre	2,094.47 $	593.98 $	-71.64 %
Apartment (3 bedrooms) Outside of Centre	1,639.41 $	324.65 $	-80.20 %
Salaries			
Average Monthly Net Salary (After Tax)	3,203.31 $	294.53 $	-90.81 %

If we were to eat a value meal at McDonald's, it's going to cost us about $7.25. In the Philippines, it costs about $3. A cappuccino at Starbucks is going to cost us, probably $5 to $6 now. It's going to cost them about $2. Milk is more expensive there. Where I live, it's a $1 to $1.50 per gallon, so milk is expensive because it's one of the things that they import.

Electricity is about the same. Ironically, it's not that much less expensive. The other thing is that Internet is just about as expensive there as it is here, which is why you may have somebody who has a slow Internet. It's because they just can't afford it. That's why if it's a really good employee, I'm just going to give them the $45 for their Internet, or find out what the difference was to bump it up from the base rate to the high-speed one and pay the difference.

A movie ticket is going to cost them $5. It costs us about $12 to $15. Apartments are more affordable in the Philippines. What will cost us $1,200 is going to cost them about $280. So you'll see why it's not that expensive especially if you have three generations

of family living in a three-bedroom apartment outside of the city. They're very used to living together, and they actually like living multi-generational. So rent isn't as big of a thing as we would think.

Now, I know a lot of programmers that have their own apartment because they make a really good living. That's a privilege that they love to have, but you'll find a lot of people who are only paying part of the apartment cost.

In the United States, the average monthly net salary is about $3,200. In the Philippines, it's about $300. This is the average rate, so you need to understand that a lot of these people that are making $300 can't afford to live in the city. So they have to commute into cities. They have to buy a bus pass, and it's going to take them an hour to an hour and a half to commute on the bus. It's going to take an hour and a half to commute home. They've got to pack their lunch and they're gone for 10 to 12 hours when you factor in walking from the bus stop, waiting for the bus, things like that.

If a Filipino can make $350 to $400 a month, and stay home and not have to do the commute, they'll absolutely love it. You're going to find the majority of Filipinos, especially if they're in a place like OnlineJobs.ph, they want to work from home. You are not doing them a disservice by only paying them $400 or $500 a month just because you're enabling them to live at home, and you're paying them a very good wage in the Philippines.

So I hear all the time, "Don't you feel bad paying that little?" Well, no, I don't, because I'm not paying them just enough to survive. I'm paying them enough to not only pay all their bills, but be able to go to the movies, be able to go out to eat, to be able to go bowling and have a lot of fun. Plus, I offer awesome benefits, which a lot of bosses don't do. So, no, I don't feel bad, and my employees will tell you that they absolutely love having the freedom to be able to work from home and to be able to set their own schedule – which may or may not work for you. Also, they have a steady, reliable job so they'll trade that in a heartbeat. So, no, we are absolutely, positively not underpaying them.

Just remember, don't be cheap. With $300 a month, they're barely squeaking by. You like to go out to eat and go to the movies, they want to do the same thing. So make sure that you're not being a cheapskate. Pay them what they're worth, but also realize that the American dollar goes a lot further in the Philippines than it does in the United States.

CHAPTER 24
POSTING OUR FIRST JOB…

Creating a Killer Job Description

•   Write your job description in the style of your "office environment"
•   Explain exactly how long the job posting will be active
•   Explain what the next step will be
•   Hide a "pink elephant" somewhere (1st test)
•   Require your "pink elephant" to be included in a creative subject line (2nd test)

•   Minimum job requirements you should add to each job description:
    ☐ Fluent written English
    ☐ A reliable, high-speed internet connection
    ☐ A reliable computer
    ☐ A willingness to use HubStaff to track all of your hours while you work
    ☐ The ability to type at least 40-50 WPM (words per minute)
    ☐ Microphone & Webcam (could be cell phone if not job critical)
    ☐ Ability to work without having to care for a child/adult during "tracked" time

Welcome back! It's time for our lesson on how to make a good job posting. So here are some things that you need to know when you're creating your job description. Here we have a job posting for an article writer as an example.

Full Time Writer Needed For Website on Outsourcing

Please login or register as jobseeker to apply for this job.

TYPE OF WORK	SALARY	ID PROOF	DATE POSTED
Full Time	$4/hr	70	

In this sample, we're looking for a full-time writer for a website on outsourcing. If I wanted to be a bit more specific, I could have put "Full-time blog writer needed." Okay, so this is a full-time job and we're going to pay $4 an hour. ID Proof is basically just them proving who they are. Below is the job description and we'll talk a little bit about each of the elements here.

"Thank you for taking a look at this job posting! I'm looking for a full-time writer for my website on outsourcing." At this point, I do not give them my website because there could be other people that are out there looking, and I want to keep that information confidential until they've made it to at least the second phase of the interview process.

So the first thing you want to do is thank them. Second thing is to explain your office environment.

"The #1 thing anyone should know about me when applying to be a member of my team, is that I believe in enabling my team members and getting out of their way – I do not micromanage or but in unnecessarily when someone takes ownership of their work and does a great job! Also, I have highly detailed video training to help you step-by-step through the work for this position. This is paid training – I never asked my team members to do the work or training for free."

This part is very important for two reasons. The first reason is that you just told them that you're not going to micromanage them and they're on their own. At that point, they could be freaking out because they could be thinking, "Well, I don't have any training. I don't know exactly what is expected of me." So I alleviate that fear by letting them know, "Hey, I've got video training for you to walk through step-by-step. You don't have to worry about that. I'm willing to train you."

The second reason is that there are a lot of dirty, rotten scoundrels out there. There's no other polite way to put it. Some people will go out and put a job description up and they will say, "I'm going to give you a test and I want you to complete this part. You send it to me, and that'll be your test to see if I'm going to hire you." What they're really trying to do is, they go out and they find like six people and they have each of those six people write one step of the article that they would need, or do one part of coding that they would need. Then they splice it all together and they don't pay anybody since they already have what they needed. That's really crappy. Really, really crappy.

Unfortunately, Filipinos are used to this. They're used to people doing that. So I let them know, "Hey, I don't expect you to do any type of training or any type of work for free. If I'm going to give you a test, I'm going to pay you for that. So you alleviate that fear. Because as soon as you say we'll have a task for you, their red flag goes off. "Oh, great. This person is just trying to get me to do something for free." So you need to let them know, "Hey, that's not what I expect. I never expect you to work for free. And even if it's a test that I'm going to put you through to see if you're qualified for this job, I will pay you for that."

Let's move on to the next paragraph. "I'll be leaving this job posting up for approximately 5 days. Finally, I will be setting up 2-3 video interviews for the final candidates. You will receive an email letting you know whether we will be setting up an interview or if another candidate might be a better fit for our company."

So what I'm doing is I'm telling them, "Okay, the first step of the process is you're going to send in your application. If you don't hear anything at all, you don't get another email from me, you aren't picked. However, if you do get an email, the second part of our interview is you're going to have some questions from me. Then if you've done well on those questions, I'm going to set up a video interview with you." If for some reason they don't make the cut for those 2-3 video interviews, I'm going to send them

an email and say, "Hey, I'm sorry. We found somebody else who's maybe a better fit for our company."

Or they're going to get an email that says, "Hey, you're one of our top three candidates." If that's the case, then we set up a video interview. So I'm letting them know step-by-step what the interview process looks like. For some people, they're not willing to go through all this for a job. That's great. I don't even want you to send in an application if you're not willing to go through a three-step process for me. I'm not willing to hire you. But we also want to let them know, "Hey, these are the expectations."

Okay, you may have a really great candidate and they may eliminate themselves and never send in a resume because they don't know how to use the Hubstaff tracking software. So you want to alleviate the fears and let them know, "Hey, I know this sounds like a lot, but don't worry. I have training and I'm right here. I'm not just going to abandon you."

With the specifications, you'll find that the people who do not have good English are not even going to apply. They're going to weed themselves out. This is your weed out. They need to know upfront that these are my expectations.

So the perfect candidate would have, not required but preferred, an interest in teaching small to medium-sized business owners how to outsource their work to places like the Philippines. The person should have the ability to write in a fun and casual writer's voice. If you are boring and mundane and drone, don't apply. We want to keep our readers entertained even for complex or advanced topics.

Then I tell them again about our culture fit, "Fair warning. I'm a pretty casual person overall. I don't micromanage, but I'm always here if you have questions or want to be certain of something before taking action." So I let them know, "Hey, I'm a hands-off manager. But I'm here if you have a question." We want to drill that in again because we really want them to get to know our culture and our feel.

"I prefer team members that can come on board quickly, learn quickly, and become independent and reliable as quickly as possible. If you're willing to learn and work hard, I'm willing to teach you.

If that sounds like something you're interested in and qualified for, please let me know! If you are read this far include the word pink elephant creatively in the subject line of your email response. Also, I will get about 200 applications, so make sure yours is creative and stand out. A generic template will just get deleted."

This is the first test. I want to know if they read the whole job description because it's not short. This is three pages. So when you put it together, it's a full page that they're going to read through. Yeah, they're probably going to skim it, but did they pay attention to everything that's in there? So first, did you read it? Second, can you follow directions?

Somewhere in their subject line should be "pink elephant." And I'm telling them, get creative with it because if you're just sending me a generic template that you send to every single person, you're not standing out from anybody and I'm just going to delete you, I'm not even going to look at your resume. That's the first test.
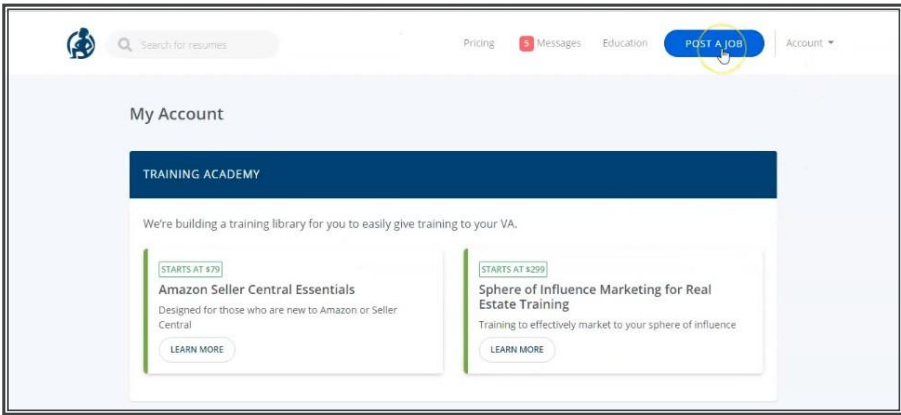
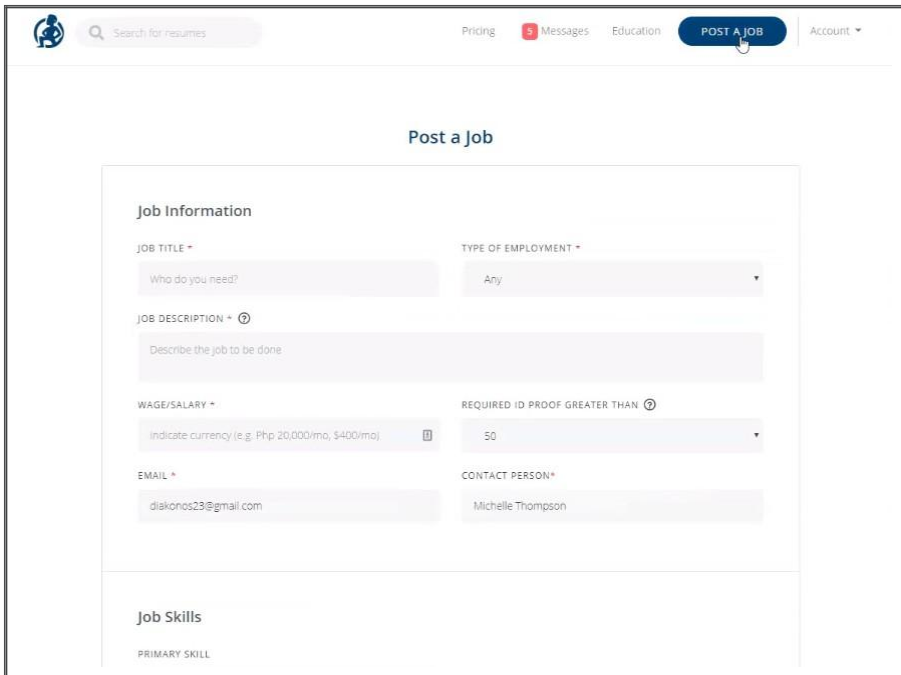So it's time to take our job description, put it up on OnlineJobs.ph, and wait for the applications to roll in.
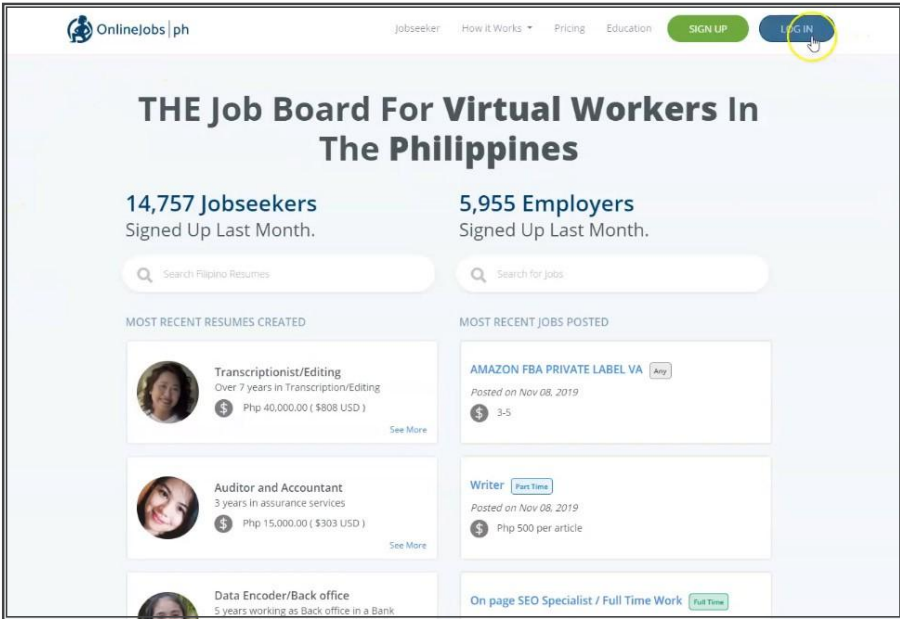
So this is OnlineJobs.ph, and this is where I do all of my hiring. So we're going to log in.
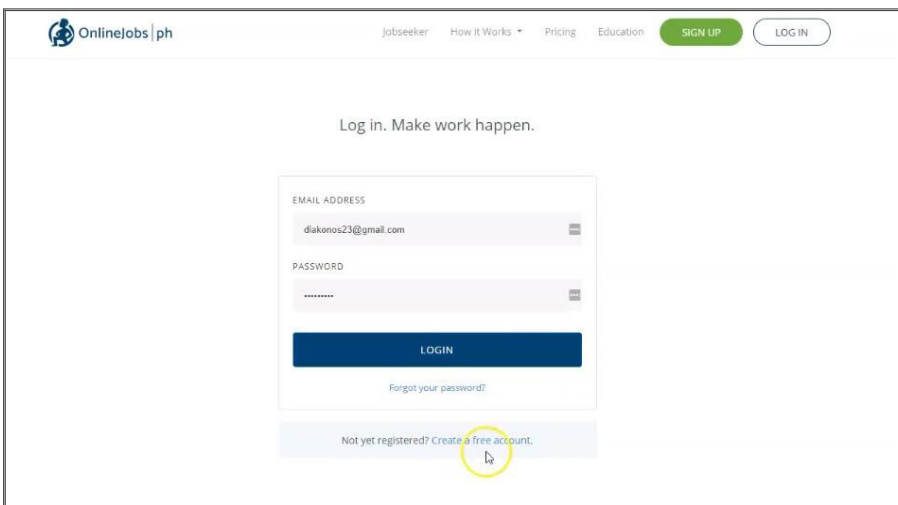
The first time you use the site you should create an account.

Once you're in, go right over to post a job.

Let's set the wage/salary to $4 an hour, and I personally want an ID proof greater than 70. So for a worker to apply, their ID proof score will need to be higher than the number you select. The higher the ID proof, the more confident you can be that they are who they say they are. For me, I put that as high as I can. I don't want anybody applying that's not who they say they are, or don't have the right references.

So fill up the job skills section, and once we're done with that, let us post this job.
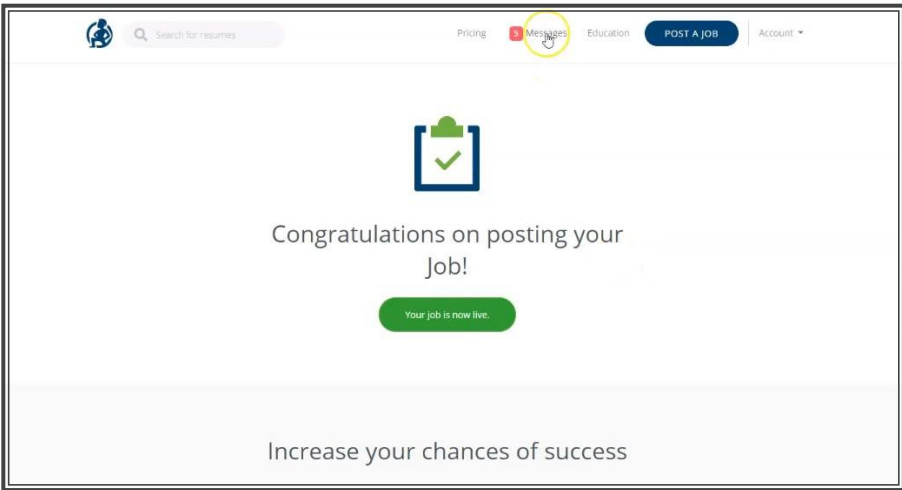
Now the job is live. At this point, it's going to go out and as people are searching for jobs, they're going to email me and it's going to come in here in the messages.

So days from now, we'll go in and we will take a look at all of the emails that we've received for the job. We're gonna go through and look at which are good ones, which are not, which ones would we send the next email to? Then comes the third test, which is given we send them that email. We want them to respond, and they're open-ended questions. So we're going to figure out pretty quickly just how good their English is. This is going to be covered in the next part.

EMAILING OUR TOP JOB CANDIDATES

Okay, before we take a look at the emails that we received from the article writer job post we made previously, let's go over the next series of questions that we're going to send the job applicants.

The reason for this is twofold. First, we want to get to know a little bit more about them. We want them to respond to several different types of questions. Second, we want to check how well their English is.

Typically, the applicants already had somebody go through and proofread their resumes so they have a template that they just kind of dump in. This doesn't happen all the time, but sometimes it does. So this set of questions we're emailing them is a great way to check how good their English really is.

In addition to that, you're also going to see how timely they respond to you. If it takes them a week to respond, they're probably not the best fit for your company. If it's the weekend and it takes them to three days, or if they don't get back to you for a business day or two, that's perfectly acceptable. But if this is something where it's just been sitting there for a week and you haven't heard a response, just know that there are plenty of other candidates out there that want the job. This is a good way to weed out the ones you don't want.

The idea here is to ask them non normal business questions. For example, "Do you have any pets? What is your favorite pastime? What movies and music do you like?"

We want to get to know them as a person in this phase, as well as, figure out exactly how good their english is.

This is another building block that we're going to use to build that relationship with them. We want to know if they're a Star Wars fanatic or they have a two-year old that is the light of their life. We want to know what's their hobby, what are their dreams? This helps you build that relationship. It also helps you in the interview process, because you'll already know a little bit more about them. When we do a video interview, the first thing we're going to do is spend about five minutes just talking to them about their hobbies, and we want to do this to loosen them up and put them at ease. You'll find that just like I told you previously, Filipinos tend to be a little nervous, and they sometimes don't like to be on camera because they're afraid that they're going to disappoint you or say something wrong somehow. So our job, when we start the video interview is to get them to loosen up and relax, and make them realize that we're human beings just like they're human beings and it is okay.

So moving on to another important question: "Are you comfortable having video calls via Skype for training purposes and status updates, as needed? Or at the very least, audio calls?"

I have had one gentleman who said he absolutely would not do an audio call. His reason for that was that he stuttered quite a bit. I let it go because I didn't think it was a big deal. He was going to be a writer and I didn't want to embarrass him. That, in and of itself, is not a red flag. But there were three or four other things that came up that should have been red flags for me, and I didn't pick up on them. So at the very least, they should be willing to do an audio call with you. If they have some type of handicap and they're not able to, try working with them on that. Just be aware that unless they have a very legitimate reason why they can't get on a video or call, that should be a red flag.

Another important question to ask is: "When would you be able to begin working? What hourly rate would you require to begin working in this role?"

Here's where we add a little bit of negotiation that we didn't have previously.

Now, we put $4 an hour for a writer in our job description, but you'll find that some would ask for more and they'll say, "Oh, I'll take $6 an hour." So when you're doing the video interview, this gives you the chance to have that conversation where you say, "Hey, when I put the job application out there, I said $4 an hour. But you said that you needed six dollars an hour. Let's talk a little bit about that and explain where you're at and where I'm at." It opens the door for an easier flow into the negotiations as opposed to just saying, "Hey, you're asking for six. And I said four. That's just not going to work." This way, you can negotiate in an easy and relaxed way. A lot of these questions are very intentional and we want to use these to set us up for the next step in our interview process.

It's very straightforward, and we are learning a ton of information that they don't even realize they're giving us when we send this out to them.

In the next part, we'll take a look at our job applicants and sort out the good, the bad, and the ugly applications. Hope to see you there!

RECRUITING AND HIRING TOP TALENT FROM THE PHILIPPINES

TAKING A LOOK AT OUR JOB
APPLICANTS…

Okay, here's a recap of what we did in the previous chapters. We've created a job description, posted it on OnlineJobs.ph, and we've prepared a set of questions we want to ask the applicants if they pass the initial tests.

Now it's time to review the great, the okay, and the ugly applications we received.

Our first candidate is Christiane. Her email subject line isn't super creative, but we've got "orange tiger" in there, so let's take a look at her application.

Okay, I'm guessing the rate she has here is probably a mistake because she's looking for $2,000 a month. She probably wouldn't have responded to our ad. So that's something that we'll definitely bring up if we send her an email and she gets to the interview process. So let's go over her email.

"Hi to you and the team!

It is with great enthusiasm that I submit my application for this opportunity. As an online business partner in the freelancing industry, I know my diverse skills and qualifications will provide a valuable support to your company/team.

As you will see from my attached resume on the link provided below. I've built my career in a variety of roles and industries – both online and offline. As an Online Freelancer with various experiences, I was responsible in a lot of responsibilities to support different kinds of online businesses to help the company make money and solve a problem. Some of what I did as a Freelancer where as follows:"

Okay, the "I was responsible in a lot of responsibilities…" line tells me we've got a little bit of an issue with English. So let's just see how it goes.

So she did customer service work, writing, e-commerce, virtual assistance, social media

> Customer Service – Email and Chat Support, Responding to Reviews, Follow Up, Phone Support and Community Manager.
> Writing – Content Writing, Email Copywriting & Marketing, Editing & Proofreading, Web Content, Blog Writing and SEO Writing.
> e-Commerce VA – Product Research, PPC Creation & Optimization, Stellar Customer Service among others.
> Virtual Assistance – Administrative (including Executive Administrator to the CEO), Graphics Design, Editing, Content Strategist, Content Marketing, Branding, E-commerce VA, Book Writing, Ghostwriting and Facebook Ads.
> Social Media Management – Manage online content through: Scheduled Posting, Creating New Content and Engaging with Followers without pushing any brand or product away.
> Social Media Marketing – Handles paid promotional content such as Facebook / Linkedin / Instagram Ads for the purpose of either selling something or creating brand awareness which covers the following tasks: Create a marketing calendar, research relevant content, gather original content from client, create engaging graphics, write eye-catching headlines & captions, schedule content on the best time, monitor daily posts, reply to messages and comments and updated in trends.
> Project Management - Planning, Preparation, Promotion and Implementation of various projects and events.
> Human Resources Management – Sourcing & Recruiting, Management: Strategy, Operations, Financial and Risk.

management, social media marketing, project management, and human resource management.

> Social Media Marketing – Handles paid promotional content such as Facebook / Linkedin / Instagram Ads for
the purpose of either selling something or creating brand awareness which covers the following tasks: Create a

As you can see, this should be handled, not handles. Not a huge deal unless you're hiring a writer and you need somebody who's going to get their tenses right. So another question mark. It doesn't rule her out. It just sticks out and pops out.

I thrive in an environment where everything should be in order and well-documented. In addition to being flexible and responsive, I am also an eager-beaver when it comes to joining seminars, workshops, and lessons where I'll be able to enhance my knowledge and skills in any line of job. Hence, I am also willing to be trained for new skills / tasks needed.

Additionally, I am adept at managing all Microsoft office, Google Apps/Products, Social Media platforms, and other computer tools. I am also a self-starter and enjoy doing inventory management, budget monitoring, and event planning.

My strong-willed characteristic combined with my experiences in various field of work both online and offline will enable me to extend help and contribute to the growth and success of your business. Attached herewith is my resume together with my contact details for your reference. I look forward to hear from you soon.

Here's the link to view my resume for your perusal: http://bit.ly/OnlineBusinessPartnerChris

You can message me on any of the following for our discussion / discovery call:
Hangouts/Gmail: .com
Zoom:
Skype:

Best of the both worlds,
Chris

"I thrive in an environment where everything should be in order and welldocumented. In addition to being flexible and responsive, I am also an eager beaver when it comes to joining seminars, workshops, and lessons where I'll be able to enhance my knowledge and skills in any line of job. Hence, I am also willing to be trained for new skills/tasks needed."

That's good. So she's willing to expand. She says she's willing to be trained for new tasks.

"Additionally, I am adept at managing all Microsoft office, Google Apps/Products, Social media platforms, and other computer tools. I am also a self-starter and enjoy doing inventory management, budget monitoring, and event planning."

Okay, that tells me that she likes doing repetitive, mundane tasks, which is not really what I'm looking for. I need somebody who's going to be creative in their writing.

"My strong-willed characters combined with my experience in various fields of work both online and offline will enable me to extend help and contribute to the growth and success of your business. Attached herewith is my resume together with my contact details for your reference, I look forward to hear from you soon."

Okay, she's not the strongest candidate in the world, but let's take a look at her resume.

CHRISTIANE
ONLINE BUSINESS PARTNER (FREELANCER)

HANGOUTS:		...COM	ZOOM:	SKYPE:

PROFESSIONAL PROFILE

Chris is confident in her ability to make anything she put in mind to success. She works quickly, positively and efficiently because she loves what she does. She is extremely motivated and a great manager of time. She learns swiftly and have a strong analytical skills. She is passionate about making the world a better place by finding a marriage on entrepreneurship and online business management in any digital related business. Chris loves finding out how to improve her craft specially with online related businesses. She is focused, determined and purpose driven. When not in front of a computer, Chris likes spending time with family, friends & community and just enjoy life.

WORK EXPERIENCE (ONLINE)

ONLINE BUSINESS - INTERNET MARKETER
Freelance Online Business Management & Marketing
- Manage clients business online & market the brand
- Helps brands reach larger audience online (SEO)
- Content marketing, social media & email marketing
- Reach thousand more target clients/customers

WRITER - EMAIL, CONTENT, SEO, COPY, BLOG
Freelance Writing(Email Copywriting, Content,Blog,SEO)
- Email Copywriting
- Content Writing & Blog Writing
- Ghostwriting and Book Writing
- SEO Writing & Content Strategist

SOCIAL MEDIA - MARKETER & MANAGER
Freelance Social Media Marketing & Management
- SM Marketer: Handles Paid Promotional Content
- Selling & creating brand awareness
- SM Manager: Manage Online Content
- Scheduled posting,new content,community engagement

ECOMMERCE - SOURCER, LISTER, FACEBOOK ADS, VA
Freelance eCommerce/Dropshipping Virtual Assistant
- Product Research, Sourcing & Listing
- ERP Navigation & Category Management
- Process Documentation & Inventory Management
- Order-Shipment Management & Fulfillment Services

VIRTUAL ASSISTANT - GENERAL VA
Freelance: VA to CEO, Graphic Designer, Video Editor
- General VA to CEO: Executive Administrator for Ops
- Graphic Designing: Prep, Plan concept & illustrate
- Video Editing: Explainer Videos & Youtube Videos

WORK EXPERIENCE (OFFLINE)

ASSISTANT SALES & MARKETING DIRECTOR (FREELANCE)
CS EVENTS MANAGEMENT CORP. - 2018
- Planning-Implementation of sales-marketing programs
- Develop strategic sales-mktg. plans with forecasts
- Operating budget including advertising & promotions
- Build & maintain relationships w/ industry & partners

MARKETING SOURCING LEADER
CONVERGYS CORPORATION - 2012 to 2017
- Business Plans, Strategic Planning, Project Mgt.
- Site Sourcing Leader (Onsite & Offsite) - Marketing
- Advertising, Sales & Marketing, Brand Management
- Manage employees & its performance management

TALENT ACQUISITION LEADER
CONVERGYS CORPORATION - 2007 to 2012
- Sourcing of talents from various field & industry
- Human Resource Management: Sourcing & Recruiting
- Plan, prepare, promote & implement talent sourcing
- Manage CS Team: Email, Chat, Voice & Data Entry

MARKETING COURSE CONSULTANT LEADER
INFORMATICS INT'L. COLLEGE - 2004 to 2006
- Marketing & Sales of short/long term online courses
- Client Account acquisition, management & retention
- Market research,analysis,strategy to get target ROI
- Leadership & management of Course Consultants

CUSTOMER SERVICE REPRESENTATIVE
GLOBE TELECOMMUNICATIONS INC. - 2001 to 2004
- Online & Offline Customer Service(Mobile Subscriber)
- Project Management: Launched Touch Mobile PH
- Field Sales, Branding, Marketing & Staff management

So she definitely hired somebody to do this for. I mean, that's good. She's just not exactly what I'm looking for. I'm not going to delete this application, but we're going to move on and see what else we got.

I don't want to waste the time of our applicants by asking them the follow-up questions if it's somebody that I pretty much ruled out at this point. I wouldn't say I've totally ruled her out, but I'm hoping there's somebody else in here that's going to be a lot stronger fit. She didn't really wow me with her template. It looks like something that she copies and pastes to everybody. There's nothing here that really stood out to me for my specific job post. Which is okay. Think of it from their perspective, they're probably applying to 20, 30 jobs a day. Still, you have to filter through the applications. She just didn't really stand out as a top-quality candidate.

Our next candidate is Mae. She has "orange tiger" in her subject line. She followed the directions, so we know she read it. We know she followed directions, but it's not super creative. Let's see what we got.

Hello!

I am applying to the position of Blog writer to utilize my natural skills and characteristics as a courteous, friendly, patient and helpful individual, as well as my experience in effective communications. I believe I will be able to successfully contribute to your company.

For many years, I have pursued my passions in languages and demonstrated perfectly fluent international English, culminating in my work experience over a few years as an English writer, researcher, tutor, and editor, with a particular focus on grammar and vocabulary. I began writing content as a beta reader and social media publicity assistant for a Wattpad author, Takatsu (wattpad.com/user/takatsu), on his serialized online novels which have garnered over a million views and 20,000 followers. I was responsible for engaging with the community by writing announcements, social media posts, comments, facilitating video streams and programming extra content such as audience research, Q&As, giveaways, contests, image quotes and more. I used the Wattpad platform, as well as Facebook and Twitter. These have supported the writer's career online and built a stronger following. During the time his followers increased from about 4000 to 20,000. I have also worked as a content writer and social media manager for Inspiritus Press a publishing company in Canada. I was responsible for web copy, social media posts and community engagement, market research, as well as highly effective lead, generating emails and email newsletters which provided expertise in public relations, strategic communications, customer service, community engagement, and marketing or promotional campaigns. I have briefly worked in similar capacities for other organizations such as Autocase2.0 and Versachalk, including targeted social media ad campaigns and community content and engagement with Lyf app via m5859apps where I both facilitated engagement and monitored social media content. For a website and company brand called Planning and Preparation (now PlanPH), I have experience in writing advice columns for financial success. Many of my other experiences are ghostwriting, copywriting, product sourcing and research positions as well where I've helped in successful ebook writing and blog articles, which earned a rank in the first page of google search and as well as informative content.

"Hello! I'm applying to the position blog writer to utilize my natural skills and characteristics as a courteous, friendly, patient and helpful individual, as well as my experience in effective communications. I believe I will be able to successfully contribute to your company.

For many years, I have pursued my passions in languages and demonstrated perfectly fluent international English, culminating in my work experience over a few years as an English writer, researcher, tutor, and editor, with a particular focus on grammar and vocabulary. I began writing content as a beta reader and social media publicity assistant for a Wattpad author, Takatsu (wattpad.com/user/takatsu), on his serialized online novels which have garnered over million views and 20,000 followers."

Okay, good. We know she can write.

"I was responsible for engaging with the community by writing announcements, social media posts, comments, facilitating video streams and programming extra content such as audience research, Q&As, giveaways, contests, image quotes and more. I used the Wattpad platform, as well as Facebook and Twitter."

She can definitely multi-task and learn different tasks. So that's good.

"These have supported the writer's career online and built a stronger following. During the time his followers increased from about 4,000 to 20,000."

Okay, so she's really good with follow up and building lists. That's great. If I was hiring her to monitor my social media, that would be awesome.

"I have also worked as a content writer and social media manager for Inspiritus Press, a publishing company in Canada. I was responsible for web copy, social media posts and community engagement, market research, as well as highly effective lead, generating emails and email newsletters which provided expertise in public relations, strategic communications, customer service, community engagement, and marketing or promotional campaigns. I have briefly worked in similar capacities for other organizations such as Autocase2.0 and Versachalk, including targeted social media ad campaigns and community content and engagement with Lyf app via m5859apps where I both facilitated engagement and monitored social media content. For a website and company brand called Planning and Preparation (now PlanPH), I have experience in writing advice columns for financial success. Many of my other experiences are ghostwriting, copywriting, product sourcing and research positions as well where I've helped in successful ebook writing and blog articles, which earned a rank in the first page of Google search and as well as informative content."

After reading through all that, we know she has experience in blog writing.

So she has given us some stuff that she had written, which is good, and she can do photo retouching, nice. That's good, because while I don't need her to do editing, we are going to have her find some pictures and create feature images for our articles. Let's take a look at her work.

She didn't have the greatest grammar in the first sample that I pulled up, but the other articles I checked looked so much better. So the one I happened to pick first was probably one of her first writing experiences. She didn't have the greatest grammar in the first sample that I pulled up, but the other articles I checked looked so much better. So the one I happened to pick first was probably one of her first writing experiences.

Have A Party Fund

If your town fiesta or birthday falls on May then start saving up for that celebration by January. By saving in advance, you wouldn't have to make a loan or take a big chunk out of your monthly budget for a party.

She has Photoshop samples as well, which is good. Let's go back and take a look at the rest of her email.

Okay, so I'm not totally convinced about her English, but I've definitely seen enough to send her a reply. Let's send her the follow-up email that I showed you earlier, and move on to the next candidate, Jenifer.

She puts "A valuable addition to your awesome orange tiger team!" in her subject line, which I love. That's a creative way to do it. She's asking for around $800 a month, and that's a lot. She's got her master's or doctorate, so I'm not sure she's going to be willing to work for $4 an hour. But let's see what we got.

She just showed that she's good at English, she can write. She's been writing content articles, blogs, and press releases for two years now. That's good, and I definitely want to see some writing samples. She has experience uploading her work to WordPress, proofreading, finding royalty-free graphics, and optimizing articles for search engines. That's awesome. So I would say, we definitely want to send Jenifer the follow-up email, and ask for some writing samples.

Next is Karyl. She didn't follow instructions so I'm not really excited about this one, and you'll notice that she's asking for over $1,700. She can't follow directions so we're going to delete this one. We've already told them that if we didn't send them the follow-up email in the first five days we've already found someone.

I used to send every single person that applied a response saying, "Hey, we found some other candidates to move forward," but I found that when somebody just randomly throws something like this out there, it's not worth my time to respond. In a case like this, where we only have 11 candidates, I might actually go back through the deleted stuff and send her a courtesy email to let her know that we've moved on. So on to the next.

Here we have, Noriel, who is asking for $600 a month. That's perfect, and he has 7 years of experience in creative writing. He has "I have a pet orange tiger! (Just kidding, he's just a fat orange cat)" as his subject line. That's awesome, so he's using some humor. He's a content writer, blogger, social media manager.

Message

CONTACTED FOR JOB: Looking for a full time blog writer for an outsourcing website
DATE: 2019-11-10
SUBJECT: I have a pet orange tiger! (Just kidding, he's just a fat orange cat)

Hello.

I've just read your job post and I'm interested in the position.

I have over 8 years of experience in content writing and I believe I have the right skill set for the job. You can check out my CV here:
https://www.dropbox.com/s/v8m6xc96i4ir71c/CV-Noriel See.pdf?dl=0

As for my portfolio, please go to this link: http://bit.ly/2FS9ZBi

As you may have noticed, most of those are sports-related news articles but I've worked on a wide range of other topics in the past (including healthcare articles). I've had some experience writing ebooks as well. I can show you some of them.

I've also worked as a social media coordinator for a publishing company a couple of years back and I did most of the blogs and social media posts for these authors:

https://unclemikeschaible.com/blog/ (the older blog posts)
https://thepoeconsequence.com/blog/
https://jackshollbooks.com/blog/
https://acrossthevalleytodarkness.com/blog/
https://annerosv.com/blog/

My Skype ID is norielsee83.

I would love to discuss my credentials further with you.

Kind regards,

Noriel See

Okay, unless his stuff is absolutely horrific, we're going to go ahead and send him an email. Let's check out his resume.

Okay, so this isn't necessarily a red flag, but he just started his last job in November 2018, so he's been there a year. I would definitely want to know why he wants to quit. Why is he looking to move?

Let's take a look at his writing.

Okay, he's pretty good with titles.

It seems the Washington Redskins really want to bring back Trent Murphy this offseason.

According to NBC Sports' JP Finlay, the Redskins have reportedly offered Murphy a new deal before the start of the new league year to extend his stay in Washington. The outside linebacker is set to become an unrestricted free agent this Wednesday.

Murphy missed the entire 2017 season after he tore the anterior cruciate ligament (ACL) and medial collateral ligament (MCL) in his left knee during the preseason, but the Redskins are confident he will be able to reprise his role with the team next season.

"Any injury is tough, but Murphy was coming off a breakthrough performance in 2016, where he logged nine sacks, and looked poised for a big year as he headed into free agency. The 6-foot-5, 250 lb. pass rusher also landed a four-game suspension for PED use that he served last season while on the injured reserve list," Finlay said in his report.

"One of the strongest players on the team, Murphy's breakout in 2016 was enough for the Redskins to make a contract offer and attempt to keep the former Stanford star in Washington," he added.

Murphy was selected by the Redskins in the second round of the 2014 draft, and he would develop into one of the most reliable linebackers on their roster.

This is good because he's actually spelling stuff out, and he's got links to where he got his information. It's all congruent. So let's send him the follow-up email.

The next candidate is Mary, She didn't have "orange tiger" in her subject line. She didn't follow instructions so I'm not too excited about this.

Mary Anne

Writer, Proofreader, Educator

Rate:	Php 40,000.00 /month ($808)
Availability:	40+ hrs/wk
Education:	Post-graduate degree (Masters, Doctorate, etc.)
Experience:	3 years as a proofreader/editor, 2 years as an English professor, 1 year as a writer

★ Bookmark

84

Her examples are not bad. But she's not blowing me away by any means, so let's move on to the next one.

Message

CONTACTED FOR JOB: Looking for a full time blog writer for an outsourcing website
DATE: 2019-11-10
SUBJECT: I AM YOUR NEXT BLOG WRITER

Good day.

I would like to apply as a blog writer.

I am an articulate and qualified professional with a proven ability to write and proofread/edit. I am also able to produce excellent written outputs and to scrutinize texts to ensure that there are no grammar, spelling, punctuation, capitalization, and word choice errors.

I am fully conversant in English, whether written or oral. I can write substantial and sensible compositions without flaws. In addition to that, I can review texts and detect simple and complex errors. I am confident that with my ability to write and construct flawless compositions, I will be able to deliver your company's objectives and contribute to your company's success.

To let you know that I can write and proofread as well as to demonstrate my proficiency and mastery of the English language and grammar, I have attached some of my writing samples.

Please consider me for the position. I look forward to hearing from you soon. Thank you and God bless!

Mary Anne Margaret C. Ferrer

Elvira

Customer Sales Representative

Rate:	Php 15,000.00 /month ($303)	★ Bookmark
Availability:	10+ hrs/wk	
Education:	High school diploma	
Experience:	1 month on inbound and 2weeks on outbound	

87

Message

CONTACTED FOR JOB: Looking for a full time blog writer for an outsourcing website
DATE: 2019-11-09
SUBJECT: Orange tiger

Hi. As I was reading your post for hiring a writer, I smiled and became interested. It's like working with a very supportive and friendly person which is a sign of good working relationship. The training you will provide got me too. I am a newbie in writing but definitely I can learn fast especially in SEO. I have saved my portfolio on my Facebook page. I am looking forward to work with you and help you in any way I can. Thank you.

Reply Message

Elvira only had "orange tiger" in her subject line, so it's nothing creative. At least she followed directions. Still, I'm not overly excited about this one. You'll see that she's only asking for $300 so she may not have much experience. This can be a red flag, but let's see if she'll surprise us. I'll send her the email and ask for the link to her portfolio because she forgot to include that in her email.

Herra didn't follow instructions, so I'm not excited. She may be trying to be funny with "Herra, the Goddess," but this is usually a huge red flag for me. I've had several inexperienced writers who are kind of, for lack of a better term, primadonnas, and they usually add something weird like this. So I'm gonna skip this.

Precilla   com)

Virtual Assistant, Social Media Manager, Writer, Graphic Artist

Rate:	Php 35,000.00 /month ($707)
Availability:	40+ hrs/wk
Education:	Bachelors degree
Experience:	9 years experienced in various fields such as Social Media Management, Marketing and Branding, Admin, Human Resources, Recruitment, Customer Service, Graphic Design and WordPress.

★ Bookmark

🖥 85

Message

CONTACTED FOR JOB: Looking for a full time blog writer for an outsourcing website
DATE: 2019-11-09
SUBJECT: Application for Content Writer

Hello!

First of all, thank you for opening my email. I have seen your job post in Online Jobs and after carefully reading it, I find that I might have the skills that you needed for the position.

Here's a quick view of my professional background. I've been working online or home-based for more than 10 years now and office-based for the past 7 years. I've handled a couple of positions in different departments such as Marketing, Merchandising, Human Resources, and Operations. I'm also a Freelance Graphic artist, which is where I spend most of my free time, in order to make some of those spare hours profitable. Aside from being an artist, I am also a Blogger, Content Writer, WordPress Manager, and Social Media Marketing Manager, as well as an E-commerce and Fulfillment manager.

I've handled clients from different countries, most of them coming from the US and Europe and some in Asia.

My usual work hours are from 8 AM – 9 PM US Timezone. My hourly rate is $5-$6/hour, 20-40 hours a week. But I'm open to discussing other work schedules and offers that you might find suitable for you.

Next is Precilla. Despite saying that she carefully read my job post, she didn't put "orange tiger" in the subject line, so we know this is a template.

She's worked in a home-based environment for 10 years. That's good. She's asking for $5-$6 an hour, so she's over budget and she didn't follow directions. I'll skip this one.

We've got a couple of really solid candidates here. If I didn't have anything, I probably would send her something or at least take a look at her work. But she didn't follow directions, and she wants $5-$6 dollars an hour. Plus, she just sent me a customized template. So, no.

Jofre   **com)**

PROGRAM LEADER for Customer Service, Sales and Training

Rate:	Php 30,000.00 /month ($606)
Availability:	40+ hrs/wk
Education:	Post-graduate degree (Masters, Doctorate, etc.)
Experience:	More than 4 years in BPO Corporate Leadership and Management, 3 Years in Training & Development, 10 Years in Customer Service, 6 Years in Sales

★ Bookmark

Message

CONTACTED FOR JOB: Looking for a full time blog writer for an outsourcing website
DATE: 2019-11-09
SUBJECT: Application

Hello,

I had been a copywriter and worked as a publishing consultant at penguin random house. I used to be an Editor-in-Chief in college publication. I would like to give this job post a shot. I had been writing blog for a vaporizer company.

Best,

Jofre
Skype:
Email:

Jofre worked for Penguin Random House, so that's good. He didn't follow instructions, and he didn't give me a lot of information. Since we have a couple of solid candidates, I'll move on to the next one.

Kristabelle   com)

Researcher/Content Writer

Rate: Php 20,000.00 /month ($404) ★ Bookmark
Availability: 40+ hrs/wk
Education: Bachelor's Degree

Experience: Intern at Philippine Journalists. Inc. (April - May 2015) | National Capital Reg, Philippines

Message

CONTACTED FOR JOB: Looking for a full time blog writer for an outsourcing website
DATE: 2019-11-09
SUBJECT: Orange ???? Tiger

To whom it may concern,

Good day!

I am Kristabelle ⬜⬜⬜ a fresh graduate from St. Scholastica's College-Manila with a Bachelor's Degree in Mass Communication minor in Print Journalism. I am writing to apply for the Blog Writer position you are currently advertising as a full-time job.

My experience as a Mass Communication student and an intern at a news organization prepared me to fulfill multi-faceted tasks including researching, writing and editing content for a wide range of topics or interests which are requisite skills for the job you are advertising.

Although I have insufficient professional work experience, I am confident that my skills and experiences are aligned well with the job role and will produce the output that the job requires.

I have also included a link to my resume file below for your review.

Kristabelle is a fresh graduate, and her English is good. So let's take a look at her resume.

KRISTABELLE

EDUCATION

BACHELOR OF ARTS DEGREE IN MASS COMMUNICATION, MINOR IN PRINT JOURNALISM
ST. SCHOLASTICA'S COLLEGE - MANILA | 2011–2019

ACCOMPLISHMENT

BEST UNDERGRADUATE PAPER THESIS NOMINATION, 2019
"In Media Res: A Comparative Content Analysis of the Coverage of the GPH-NDFP Peace Talks in Inquirer.net and Mb.com.ph from June 2016 to June 2017"

You can see that it took a long time for her to get through school. You can ask her about that. Usually, this means she has some kids at home. So you can ask if somebody's going to be able to watch her kids while she's working at home on the clock. Okay, this doesn't necessarily mean that she has kids, but when I look at the number of years she's been in

school, that's the thing that popped into my brain. Let's just send her an email so we can see if she can really write.

Okay, we've sent emails to some solid candidates, now all we have to do is to wait for their responses.
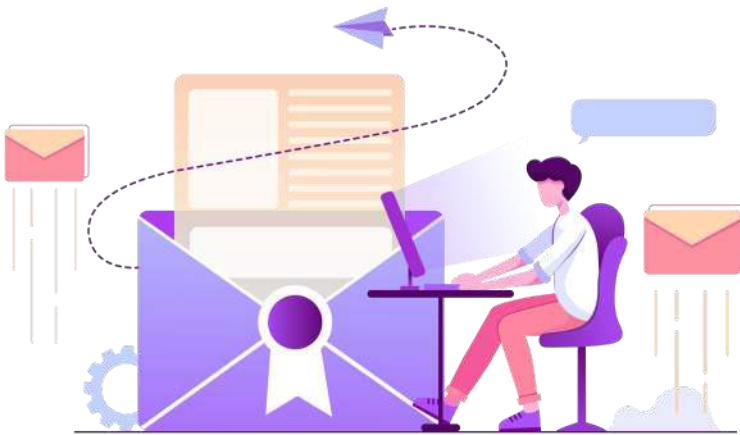
CHAPTER 27

THE EMAIL RESPONSES

So let's take a look at the email responses from the people who received our followup email. The first one that we got back was Kristabelle's.

Message

CONTACTED FOR JOB: Looking for a full time blog writer for an outsourcing website
DATE: 2019-11-16
SUBJECT: RE: Orange ???? Tiger

Good day Ms. Michelle,

Thank you so much for taking the time to review my application and for considering me for this position. I sincerely appreciate it.

In the meantime, here are my answers to your questions in your previous email:

1. I enjoy reading books, watching anime and/or Asian dramas in my free time, as well as any other mentally stimulating activities. As for my dream, I really hope that I can afford the luxury to travel someday, since I have always dreamed of experiencing the different beautiful sites the world has to offer, as well as learning about other people's stories and cultures.

2. I prefer audio calls over video calls, but truthfully, I am most comfortable communicating via writing/chatting than via video or audio calls.

3. I am available to work for 5 days and for 40 hours a week.

4. I can start working on November 18, Monday.

5. My expected hourly rate is $3/hr.

6. To be honest, working under pressure is one of my greatest weaknesses; I do not handle pressure very well. So, I also make sure to constantly practice good time management.

7. I am familiar with SEO but I have not had any experience in using SEO tools or techniques, although I am more than willing to learn and experience first hand how it works.

Again, thank you so much for your time and consideration. I look forward to learning more details about this job, if ever I would be given the chance.

There's a couple of things that we're looking for. First, how detail-oriented are they? How organized is their response? How well is their grammar? In addition to that, I wanted to see if they'll take the questions and copy them in their response so that I can see the questions and their answers without scrolling up and down. That tells me how somebody's mind works and how structured they are. How much they pay attention to detail.

Typically, I really like it when they copy the question and then answer it. Kristabelle didn't do that, but she did structure it. But if I had two or three similar candidates and they were all neck to neck, this would be a distinguishing factor. It seems like something little. However, the attention to detail when they're going to be working primarily on their own is huge.

So let's go through her responses. She says she enjoys reading books, watching anime, and she hopes to luxury travel someday since she has always dreamed of experiencing

different beautiful sights the world has to offer, as well as learning about other people's stories and cultures.

She has a hesitation with video calls, and this could be for multiple reasons. This is typically a red flag for me. Somebody who's not even willing to talk to me, let alone get on video, can be difficult to work with. So I wasn't overly excited about this.

She can work five days a week, 40 hours a week, and she can start working on November 18th, which is this coming Monday. Her expected salary is $3 an hour.

Then she says that working under pressure is one of her greatest weaknesses. She does not handle pressure very well, so she makes sure to constantly practice good time management. She's familiar with SEO but has not had any experience in using some tools or techniques, although she's more than willing to learn and experienced firsthand how it works.

When I first got this, I really didn't like her hesitation with video calls. But other than that, it was pretty good. Her English was pretty good and I was actually going to go ahead and schedule an interview with her. But I waited a couple of days for the other responses to come back in.

I typically only do three video interviews, so the top three candidates are typically who gets it. I held off for a little bit, and in a couple of days she panicked. She kind of basically took everything and threw it out the window.

Now she was saying that she was looking to charge a $3 per-article fee instead, which was something that we hadn't talked about at all. This tells me that either she was going to be taking another job with another employer and was worried about not being able to do 40 hours a week, or she was just desperate and trying any last tactic to get my attention. Either way, it didn't go over well.

It was bizarre, so I sent her an email to let her know that we just found some other candidates. So she eliminated herself by panicking. I would have given her an interview. But at that point, I wasn't willing to do that because my sneaking suspicion is she found another job, and she was trying to fit both jobs in to see which one would work out. That's why she got eliminated.

Then we have Jenifer.

Hi Michelle,

Thank you so much for taking notice of my application! I hope you'll enjoy reading my answers to your questions below.

> I came from a simple family but was raised with good values and full of dreams. My parents taught me the importance of hard work, determination, and patience in achieving any goal I set for myself. When I was a child, I wanted to become a teacher, but later on, I realized that I want to help others manage their businesses. Writing is among the things I'm passionate about. It's my best outlet for expressing my thoughts and feelings. Back then, I used to compose songs and poems to convey what's inside me creatively. During my spare time, I like to read anything that interests me, listen to music, play the guitar, or indulge in some outdoor activities.

> Yes, I don't have any problem with that. Video and audio calls sound good to me.

> I can start working at least 20 hours a week.

> I can start anytime.

> $4/hour

As you can see, she copied all the questions before she wrote her answers, which I love to see. This is awesome. It just tells me that she's detail-oriented. She said she came from a simple family and was raised with good values and full dreams. Her parents taught her the importance of hard work, determination, and patience in achieving any goals she set. When she was a child, she wanted to become a teacher, but later on, she realized that she wanted to help others manage their businesses. Writing is among the things she's passionate about. It's her best outlet for expressing her thoughts and feelings. Back then, she used to compose songs and poems to convey what's inside of her creatively. During her spare time, she likes to read anything that interests her, listen to music, play the guitar, or indulge in some outdoor activities.

This tells me that she can write and she has a very good grasp of the English language. So when I read this, I was very happy. And she's comfortable with Skype calls. Now, I found something weird. She said she can only work 20 hours a week and I thought that's strange. But okay, we'll see what's going on there. She can start immediately, and she wanted $4 an hour.

She has been in stressful situations many times in her career and over the years, she has

> I've been to situations like that many times in my career and over the years, I have learned some techniques on how to handle them effectively. First is to not overthink the situation as this won't be of any help. I have to clear off my mind of unnecessary things so I can stay focused on the main issue. Next is to practice being organized. I do this by listing down my activities according to priority. I gave a time frame for each task and do my best to accomplish them within the allotted period. Once a task is done, I mark it accordingly and move on the next.

> I have some experience with SEO (on-page SEO) and email marketing (personal outreach).

Question: Does this job require a certain work schedule or will it be on a flexible schedule?

Here are links to some of my writing samples:

learned some techniques on how to handle them effectively. Now this paragraph was the first time that I saw something written a little weird. She wrote, "First is to not overthink the situation as this won't be any of help. I have to clear off my mind of unnecessary things so I can say focused on the main issue. Next is to practice being organized. I do this by listing down my activities according to priority."

So typically we would say "clear my mind" since it's not necessary to put "off" there, and we would say "writing down my activities." There are a couple of things here that's just a little off, but she was qualified enough to warrant an interview. Those are things that we can easily tweak and fix, but it did give me a little bit of hesitation.

She has some SEO experience and then she gave me some of her writing examples. Her writing examples were pretty good. I went through and read them all. So I did contact her and I set up an interview with her.

We'll go through that interview in the next chapter, and we'll find some interesting things that I did not expect. At this point, she was my leading candidate. She was the one that I was super excited about. But it ended up that we didn't hire Jenifer, and there are some very, very specific reasons why we didn't hire her.

Some really big red flags came up, and we will go into that when we reach the video interview section. We'll explain why it's important to do video interviews. Had I not done a video interview, I would have hired her, and I would have gotten broadsided because I would not have been expecting what came up.

So that is why this is only part of the test, and then we do the video interview. I know it seems like overkill, but I am super happy that this happened because it shows you exactly

why we do all three steps to find a good employee.

So I let the cat out of the bag a little bit. I was very, very happy with Jenifer. I thought that she was going to be the one we were going to hire, but she did not make the cut.

Next we have Noriel's responses. So he said, "I know what you mean about culture fit. I do think it's important as well since it goes both ways." This tiny bit of slang is great because it tells me he understands the English language. The thing I didn't love was he didn't type the question out. But again, it's not the end of the world. However, I would have really, really liked to see that.

So he said, "I'm an animal lover (six dogs and three fat cats) and I spend a lot of time with them. I really do believe they help alleviate stress. I also love the outdoors, so I'm usually hiking somewhere during the weekends. I'm a history buff, sci fi/fantasy geek, bookworm, and I love sports especially football/soccer."

Again, we've got some slang in here, which is great.

"I'm just an outgoing person who has dreams of traveling around the world. "I used to be a shy person but I've improved a lot over the years." So that tells me, "Okay, interesting. Is he going to be okay with being on a video call?" Yes, he's fine with video

calls, so no problem at all.

He can work 40 hours a week, five days a week. He can start as soon as possible, and he said $4 an hour would be nice. So that tells me there's a little bit of negotiation here. But at this point, his English is so good, I'm not going to beat around the bush. I'm going to give him the $4 an hour that he wants.

But if there were two identical candidates and you wanted to see if you could get one for $3.75 for a 90-day period and then bump them up to four dollars an hour, you can try it. Honestly, I wouldn't mess with it because that quarter means so much to them, and you're building that trust. You don't want to lose a good employee over a quarter an hour. So even though he leaves room for negotiation here, I'm not going to mess with it. I'm going to give him the $4 that he wants.

So let's continue. "I can handle pressure really well. I'm no stranger to tight deadlines of quotas. I've had some experience in social media marketing and email marketing. I've also written SEO content years ago so I know the basics. I would really love to know more about you and your company." Awesome response. So I actually emailed him and we set up an interview for him as well.

We did end up hiring Noriel. But to be honest, he was not my first pick. I was a little bit hesitant. I liked Jenifer a little bit better. Then when we went through the video interview process, it became abundantly clear that this guy was a really good fit for our company, and Jenifer was not.

The interesting part was Noriel actually didn't have a really good video camera. It was super, super old. So you'll see that his video is a little bit spotty. But he lets me know that ahead of time. It looks like he's moving slowly, but it's because his video camera is so slow. I was not going to require him to go get another one just for the interview, because for his job description, he's not going to really need video after that.

Now, if it was a position where he was going to be recording a lot of videos, then we would have had to get him a different camera. But you'll also notice that Jenifer had some problems with her camera, too, and it was dealt with completely differently. So I'm super happy that both of those things happened so you can see the differences in personality, and the different ways they approached it. One person owned it and the other one kind of tried to sweep it under the rug.

Ironically, we only got four responses. One was just absolutely terrible. The grammar was just so bad that I couldn't even construct it. So we got three really good responses, of which I set up two interviews. So I set up an interview with Jenifer and Noriel, and you'll see both of those in the next part. See you there!

OFFERING THE JOB AND SETTING UP A VIRTUAL OFFICE

THE VIDEO INTERVIEW

Last time, we narrowed down our candidate list, and this time, you'll get to see how the video interviews went with our top two picks.

First, let me explain why having a video interview is important. The whole point of the interview is twofold. The first thing we want to do is we want to make sure that they're dependable and we want to discuss skills and experience in greater detail. The second reason that we want to do a video interview instead of a regular audio interview is that we want to see their facial expressions. We're going to ask some very difficult questions and you want to be able to see the expression on their faces when you hit them with the hard questions. 90 percent of the time, we can tell you if they're trying to blow smoke up your rear end or not.

So our general outline is we're just going to get them comfortable, we're going to talk about dependability, the job requirements, and then any bonus skills that they have.

During the introduction, I usually take 5 to 10 minutes and I talk to them about the hobbies that they told me about in their 2nd email interview questions. So Jenifer really liked writing, and she also played music so I talked to her about that. Noriel really liked sports, specifically soccer and basketball, so I talk to him about that. He really liked hiking, too, so we talked about that. Actually, I had chatted with him on Facebook Messenger before we even talked on the video, so you'll see that we actually already have some rapport just because we chatted back and forth a little bit on Facebook Messenger.

Dependability

• I have had employees from the Philippines before who either didn't fulfill their weekly hours or just flat-out didn't show up when they were scheduled to begin work.
• Have you ever not fulfilled your hours or quit showing up for a position without notifying your employer?
• Do you have any objection to using hours-tracking software (Hubstaff) to log your hours while you work?
• Have you ever been let go by an employer because your work did not meet their quality standards?
• Have you ever been terminated/fired because you didn't show up for work and didn't let your boss know ahead of time?
• When I hire someone I prefer to work with them as long as possible — typically at least one year, because of the training I have invested in them. Do you see any reason this might be a problem, assuming the work and salary we have agreed upon is accurate?

> • Can you provide me 2 personal and 2 professional references to verify your qualifications and dependability?

These are the icky, yucky questions that I asked them during the interview. I usually warn them before I ask them. I just let them know that I've had some really crappy employees before. Well, I obviously don't say crappy, but I let them know that I need to ask these things because I need to make sure that we're not going to have any problems.

It's easy for me to be very blunt during the interview process and ask these things. I want them to know that we can be upfront and honest with each other because we're still building rapport. Every single thing that we do is building a relationship with them. So when I am bluntly asking very difficult questions, I'll get a reaction and they'll understand that I'm going to try to force them out of their box a little bit and get them to get comfortable with me. That way, they won't have any issues coming to me later on down the road if there is a problem or something's not working out.

So the first thing I tell them is that I have had employees from the Philippines before who either didn't fulfill their weekly hours or just flat-out didn't show up when they were scheduled to begin work. Then I asked them, "Have you ever not fulfilled your hours or quit showing up for a position without notifying your employer?"

If you haven't had any employees from the Philippines before, you can rephrase this and say, "I've had some colleagues before who have had employees from the Philippines who either didn't fulfill their weekly hours or just flat out didn't show up when they were scheduled to begin work."

Next, I ask them if they have any objections to using tracking software, such as Hubstaff to log their hours while they're working? This is an absolute must for me. If they say, "That's not something that I'm willing to do." I thank them for their time and we end the interview. That is a no go for me. If they're not willing to use Hubstaff they're probably hiding something, and there's no reason why they shouldn't be able to do that. There are plenty of people out there that are willing to use it, and I don't have to worry because I can see everything that's going on. I know the hours are accurate. I know they're not spending five hours a day on Facebook. Unless, of course, that's their job to do that.

The next questions are: "Have you ever been let go by an employer because your work did not meet their quality standards? Have you ever been terminated/fired because you didn't show up for work and didn't let your boss know ahead of time?

Previously, I had one employee who just didn't show up every Sunday, which was Monday for him because he was hungover. Unfortunately, he just had a drinking problem, so we had some issues with that. So I just tell them that upfront so they'll

know that this was a problem in the past for me, and I wanted to know if this has ever happened to them before.

I had one guy once who said, "I didn't get fired, but I did not show up once. I went to my friend's bachelor party and we got way drunker than I thought we were going to be, and I didn't wake up until two o'clock the next afternoon." And he said, "but it only happened once." So we had a good laugh about that, and I asked him if that's going to be a pattern? He told me that's never happened again, and he turned out to be one of my greatest employees. He was just brutally honest, and that's what you're looking for. You want them to be honest with you.

So moving on to the next question: "When I hire someone I prefer to work with them as long as possible — typically at least one year, because of the training I have invested in them. Do you see any reason this might be a problem, assuming the work and salary we have agreed upon is accurate?"

Jenifer flat out lied to me when we got to this question. In one part of the interview, she said she only wanted to work 20 hours a week because she was just trying to get her portfolio built up to the point where she could freelance on her own. Then in the next breath she said, "Well, no, I don't have any problem working for at least a year." So those were some huge red flags.

Last question: "Can you provide me 2 personal and 2 professional references to verify your qualifications and dependability?" I absolutely email these people and wait for a response if it's the person that I'm going to hire. You better believe I get a hold of these people. It's not because I think the references are not going to pan out, because honestly, nobody's going to give you bad references. I just want to see their facial reaction when I ask for references, and I'm going to follow up because then they're going to know that I do what I say I'm going to do.

Job Requirements

> • Alright! Thanks for answering all of those difficult questions. I'm sorry I was so blunt, but I've found it's necessary to ask these questions when hiring virtual employees.

- Now I'd like to discuss the requirements for this job a bit further.

  ☐ Verify weekly hours and # of days per week they're able to work

  ☐ Verify their earliest start date

  ☐ Verify the hourly rate they provided in reply to the email interview

  ☐ Verify their typing speed

  ☐ Verify that they have a high-speed internet connection & that they rarely experience outages, if ever

  ☐ If they have children or elderly parents living with them, verify that someone will be able to watch their child/parent while they are working (otherwise they could be VERY distracted while logging hours)

  ☐ Verify any software applications or skills specific to your position

As we move into this section, I'll usually joke around. I'll say, "All right, the really crappy part of the interview is over. I'm really sorry, that was super icky. Thank you for answering all those difficult questions. I'm sorry I was so blunt, but I found that I've had to ask these questions when I'm hiring somebody virtually, and I hope you can understand that. And thank you for your honesty and thanks for getting that out of the way. Now, let's talk about some technical stuff." They'll usually say, "Yeah, no problem. I understand why you have to do that."

So we want to verify their weekly hours and the number of days per week they're able to work. Obviously, that depends on your schedule and what you need when you're hiring them. Verify their earliest start date, the hourly rate that they provided, and if you're going to negotiate the rate at any point, this is the time to do that. Verify their typing speed, if they don't know their typing speed, you can send them a test on ratatype.com.

Verify that they have a high-speed Internet connection and that they really experience outages. That was another point where Jenifer just wasn't honest with me because she was probably on a prepaid plan, and it was the end of the month and she'd used all of her data up. I didn't have a problem with that. She could have just told me that. She could have just said, "Hey, I'm out of my data for the month." But she didn't. She tried to hide it and blame it on other things. So that was another huge red flag for me.

Now you'll see that with Noriel, his camera was super, super slow. But he was very upfront and honest with me about that ahead of time. I wasn't worried about his Internet speed, frankly, because he's a gamer, so he games online. He also streams movies and stuff online, so I wasn't worried about his Internet speed. He also said that there are several Internet cafes nearby, and he lives in the city.

Of course, you'll want to ask if they have children or elderly parents living with them. This is probably one of the most important questions that you'll ask them. You want to verify that somebody else is going to be able to watch their children or their parents while they're working. Remember, Filipinos typically have three to four generations in a house. You don't want them to take care of their parents or their child while they're logging hours for you.

That is very, very distracting, and it's a no go for me. If they can't get somebody to watch their parent or their child, I'm very sorry about that but they're not going to work for me. There are lots of people out there who don't have this problem, so that's just a stipulation that I've come up with. If you're okay with that, then no problem at all.

Also, you'll want to verify any software applications or skills that are specific to the position that you're hiring them for.

Past Experience and Bonus Skills

This is when you talk about their past work experience and ask them why they would be a good fit for your company. Ask them about their professional accomplishments, what's the best work they felt like they've ever done, what awards have they won? Ask them about some challenges that they've had in the past and how did they overcome them? Ask them how they developed their current skill set, and what are they doing to keep building on their skills?

Wrapping Things Up

Then we conclude. I usually joke around and I'll say, "Okay, well, I've asked 20 questions and I've just been absolutely crazy with all my questions. You haven't had a chance to talk a whole lot. What questions do you have for me?" 9 times out of 10, they're not going to have any. But I'll try to get some out of them Now, I will ask them point-blank, "I have several candidates that I'm interviewing. And honestly, they're all good. Why should I hire you? What makes you special?" Then I shut up. They are super uncomfortable with this question. They absolutely hate this question because it goes against their culture. They typically don't like to pat themselves on the back. It's considered arrogant, but it also tells me a lot about their personality when they answer this question. I don't ask it to be mean or try to make them uncomfortable. It tells me their personality when I ask this.

Then I thank them for their time and let them know that I'll be in touch after I've interviewed everybody else. I just tell them, "Have a great day" and we wrap up.

Overall Thoughts On The Candidates

You'll see the interviews with Jenifer and Noriel. I got permission from both of them to record the interview ahead of time. I also paid both of them for their time because

I was going to be using it for this book. Typically, when I interview somebody, I don't pay them for the interview, but in this particular case, I did that because I was going to be using it.

So here's what I thought about Jenifer. It was really difficult to schedule with her. She wanted to meet at 2 pm her time. I thought that that was because she had kids and that was when she was able to make it work. I found out that she doesn't have kids. In fact, you'll see me stumbling all over myself because I managed to put my foot in my mouth pretty good. But the simple fact was that she didn't have kids, she didn't have anybody else living with her, and that was just what was convenient for her even though it was 10 pm my time, which I let her know. That was the time that worked for her, and that was when it was going to be. I also tried to do it on a Friday which worked out for my schedule because I was able to get 10 pm to work, and she refused to do the interview because it was on the weekend for her.

Typically, I don't make people interview during the weekend. It was just her attitude about the whole thing, and how she was just completely inflexible. That was what gave me a red flag. So you'll see a little bit of that come out in the interview. Also, her Internet was absolutely horrific, and she really wasn't very honest about it. She basically just kind of hemmed and hawed about it. What it boils down to was she didn't have a high-speed Internet connection, and rather than just telling me that she tried to skirt around it.

Next, she wants to work 20 hours a week, and that was because she wanted to build her personal portfolio up, meaning she wanted to stay just long enough to freelance. So she wanted me to train her, and she wanted me to allow her to use the articles that she was writing for me as examples for her portfolio. If she would have been upfront and honest about that in the very beginning, I probably would have been okay with it. But the way that she did it kind of left a really bad taste in my mouth. So that was another red flag.

She went over to the Middle East and had worked there, and I think, honestly, she had some difficult employers previously. I think because of that, she's super, super guarded and she's afraid people are going to step all over her. So because of that, she's really tainted and kind of almost has a bad taste in her mouth about bosses. She didn't actually come out and say this, but I just got that feeling, and my Spidey sense kind of went off. Anytime your Spidey sense goes off, you're usually right on the money. I just got the feeling because of it.

Next we have Noriel. His camera was super slow, but he was actually very upfront and honest about it. He told me before the interview even started. He was actually really worried about it because he knew that I was going to be recording it and using it for a course.

He was actually going to go out and buy another camera, and I said, "No, don't do

that. It's not that big of a deal." So you'll see that his camera is a little bit slow. That's not because of his Internet speed. It's just because of how old his video camera was.

You'll find out that he's super shy, but he has a ton of courage because he's willing to step out of his comfort zone and work on it. He was definitely a team player and he's willing to do what was needed to help grow his company. You'll hear about the things that he had to do for his previous employers that were not his job description at all. He definitely took one for the team and made some phone calls that he was not comfortable with. But it's what the client wanted. The client had specifically asked for him, so that told me not only was he good, he was so good that the client actually requested him by name, but he's a hard worker as well, he's dependable, and he's willing to help out wherever he can.

He's a huge team player, and you'll hear about that in the interview. So because of those things, I believe that he is super loyal. He just wants a good, steady job and he wants to work for a good boss. I think that he is going to be an awesome, awesome fit for our company. I'm super happy that I ran into him.

He was very accommodating with scheduling, and he just told me whatever worked for me and he would make himself available. So that was really nice. I certainly don't demand that and I certainly don't expect that. But when they're flexible and they try to help me out, it just tells me a little bit about their personality and it helps.

He is a great fit for our company culture, and you'll find us joking around in that interview and things like that. He met and exceeded all of the job requirements. Plus, he has some bonus SEO and social media marketing skills that I am excited about. We're going to get to those up, and get him rocking and rolling on that.

There's an example of a horrific interview with some huge red flags, and then a good interview that went really well. Honestly, I didn't plan this, but it couldn't have gone any better with these two because you got both sides of the coin.

PS) I did hire Noriel and he actually wrote this book for me from the course I created "Running on Autopilot."

The content and concepts are all mine, but I asked him to watch the videos and turn them into chapters so we could make a book. Pretty neat, huh. I wasn't kidding when I told you I couldn't write anymore. See the power of outsourcing? An entire book was written from content I had already created!

OFFERING THE JOB

So at this point, we have finished our interview with our candidates and we need to follow up and email them to let them know whether they got the job or if somebody else got the position.

Subject: Full-Time Writer Needed for Outsourcing Website (Position Filled)

Hello_____,

Thank you so much for taking the time to apply for the full-time writing position within our company. I have currently hired someone for the position that I believe is a great cultural fit for our company.

I have hired this individual on a 30-day trial basis. I was wondering if I could keep your resume on file in case something doesn't work out?

Please let me know if this is acceptable.

Thank you again for your time.

Sincerely,

Michelle Thompson

So we want to send this to the two that didn't make the cut, and we want to email them before we offer the job to the other top candidate. The reason for this is we're going to use this template here, and we're going to let them know that we hired the other person on a 30-day trial basis. We will ask them if we can keep their resume on file, just in case something doesn't work out.

You'll usually get a response back from them saying that's okay. You'd think, "Okay, nothing's going to happen." But I've actually used this twice. I've hired somebody, and in the first 30 days he was a complete bomb, so I went back to my next top candidate and asked, "Hey, I'm just being really honest. It didn't work out with the other guy. Would you be interested in the job?"

So rather than having to go through the whole process again, I was able to hire a really great candidate, and she ended up being an awesome, awesome fit for our company. But I was wrong the first time, so you always want to send this before you offer the job to the top candidate, just to give yourself an out in case something doesn't work.

It's also really nice to have their resume. Maybe later on down the road, you're going to expand and you can just go to them and say, "Hey, are you still looking for a job?"

We do this to kind of give ourselves a buffer. So in the event that the top candidate didn't work out, you could go to the other two and ask them if they would still be interested in

considering the position. So we're going to send this particular email template to the top two candidates that didn't make the cut.

For the person that you want to offer the job to, this is the template that you're going to send.

Subject: Offer of Full-Time Writer Position for AwesomeOutsourcing.com

Hello_____,
I would like to offer you the position starting at $4/hr for a 30 day "trial" for both of us with a start date of 9/3. I was so very pleased to speak with you during our interview and I think you will be an amazing fit for our team.

Just a few housekeeping items:
I pay twice a month (1st and 15th) through TransferWise (we can use PayPal if you want, but honestly the conversion rate is much better with TransferWise for you). I will pay the transfer fees, so you receive your entire paycheck.

At the end of the 30 days, we will have a review to make sure it is working out for both of us.

If we both want to proceed, the following will be added to your benefits as a fulltime employee:

Raise to $4.40/hr (review in one year)
10 days of PTO
Unlimited unpaid time off (within reason please)
Daily email backed off to once a week
Ability to make your own schedule

Would you like to accept the position?

Sincerely,

Michelle Thompson

CHAPTER 30

SETTING UP YOUR VIRTUAL OFFICE

All right, this time we're going to set up your virtual office. To be honest, this was probably where I struggled most because every business is a little bit different, and you can have different systems based on what your business is and what your business needs. What I'll do is I'll give you the bare bones of what you need for every virtual business. We don't want to complicate it, and I don't want to pound you with a whole bunch of tools and gadgets. I don't want you to get stuck or overwhelmed, so we're gonna keep it simple.

• Google Drive/G Suite (Google Doc, Sheets, etc.)
• Google Hangout/Facebook Messenger/Campfire
• Gmail
• Google Calendar/Calendly/ScheduleOnce
• LastPass
• Hubstaff
• TransferWise/Paypal
• Basecamp/Trello

So this is the bare bones that you need for your business. If you want to, you can set the majority of this up right away. They're very, very inexpensive.

Google

So the first thing that we have is G Suite. G Suite has pretty much everything that you need for a virtual office all in one spot. You can access your Gmail inbox, Google Calendar, Google Docs, and Google Sheets here. I use Hangouts as well. If we're talking back and forth and my employees need to get a hold of me, they can ping me on
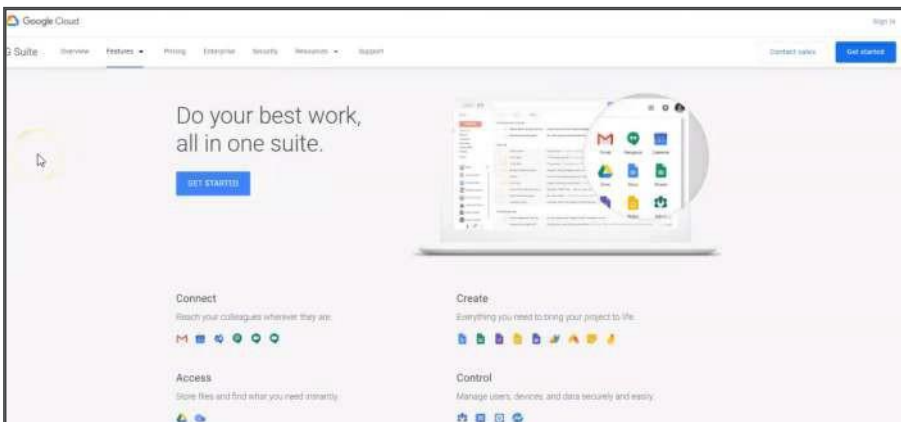
Hangouts. It's almost like Facebook Messenger, and I can have video conferences there.

Google Forms is a pretty cool tool where you can do online surveys and automate it into spreadsheets, but you don't need it to set up your virtual office. Google Slides can be quite useful. If I have somebody preparing a presentation for me and they don't have PowerPoint, we can do it in Slides. They've got some other things here in G Suite that I don't use, but you could if you wanted.

Google Drive is absolutely necessary. This is where we're going to put all the training so your employees can access them.

So I've made a mock account to show you what my file folders look like here. You'll see under My Drive, I have "Employees" and I have a subset of folders for each employee description. So I have article writers, bookkeeping, marketing, virtual assistant, and web designs.
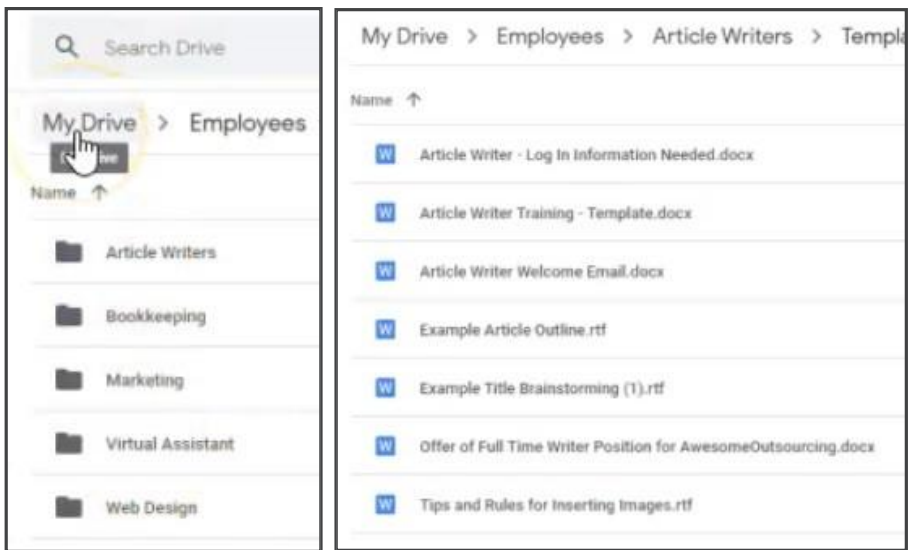
Inside each of these, I have a folder where we have all of our template documents, so we can just drag and drop these into our employee folders. This is all the training that we've created before. In addition to that, I also have a welcome email (shown on the next page).

If you click on "Article Writer - Start Here" it takes you to our article writer Training video. I also give them a direct link, so if for some reason the link on "Article Writer - Start Here" doesn't work, I don't want them sitting around just waiting.

Hello Nica,

Welcome to the team. I am so very glad to welcome you on board with us.

Couple of housekeeping things:

1) First install Hubstaff and turn it on so you get paid for everything :) You should have received a welcome e-mail and there should be directions in there on how to do it. If you have any trouble let me know

In case you don't have the link you can find the information here:
https://support.hubstaff.com/install-and-sign-in-into-windows-desktop-client/

2) You should have been given access to a Writer Training folder in Google Docs. In there you will find a document titled "Article Writer Start Here". This is the main document you will be in for the next few days.

Article Writer - Start Here.docx

Here is the direct link to the document:

https://drive.google.com/open?id=1L5FhwmSw2S8hPncAQ5VeINPPQEactGGn

3) Also inside this folder are the usernames and passwords for all the software you will be using. It is titled "Article Writer - Log in information you will need"

Here is the direct link to that document:

https://drive.google.com/open?id=1D0lAithSc7C60DLZQHtYtPfdOtNg2kYM

4) Throughout the training you will run into times where it says the examples are in the dropbox folder. This is incorrect. I have them in this google docs folder for you.

5) At the end of the day, please take the last 10 minutes and send me a quick email letting me know the following:

What did you accomplish today?
What problems did you run into?
Do you have any questions for me?

As always... feel free to send me an e-mail or hit me up on messenger for anything you need.

Grab some coffee and a notepad... you will need it :)

The first couple of days will be training (so you will feel like you are in school again... lol)

Feel free to try things out as you learn them... You don't have to just watch videos all day long. If you want to try to use longtailpro to test it out... feel free.

Take as many breaks as you need to take to retain the information. If you feel like you are getting bored or can't retain anymore... step away for a little bit. (Note: You are paid for 2 15 minute breaks during the day. If you need more than this, please turn off hubstaff)

Okay, I think that is it for now.

The reason I made this template is so I don't have to create it again. So when I get Noriel all set up, he'll get this email, he'll get his Hubstaff details, he'll get his passwords, and he'll get his LastPass details. All of these are basically just a really big template that we use to make life easier.

I also want to show you this document. This is what I would send out when I offer somebody the job, and we'll go into this a little bit more detail later.

So in this case, it will say, "Hello, Noriel. I would like to offer you the position starting at $/hr for a 30 day "trial" for both of us…" Then I'll include some housekeeping items. I'll inform him that I pay twice a month through TransferWise, and I will pay the transfer fees so he will get his entire paycheck. At the end of 30 days, we will have a review to make sure it is working out for both of us. If we both want to proceed, the following will be added to his benefits as a fulltime employee.

In one year, my employees will get a review, and I'll give them a 10 percent raise if they do well. They get 10 days of PTO, and unlimited paid time off. The daily email, that gets backed off to once a week after 30 days. So instead of them emailing me every day and letting me know what they accomplished, we back that off to once a week. Then obviously they can make their own schedule.

Again, I tried to systemize as much as humanly possible, so we're not reinventing the wheel each time. So that's pretty much what I have on Google Drive. The interesting thing about this is, you have the option to share a folder.
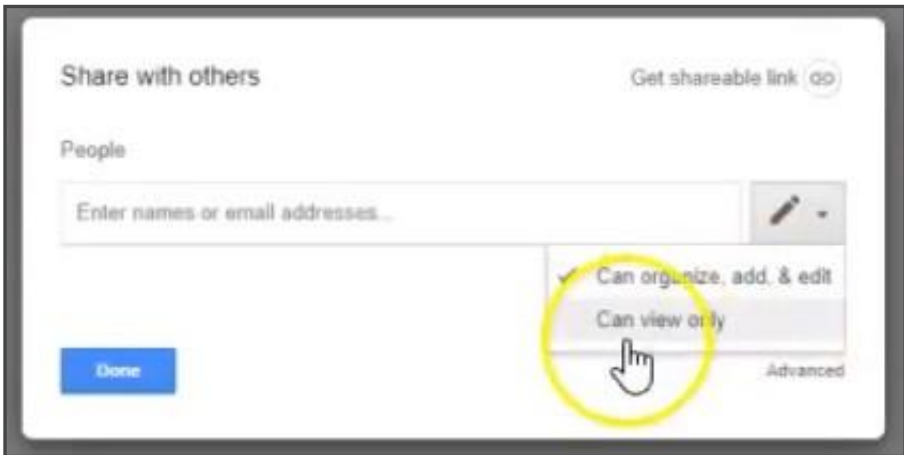
Right now, these are all locked down, and if I wanted to share one of these files, all I have to do is to type the email address of the person I want to share it with. Then I can choose whether Noriel can organize, add, and edit or he can view only. Typically, it's going to be view only because he doesn't need to change anything. But it's up to you how you want to do that.

Now, let's say, for example, I just wanted to give access to one document inside the folder. You can do that by entering their email address and giving them access to either edit it, comment or view.

Let's say there's one where Noriel needs to edit. So 90 percent of them, he doesn't need to edit. He just has to work on one document. So what I would do is at the folder level, I would give him the view-only access. Then at the file level, I would give him access to comment and edit just on that one file alone. That's how we build everything out, and we also keep this nice and secure because he only has access to this.

Let's say for whatever reason, Noriel goes rogue. I can just delete that folder really quickly. There's no permanent information here because I have my template. I don't have to worry about losing anything, I can just delete everything, and he'll lose access. Now, could he have made his own copies? Sure, probably. I'm not overly worried about that because I've already put him through the training at this point, and he doesn't have access to the passwords because we can go ahead and lock him out in LastPass.

There's a lot of safety features that we have in place. Just make sure that you set up your access on your file folders. So if you don't go in and share this folder, he's not going to access it. Another way to share the files is by choosing the "get sharable link" option. But I don't do that because anyone who has that link can get in there. What if he shares it with somebody else?

Basically, Google Drive is where we keep the templates for all of our training. The system that we built, everything is in here. So when you hire somebody, it's cut and paste and they are ready to go.

Appointment Scheduling Software

If you don't want to use Google Calendar and for whatever reason, you need your employees to have access to your calendar, you can use Calendly. This is a free option where your virtual assistants can go in and schedule appointments for you. If for whatever reason, you don't want to use a free option, and you want something a little bit more automated, you can use ScheduleOnce.

ScheduleOnce is awesome because it'll actually do a lot of the scheduling on autopilot. Your virtual assistants won't have to do it because they can just put a link in an email, send the email out to the client, and have the client go in and do it. It'll just automatically take care of everything.

I would highly recommend using ScheduleOnce if you're somebody who does a lot of scheduling, and you're booking a lot of appointments. Maybe you're in real estate and you do a lot of client meetings, or you're a financial adviser. But if you're somebody who's going to book an appointment once every three months, you may want to use Calendly.

So these are just two other options if you didn't want to use your Google calendar.
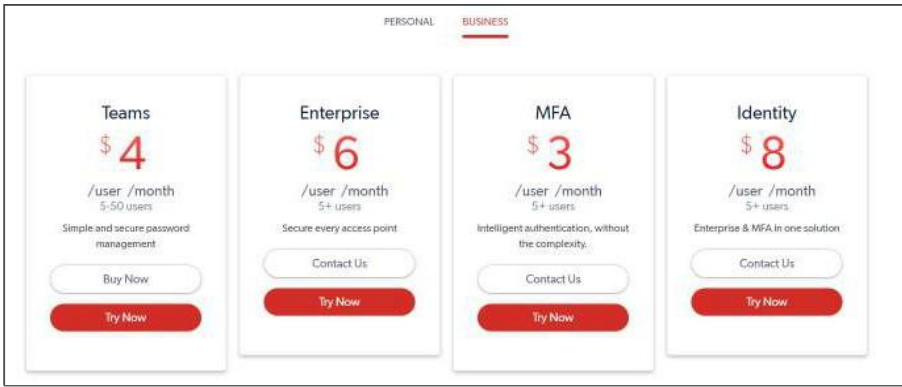
LastPass

Next up, we have LastPass. This is how we protect our passwords, especially at the top level, so if an employee does go rogue we can lock them out and they won't have access to anything.

There is a personal option here where you could do it for free, but I don't recommend

that. Honestly, at \$4 a user per month for a business plan, it's worth it to secure your business. You may even want to choose a more expensive plan for extra security. It is definitely worth it.

	Teams	Enterprise	MFA	Identity
Monthly Price	\$4 /user	\$6 /user	\$3 /user	\$8 /user
Users	5-50 users	5+ users	5+ users	5+ users
Admin Dashboard	✓	✓	✓	✓
Zero-knowledge security model	✓	✓	✓	✓
Password Management	✓	✓	.	✓
Directory Integration	.	✓	✓	✓
Single Sign-On	.	✓	.	✓
Multifactor Authentication	2-Factor	2-Factor	Adaptive	Adaptive
Policies	Standard	Advanced	Advanced	Advanced
Reporting	Standard	Advanced	Advanced	Advanced
	Try Now	Try Now	Try Now	Try Now
	Buy Now	Contact Us	Contact Us	Contact Us

What I love about LastPass is its zero-knowledge security model. Your employees won't know what the passwords are that you're sharing with them. It locks them out. Password management is also going to prevent employees from leaving the company with the passwords. So it really saves you if you have somebody go rogue. I did actually have an employee go rogue once, and because I had this set up in place, it was no problem. It was a piece of cake. I just went in, clicked a couple of buttons, and he was locked out of everything. So I highly recommend that you do this.

I don't really need directory integration at the moment, but if you have a large team and you've got somebody doing group management, you can use this. But this is way more than we need for what we're doing.

So you can go through each plan, and figure out which one is the best one for you. I just use Teams. I suppose I could use MFA.

The biggest thing that we wanted to do is to eliminate the pain and frustration of passwords, so your business is digitally secured. Remember, you're hiring somebody from the other side of the world that you've never met. Yes, you've had a couple of video conferences, but you also want to be smart and you want to protect your business. So we want to make sure that everything is safe. This way, we not only protect our employees, but we also protect ourselves from getting hacked. That is what LastPass provides for us.

Hubstaff

Next up is Hubstaff. The cool thing about Hubstaff is that it's going to do a lot of the time tracking, so you know exactly how much time your employees spent on everything.

In addition to that, it's going to keep their overall timesheets, so I'll know exactly how much I'll be paying my employees.

As a productivity monitoring tool, Hubstaff is great because it lets you see your team members' activity levels and it takes random screenshots. These features keep them honest, and you will know if they're stuck with something.

You can change the screenshot frequency setting in Hubstaff, so if they're trolling Facebook for 5 hours on your time, and they're not doing social media marketing, you're going to know that. I have mine set up where it takes a screenshot of their computer screen once every ten minutes.

If I suspect that I have an employee who is goofing around, this will tell me all the URLs they've been visiting on the computer while they were billing me for the hours. It doesn't keep track of things when they're not logging hours that I'm paying them for, but it does keep track of everything when they are on the clock. Hubstaff is also going to tell me the locations where they're logging in. So if there's a typhoon and they tell me that they had to go to a cafe, I know that because I can go in and see where they're.

Free		Basic		Premium		Enterprise	
$0 forever		$7 /user/mo		$10 /user/mo		$20 /user/mo	
1 User		Starts at $14. Includes 2 users		Starts at $20. Includes 2 users		Starts at $40. Includes 2 users	
CONTINUE		START FREE TRIAL		START FREE TRIAL		START FREE TRIAL	
Time tracking		Time tracking		Time tracking		Time tracking	
Activity levels	ⓘ	Activity levels	ⓘ	Activity levels	ⓘ	Activity levels	ⓘ
Limited screenshots	ⓘ	Unlimited screenshots	ⓘ	Unlimited screenshots	ⓘ	Unlimited screenshots	ⓘ
Limited payments	ⓘ	Limited payments	ⓘ	Payments	ⓘ	Payments	ⓘ
Integrations		1 integration		Unlimited integrations		Unlimited integrations	
24 hour support		24 hour support		24 hour support		24 hour support	
Per user settings		Per user settings		Per user settings		Per user settings	
Track apps & URLs		Track apps & URLs		Track apps & URLs		Track apps & URLs	
Mobile GPS tracking		Mobile GPS tracking		Mobile GPS tracking		Mobile GPS tracking	
Time off & holidays		Time off & holidays		Time off & holidays	ⓘ	Time off & holidays	ⓘ
Scheduling & attendance		Scheduling & attendance		Scheduling & attendance		Scheduling & attendance	
Expense Tracking		Expense Tracking		Expense Tracking		Expense Tracking	

The payroll feature is cool. I use this to find out exactly how much I have to pay my employees. I'll just input their hourly rate, how many hours they worked, and Hubstaff will tell me the amount I need to pay each one of them. This makes it super easy for me when I go into TransferWise. And it's agreed upon that if they're not logging their time, if the timer is not on, then they're not getting paid for it. It's an accountability thing.

Hubstaff is keeping my life super simple. I use a lot of the features like time tracking, activity levels, and screenshots, but I don't pay through Hubstaff. You can if you want. You can just hook it up to your PayPal and pay that way. I don't do that because I prefer to use TransferWise. This is because I want to force myself to look at everything and make sure it's right.

I use the premium plan, and it has certain features that are quite useful. It keeps track of my employees' time off and holidays, so I don't have to worry about monitoring the 10 days of PTO. The weekly limit feature is great as well. Let's say somebody is only allowed to work 40 hours a week. After 40 hours, Hubstaff cuts them off and they can't log any more hours. So depending on what your need is, you'll probably want to get the basic or the premium plan. If you're billing individual clients, you should get the premium plan because it gives you the ability to break it out by project.

I would highly recommend that you use Hubstaff because it's going to make your life so much easier when you go to do your payroll, or when you're trying to troubleshoot and figure out why somebody is spending so much time on a certain thing.

You also can make sure that they're being productive because it's going to tell you how active their keyboard is. You'll know if they are just turning their Hubstaff on without doing any work, and you'll know because it will record the number of keystrokes. So this is awesome. It keeps them accountable, but it also helps you detect trouble spots. In the event somebody gets stuck, you'll be able to go in and take a look and figure out why. You'll be able to troubleshoot

TransferWise

Next, we have TransferWise. This is how you're going to pay them. The reason why we use TransferWise is, first of all, it's a little bit more secure, and second, they don't take as many fees as PayPal does. You don't see it on your end, but on your employees' side, PayPal charges a lot of money and they end up getting less.

If we use TransferWise, we'll know that the money is going to them because they have to verify their identity, or you can send the money right into their bank account. This way, they're not going to get whacked with those huge fees.

Project Management Software

When you have a larger team and things are starting to get a little hairy because you can't keep track of everything in Google Docs anymore, that is when we want to start taking a look at Basecamp and Trello. Basecamp and Trello work the same way, so it's going to come down to your preference. Both keep everything organized for your team. Personally, I use Basecamp, and I know a lot of people that use Trello.
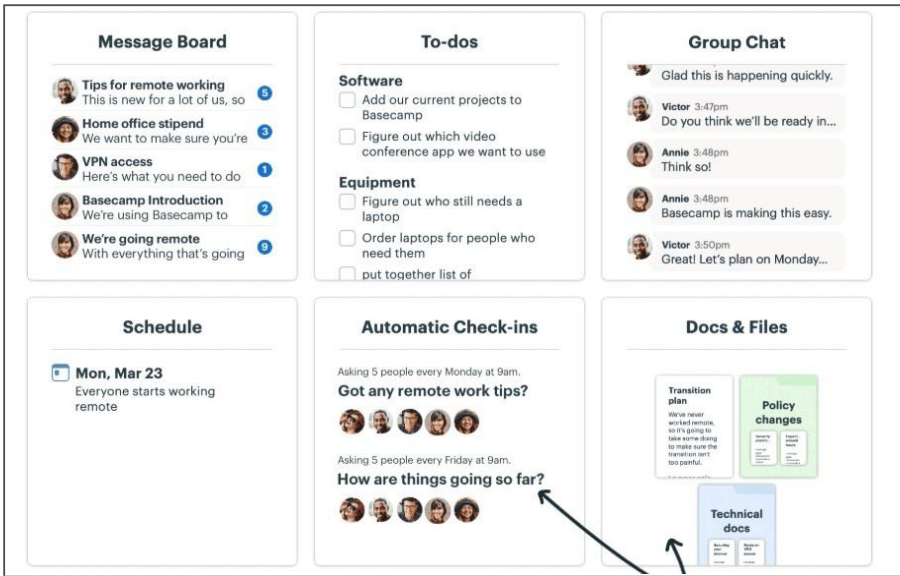
With Basecamp, you can set up a message board for each one of your departments. So you can have one for the marketing team, the writing team, or you can have a message board for everybody in the company. You can also create a to-do list, and you can schedule things for your employees right from there, which is really nice. I don't really use docs and files in Basecamp, because I use Google Drive for that.

Basecamp offers a personal plan that you can check out if you have a really small team and you're just getting started. It can keep things organized. Plus, it integrates nicely with a lot of apps.

I just happened to use Basecamp from the start. I've used Trello too, but not as much, so I can't say that one is definitely better than than the other one. Trello is more visually appealing. If you have an artistic company you can try it. Trello does have a lot of integrations that go into it. You can integrate Google Drive. Evernote, Slack, apps like that into Trello.

So go ahead and go through the tutorials for Basecamp and Trello so you can figure out which one is going to work best for your company. Their pricing is also pretty similar.

You'll have to do some research on your own and figure out whether Basecamp or Trello is a better fit for you. But as far as management systems go, those are the two options that I would recommend if you've grown to a point where you have more than two or three employees and you need to keep track of everything.

PREPARING FOR PROBLEMS AND WHEN TO SCALE

PROBLEMS ARE INEVITABLE

I wanted you to read this section because I wanted to normalize the fact that things aren't going to go completely smoothly, and that is okay. When I first started outsourcing, I thought nobody else has these problems. I thought I just completely sucked at it, and I kept on wondering why everybody else was doing much better while I'm running into problems.

The reality is, it's a skill that you're going to learn and you're going to make some mistakes along the way. I made some major mistakes, which I'll talk to you about. It's a learning process, so give yourself a little bit of grace. Remember, you're dealing with humans, and any time we deal with humans, things don't always go 100 percent according to plan. And that is okay. So the best thing that we can do is to be aware that there are going to be problems, and prepare as much as possible to preempt the problems. Once we normalize it and realize that this is okay, that this is happening, we can deal with it head-on and move forward.

PROTECT YOURSELF

> - IIC (LLC, Intellectual Property, Insurance, Contracts)
>   - ☐ DocuSign
>   - ■ Each Virtual Employee Should Sign A Contract
>   - ✓ Confidentiality
>   - ✓ Intellectual Property
>   - ✓ Portfolio Use
>   - ✓ Indemnification (They can't sue you)/Force Majeure (Protects
>   - ✓ Employee)
>   - ✓ Dispute Resolution
>   - ✓ Employment & Warranties (their qualifications)
>   - ✓ Exclusivity or nonexclusively
>   - ✓ Description of Services (job description)
>   - ✓ Holidays
>   - ✓ Fees & Expenses (Hourly Rate/Salary/Internet)
>   - ✓ Taxes (if applicable)
>   - ✓ Response Time
>   - ✓ Deliverables and Milestones
>   - ✓ Termination & Notices

So the very first thing we'll talk about is how to protect yourself. It goes without saying that you should have some type of legal entity for your business. Whether that's an LLC, a sole proprietorship, or a corporation, you need something that protects you and your business from your personal life. I am not a lawyer, so I can't give any type of legal advice, but I would recommend that you get this sorted out first.

I would also highly recommend that if you have any type of intellectual property that you are worried about, that either you copyright it, or you make sure that it's in a contract so that nobody, even somebody who you're hiring, can take that information.

Next, you need business insurance to protect yourself from a variety of risks, and I have a liability policy as well. With your particular company, you'll have to talk to an attorney and an insurance agent, and they will help you figure out what you need to protect yourself.

Remember, contracts are very important. I did not use them when I first started. I thought everything's going to be fine since I'm hiring people from the Philippines. I thought I didn't have to worry about any of this because they're really nice. That was until I almost got sued. I hired a gentleman who's mom was a lawyer in the Philippines. I had absolutely no idea at the time, and I didn't make him sign a contract.

So he took everything that I paid him for because I didn't have him sign a contract. I

wasn't able to use any of the work he did for me, which I had paid for. So you absolutely want to have contracts in place. Now, I have every employee sign a contract and I go through all of these things. This might seem like complete overkill, but I can promise you that if anything like what happened to me ever comes up, you're going to be glad that you had it.

I will share the template that I use with you as a reference point to start, but you absolutely have to go through an attorney for yours. I can't stress enough that what I'm giving you is just a template. With your specific company, you need to do your own due diligence.

Virtual Assistant Agreement

This Virtual Assistant Agreement (hereinafter "Agreement"), is made effective as of ▮▮▮▮▮ ▮▮▮▮▮ by and between the following parties:

▮▮▮▮▮, hereinafter referred to as "Assistant," having an address as follows:

▮▮▮▮▮▮▮▮▮▮

and Michelle Thompson, hereinafter referred to as "Client," having an address at

▮▮▮▮▮▮▮▮▮▮

RECITALS:

WHEREAS, Client is desirous of virtual assisting services; as discussed more fully below;

WHEREAS, Assistant is skilled and capable in the services Client needs and would like to assist;

NOW, therefore, in consideration of the promises and covenants contained herein, the receipt and sufficiency of which is acknowledged, the Parties do hereby agree as follows:

Article 1 - SCOPE:

This Agreement sets forth the terms and conditions whereby Assistant agrees to produce certain Services (as described below) to the Client. Assistant will be engaged for the limited purpose of providing these Services to the Client.

Article 2 - EMPLOYMENT:

Neither party is by virtue of this Agreement authorized as an agent, employee, or legal representative of the other. Except as specifically set forth herein, neither party shall have the power to control the activities and operations of the other and its status at all times will continue to be that of an independent contractor relationship.

Client may allow Assistant to act as an authorized legal representative in certain circumstances under the terms of this Agreement, but such circumstances will be agreed to by both Parties in writing beforehand.

For my contract, I send it through DocuSign and I have each employee electronically sign it and send it back to me. If for whatever reason they can't use DocuSign, I will print it out physically, sign it, scan it, email it to them, have them print it out, sign it, and send it back to me. I have that inside every single employee's folder so that I am covered.

Article 3 - DESCRIPTION OF SERVICES:

The Client hereby engages the Assistant, and the Assistant accepts such engagement to provide the following Services for the Client (hereinafter, the "Services"):

Writing articles & lead generation marketing

Client and Assistant may agree in a separate, written document to expand the scope of Services to include additional tasks. Such written document may be informal, such as an email.

Article 4 - WARRANTIES:

Assistant represents and warrants that Assistant has the knowledge, skills, and experience necessary to provide the Services. Assistant agrees that during the term of this Agreement, Assistant will agree to provide the Services at the request of the Client.

Article 5 - NONEXCLUSIVITY:

Assistant may be engaged or employed in any other business, trade, profession, or other activity which does not place Assistant in a conflict of interest with the Client, provided, that, during the term, Assistant shall not be engaged in any business activities that explicitly compete with the business of the Client without the Client's prior written consent.

Article 6 - HOLIDAYS:

Assistant will be unavailable on the following holidays:

When required by state and religious affiliation

Article 7 - FEES AND EXPENSES:

Client will be billed through an invoicing system per hour, at the completion of each pay cycle (bi-weekly).

The wages for the projects envisioned under this Agreement are as follows:

$4.00/hr

Payment will be made within the following amount of time after receipt of the invoice: 7 Days.

The Client agrees to reimburse pre-approved expenses and costs as indicated on invoices. Such expenses and costs shall be accompanied by receipts and reasonable supporting documentation.

Article 8 - TAXES:

Assistant herein acknowledges that they will receive an IRS Form 1099-MISC from the Client and that Assistant shall be solely responsible for all of their federal, state, and local taxes.

Article 9 - RESPONSE TIME:

Assistant agrees to respond to the client no later than the following amount of time after being reached out to for communication: 1 business day.

In the event of an emergency or other similar conflict, Assistant will give the Client as much notice as possible if there is the possibility of interruption to the Services, whether that interruption is temporary or long-term.

Article 10 - DELIVERABLES AND MILESTONES:

This Agreement will be of an indeterminate length and the independent contractor relationship will be ongoing unless terminated by either Party in writing.

Article 11 - TERMINATION:

This Agreement may be immediately terminated in the event that there is a breach of the terms by either Party.

This agreement will also immediately terminate upon the death of the Assistant or Client, the inability of the Assistant to perform the Services because of a sudden and medically-documented physical or mental disability, the liquidation, dissolution or discontinuance of the business of the Client in any manner, or the filing of any petition by or against the Client or Assistant under federal or state bankruptcy or insolvency laws. This Agreement may also be terminated by either Party in writing. Notice shall be given at least the following amount of time before termination: 1 business day.

Upon termination, all fees and reimbursements shall be paid and provided to the Assistant as they have accrued up to the date of termination.

Upon expiration or termination of this agreement, or at any other time upon the Client's written request, Assistant shall promptly after such expiration or termination:

- Deliver to the Client all deliverables (whether complete or incomplete) and all hardware, software, tools, equipment, or other materials provided for Assistant's use by the Client;

- Deliver to the Client all tangible documents and materials (and any copies) containing, reflecting, incorporating, or based on the Client's confidential or proprietary information, as discussed further elsewhere in this Agreement;

- Permanently erase all of the confidential or proprietary information from any of the Assistant's computer systems; and

- Certify in writing to the Client that Assistant has complied with the requirements of this clause.

Article 12 - CONFIDENTIAL OR PROPRIETARY INFORMATION:

Assistant hereby acknowledges and agrees that Assistant may receive confidential and/or proprietary information relating to Client's business. Such information may include, but will not be limited to, client lists, client notes, specifications, project information, plans, and/or technological resources. The confidential and/or proprietary information is significantly important to Client's business and it has been developed or obtained over time, with significant resources involved. Assistant understands and agrees that any unintended disclosure of any of the confidential and/or proprietary information would be significantly detrimental to Client. As such, Assistant agrees that they shall:

I) Not disclose the confidential and/or proprietary information by any means not authorized by the Client to any third parties;

II) Not copy or duplicate the confidential and/or proprietary information unless specifically directed to do so by the Client;

III) Not disclose the confidential and/or proprietary information by any unauthorized means to any third parties for a period of at least one year following the termination of this agreement;

IV) Not use the confidential and/or proprietary information for any purpose except those expressly authorized by the Client;

V) Inform Client immediately if Assistant becomes aware of any unauthorized use or disclosure of the confidential and/or proprietary information.

Article 13 - INTELLECTUAL PROPERTY:

Assistant agrees that all inventions, trade secrets, confidential and/or proprietary information, and work-product conceived, created or developed by Assistant which are a related to the Client's actual business or research and development, or b developed, made, or discovered by Assistant in the course of the performance of Assistant's duties for the Client. Assistant hereby assigns to the Client the entire right, title, and interest in and to any works created under this Agreement and in and to all proprietary rights therein or based thereon including without limitation any and all copyrights, patents, trademarks, or other intellectual property rights relating to all work.

Without limiting the foregoing, Assistant agrees that all work which is protectable by copyright and may constitute "works-made-for-hire" pursuant to the United States Copyright Act of 1976, (17 U.S.C. Section 101) shall be deemed to be works-made-for-hire for the Client.

Article 14 - PORTFOLIO USE:

Notwithstanding the foregoing, Assistant shall be permitted to use all produced items of work in Assistant's professional portfolio, after such items have been made public by the Client. Nothing contained herein shall limit Assistant's such right.

Article 15 - INDEMNIFICATION:

Assistant and Client shall each defend, indemnify, and hold the other harmless (including all affiliates, officers, directors, employees, agents, successors, and assigns) from and against all losses, damages, liabilities, deficiencies, actions, judgments, interest, awards, penalties, fines, costs, or expenses of whatever kind (including reasonable attorneys' fees) arising out of or resulting from bodily injury, death of any person, damage, real or intangible, to personal property resulting from the other's acts or omissions or the breach of any representation, warranty, or obligation under this Agreement.

Article 16 - SURVIVAL:

Any provision of this Agreement which by its terms imposes continuing obligations on either of the Parties shall survive termination of this Agreement.

Article 17 - DISPUTE RESOLUTION:

In case of a dispute between the Parties relating to or arising out of this Agreement, the Parties shall first attempt to resolve the dispute personally and in good faith. If these personal resolution attempts fail, the Parties shall then submit the dispute to binding arbitration. The

arbitration shall be conducted in the county and state noted in the GOVERNING LAW provision of this Agreement. The arbitration shall be conducted by a single arbitrator, and such arbitrator shall have no authority to add Parties, vary the provisions of this Agreement, award punitive damages, or certify a class. The arbitrator shall be bound by applicable and governing federal law as well as the law of Oregon. Each Party shall pay their own costs and fees. Claims necessitating arbitration under this section include, but are not limited to: contract claims, tort claims, claims based on federal and state law, and claims based on local laws, ordinances, statutes or regulations. The Parties, in agreement with this sub-part of this Agreement, waive any rights they may have to a jury trial in regard to arbitral claims.

Article 18 - GOVERNING LAW:

This Agreement shall be governed by and construed in accordance with the internal laws of Oregon without giving effect to any choice or conflict of law provision or rule. Each party irrevocably submits to the exclusive jurisdiction and venue of the federal and state courts located in the following county in any legal suit, action, or proceeding arising out of or based upon this Agreement or the Services provided hereunder: United States.

Article 19 - BENEFIT:

This Agreement shall be binding upon and shall inure to the benefit of each of the parties hereto, and to their respective heirs, representatives, successors, and assigns.

Article 20 - COUNTERPARTS:

This Agreement may be executed in counterparts, all of which shall constitute a single agreement. The Agreement shall be effective as of the date set forth above.

Article 21 - NOTICES:

All notices, requests, consents, claims, demands, waivers and other communications hereunder (each, a "Notice") shall be in writing and addressed to the Parties at the addresses set forth on the first page of this Agreement. All notices shall be delivered by email or at the address which the parties may designate to each other through personal delivery, nationally recognized overnight courier (with all fees prepaid), or certified or registered mail (in each case, return receipt requested, postage prepaid). Except as otherwise provided in this Agreement, a Notice is effective only if (a) the receiving party has received the Notice and (b) the party giving the Notice has complied with the requirements of this Section.

Article 22 - FORCE MAJEURE:

Assistant is not liable for any failure to perform due to causes beyond its reasonable control including, but not limited to, acts of God, acts of civil authorities, acts of military authorities, riots, embargoes, acts of nature and natural disasters, and other acts which may be due to unforeseen circumstances.

Article 23 - HEADINGS:

Headings to this Agreement are for convenience only. Headings shall in no way affect the provisions themselves and shall not be construed in any way that would limit or otherwise affect the terms of this Agreement.

Article 24 - ENTIRE AGREEMENT; MODIFICATION:

The agreement embodies the entire agreement between the Client and Assistant relating to the subject matter hereof. This Agreement may be changed, modified, or discharged only if agreed to in writing by both parties.

IN WITNESS WHEREOF, the Parties execute this Agreement as follows:

Client: Awesome Outsourcing, LLC

Name: Michelle Thompson

Signature: Michelle Thompson (electronic signature)

Date: 02/23/2020

Assistant:

Name: _____

Signature: _____

Date: _____

As you can see, I go over a lot of things in the contract. There's confidentiality, intellectual property, portfolio use, dispute resolution, and I included an indemnification provision, which means they cannot sue me. There's also a force majeure clause in there that protects the employee.

This is important because when I give them this huge contract, they're going to freak out, and when they start reading they'll realize that while there are sections in there to protect me, there are also sections in there to protect them. So I wrote exactly what I'm going to pay them, and what will happen if I don't pay them on time. So it covers not only me but my employees as well.

When I have an employee, I let them know right upfront when I send them the contract that this does protect me, but it doesn't just protect me. It protects them as well. This gives them a level of peace because they know that, a) I'm a good legit boss, b) if there are any issues, it's already written out, and c) we've already agreed as to how we're going to handle that issue.

I have employment and warranties in the contact. So basically I'm covering myself, and if they are lying about their qualifications, that gives me a clause in there for termination. I also have exclusivity and nonexclusivity in there. If somebody is working full-time for me, I usually have an exclusivity agreement with them. If they're only working on a per contract or a part-time basis, then that's going to be a nonexclusivity clause because I have no right to ask them to only work on a per contract or part-time basis and then not allow them to go get other work. Part-time is tricky. I don't necessarily recommend that, but I have used it in some instances.

Description of services goes through their exact job description and what I require of them in the position. So if I'm adding things on, I need to either update this and increase their salary, or something needs to change. This protects them so I can't throw one hundred thousand things at them and say, here's just one more thing to add to your plate.

So I go over their holidays, and I go over fees and expenses. This is either their hourly rate or their salary, and if there's anything else I'm going to pick up to help them out, I'll include that in the contract. Not having a high-speed Internet can be a potential problem, but if that person is a really good employee, I'm willing to pay $60 a month so he/she can have a better Internet connection. That would all be spelled out in the contract.

We really don't have to worry about taxes if you're hiring from the Philippines. But let's say you're hiring somebody in the United States. If that's the case, you absolutely want to have this in there and you want to make sure that you're either sending a W-2 or a 1099 if the person is an independent contractor. So you want to get all of that in place. I am not an accountant so I can't tell you how to do that, but make sure all your ducks are in a row.

Response time – this is from both me and them. When do I expect to hear from them? When can they expect to hear from me? Deliverables and milestones are their goals. This is what they are expected to achieve at a bare minimum in order to keep their employment. Then there's termination and notices. How long of a notice do I have to give them before termination, and what do the steps look like for them?

So I use this contract with every single employee to not only protect myself but to protect them as well, and I have found zero issues with this. I actually built a stronger

rapport with all of my employees when I sat down and explained it to them. So used the contract as a positive, not something negative like, "I want to make sure that you don't steal a whole bunch of stuff for me. So you're going to sign this and I'm going to sue you if you don't."

It's all in how you approach it. I specifically put a lot of things in there to protect them, so I use it as a positive for them.

Minimize the Risks

You should be the only one that has access to recovery emails for anything important to your business. That could be your email, social media accounts, website, or your RSS feeds. You should also create an email for each employee, and you should be the only one that can set that up. It's just easier to go in and delete an email address and remove their ability to access everything when you set up a company employee email for them. If you're not doing this, just be careful if you're going to just let them use their own email account.

Having multiple layers of security to protect your company data is very important as well, so you absolutely need to have your Google Drive or Dropbox. In addition to that, you have to keep the files secured ith LastPass.

PREVENTING PROBLEMS WITH YOUR EMPLOYEES

Ease Them Into The Position

So one of the ways that we can prevent problems is to hit them head on so we won't have a problem to begin with. One way to do this is to ease them into their position.

We don't want to hit them with everything all at once. Just think about it and put yourself in their shoes. If you started a job and your employer gave you 20 different tasks that you had to complete in week one, and you weren't even sure how to do half of them, you would be overwhelmed. You would be frustrated. You would feel underappreciated. They feel the same.

So let them focus on one part of the job until they're comfortable and confident with that before giving them the next part of the job. Yes, they're going to waste a couple of hours at the beginning, but you don't want to burn them through. If they're done with their work and they're comfortable with what they're doing, give them the next part of the job. But the point is, don't hit home with everything all at once. You want them to slowly onboard so that they can be comfortable and confident. You'll want to do this especially with Filipinos. If they feel like they're letting you down, that is absolutely horrible for them. That is like one of the worst things that could happen to them. So if you put them in that situation, they're just going to disappear because they feel like they're letting you down and they don't know what to do about it.

Now, don't expect them to be able to do 15 different tasks in the first month. You'll have to remember this if you have them doing more than one job title. For example, maybe they're virtual assistants, but that can only take up about 20 hours of their time each week and for the other 20 hours, you need them to do social media marketing.

Break it down into phases. Teach them the virtual assistant part first or the social media marketing part first – whichever one is going to give you the most amount of hours. Then when they're 100 percent comfortable with that job title, teach them the next job skill set.

Break it down. Make it manageable. Make it easy for them so that every day they feel like they've accomplished something and that they made your life easier. By doing this, it's going to prevent a lot of problems because they already know what you expect of them.

Don't Hide The Ruler

We've talked about not hiding the ruler before, and we want to make sure that what we expect of them is unbelievably clear. They need to have goals and milestones for every single thing that they're doing. You'll want to explicitly explain what their goals are to the point of nausea so that everything is crystal clear, and explain in detail what the outcome of their work should look like.

Next, help them understand how their work fits into the overall company's work/goals/ growth. By doing this, you're building rapport with them, and you're letting them know their work really does matter.

You also want to give them ownership. What that means is, if there's a problem or a challenge and they come up against it, ask them, "Would you mind taking two or three hours and do a little bit of research for me to come up with two or three possible solutions that might fix this problem? And could you let me know when you're done, so we can talk about it together and figure out what the best solution is for the company?"

By doing that, you are empowering them to go out and figure out the solution and then come to you with a solution. You guys can talk about it together and figure out what the best solution is, then they can go and implement that. So, a) you're getting the problem off your plate because you're tasking them with finding the solution, b) you're empowering them to go out and find the solution and make the change, and c) you're building that communication up with them because they have to go find the solutions and then communicate the solutions to you. You talk about it, they go back to implement it, and then they come back to you with the finished product. It's just one more level of communication.

Establish An Open Door Policy

We've talked about this ad nauseam. You want to establish that open door policy, let them know that they can talk to you about anything, especially the things that are difficult for them or something that is troubling them.

You may not realize it, but they may feel completely overwhelmed, and they don't want to tell you because they don't want to let you down or they don't want you to think that they're a bad worker, so they're not going to tell you. You have to let them know it's okay to tell you when something's difficult, it's okay to tell you when something is troubling them because you need to know these things.

In addition to that, you want to build a relationship with them so that when things are difficult, when things do happen, they can come to you because you've already made them feel like they're part of the team.

By doing the things I mentioned above, you'll be able to talk things through with them and solve the problem versus them just disappearing if and when things get ugly. If you don't have this open door policy and you don't build a relationship with them, I promise you they will just disappear and you'll end up losing them, and you'll have to go find somebody else and train them. But if you can build this relationship with them, then you're able to talk through it and figure things out.

Underperforming Talent?

So what happens when you do have employees who are still not performing to the level that they should even though you've already done everything mentioned in this chapter?

Here, we're going to take the opposite approach. We're going to offer them help. Ask them what can you do to help them reach the goals that they need to meet every week, and listen to their feedback? Be kind and professional, even when you want to go through the computer and strangle them.

Make it clear that you believe in open communication for both sides, and that they shouldn't hold anything back. Make them tell you why they're underperforming. Then once they've told you the reason why, come up with a game plan. Set very clear expectations, and a timeframe for when you expect them to meet those new goals.

So after this conversation, they're either gonna get back on the horse, get back on track, or they're going to quit. That is completely okay. If they quit, we prepared for that. That's why we have the training system so we can just go hire and plug somebody else in the system.

Let's be honest, I don't want to have to beg somebody to work for me. We know that we're good employers. We know that we're treating people fairly. If they don't want to work for our company, it just might not be a good fit for them and that's okay. They need to move on and you need to find somebody who does want to work for you. Again, it's okay if they move on. It's not a failure.

This doesn't happen a whole lot because we've built so much of a relationship with our employees. Three times I've had somebody quit. One of those who quit was Jamalia, and it was a personal family issue that I could do nothing about. There was nothing I could do to help with that. The second one was definitely an underperforming talent and he wasn't a good fit for our company so he needed to move on.

You're not going to run into this a whole lot, but when you do, and as soon as you have this very pointed conversation with them, they're either going to kick themselves in the butt and get completely back on track, or they're just going to quit and move on.

Understand that whatever happens after your talk, it's perfectly okay. But if they get back on track and then a month from now they're underperforming again, at that point, just move on. Give them their termination notice and go hire somebody else because there are so many good employees out there. You don't really have to deal with somebody who's underperforming.

Ghosted?

Have you ever gotten ghosted? Okay, so what is this? This means that somebody just

disappears. I had this happen to me. She was one of the best writers that I ever had. Her name is Nica.

What I did was, I sent two emails and then I locked her out of everything. Then I rehired for the position and I informed her that I reinterviewed and replaced her. I paid her for all of the remaining hours due to her and then I moved on. I realized a couple of things after that. Nica probably found another job that paid higher, but also without realizing it, I was micromanaging her.

People Quitting A Lot?

If you have people who are quitting a lot or who are just completely disappearing and they're not responding to you, there's definitely something wrong.

First of all, let's just go back to why people in the Philippines ghost you? It goes back to their culture. They are so afraid of upsetting someone that it's a major nono in their culture. So rather than deal with the situation, they'll just ignore it.

It's almost like they completely bury their head in the sand and just move on with their lives. They just cut you off like you never existed because that's easier for them than to actually have the conversation and deal with it. Because that pain and embarrassment is way more uncomfortable for them than them just sticking their head in the sand and moving on.

So you will run into getting ghosted in the Philippines and it can happen for a couple of reasons. First, maybe they got a job offer with a higher pay. So the first email that I send to them, I'm just going to ask what's going on? Then the second email, I'm going to say, "Hey, did you possibly get another job offer? Can we talk about this? Is this something that we can work out?" If I still don't hear from them after that, then I just lock them out and I rehire. Chances are they've either found a different position with higher pay, or you're doing something wrong and they don't want to tell you.

So let's talk about all the things that you could possibly be doing wrong because if you have people quitting a lot, it's not them, it's you. I used to think, "Oh, I'm a really good boss. That's never going to happen to me." That was until I had someone quit because I was doing something wrong and I didn't even realize it.

Ask Yourself These Things:

- Am I providing all the training and information needed (in an unbelievably clear way) for them to succeed?

• Am I asking them to do too much?
☐ Do I need to split this into two different roles?
• Am I micromanaging them or giving them space?
• Am I giving them too much space?
☐ Not providing feedback, giving them the impression I am too busy or don't care, or expecting them to be a mind reader?

Am I providing all the training and information needed (in an unbelievably clear way) for them to succeed? Am I providing that, or do they feel lost in my training, and because of that, they don't know what to do and they're not sure how to tell me.

Am I asking them to do too much? Have I given them too many tasks? When you were an employee, you didn't like it when your boss did this to you. They just piled so much on that you just couldn't even keep your head above water. Don't do the same thing to your employees. Ask yourself. Are there so many tasks that I need to split this into two roles and have a new hire?

Am I micromanaging them or giving them space? Here's the big one that I did without even realizing it. With Nica, I was absolutely micromanaging her. I was sending her feedback for each article that she was writing and I was nitpicking about the tiniest things in her writing and she was good. They were simple things that I should have just let go because 95 percent was good enough. I was trying to make it 100 percent and I made her life miserable because each article she wrote, I went back and I said, "Well, I wouldn't have said it this way, I would have said it this way, go back and change that paragraph."

At the time, I thought I was giving her good feedback on what I wanted. Then when I step back and I looked at it from her perspective, I realized how it would suck if you were the employee and you worked so hard in an article, you put your heart and soul into it, and your boss just went through. Yes, my boss gave you praise but then she also ripped it apart in the stupidest of ways. So I had to realize that I was micromanaging. I wasn't able to salvage that relationship with Nica. It was actually when I first started seriously outsourcing and I had to just own that and learned from it. I had to let it go.

Next, ask yourself: Am I giving them too much space? So maybe you're not giving them any feedback. If they don't hear from you at all, it gives them the impression that you're either too busy or you don't care about what they're doing or even worse. They feel like you're expecting them to be a mind reader. Without even realizing it, you are in fact, expecting them to be a mind reader and you're assuming that they're just going to know even though you've never told them.

So don't expect them to be a mind reader. Anything that you're thinking that you want them to do, tell them. It's all about building relationships so don't micromanage them. But you also have to give them feedback and let them know, "Hey, I'm super happy with what you've been doing."

It's going to take you a while to manage this skill because there's a delicate balance between micromanaging and giving too much feedback, and then not providing enough feedback. So just give yourself a little bit of grace with that. Honestly, when you build a solid relationship with somebody, you will find that they're very forgiving and they'll come to you and say, "Miss Michelle, you're driving me nuts." They won't say it like that. They'll say it very, very politely. But they'll come to you and they'll say, "Miss Michelle, I haven't heard anything from you. Would you mind taking a look at this article?" So give them the freedom to be able to say those things to you, then also ask for their grace and say, "Hey, I'm not perfect. I don't have this all figured out yet, so if you could just help me figure out how to help you, I would really appreciate that." This way, they'll feel like they're helping you out by telling you.

Remember, people don't quit jobs, they quit bosses. My friend Ian says that if it smells like shit everywhere, it's time to check your shoes. I know this is an old saying and many people have said it, but he said it this particular way and it really hit home. If it stinks everywhere, chances are it's you. So time to check your shoes and figure out what did you step in and how do you clean it up?

Also, take responsibility when it's your fault. I can't tell you how many times I've had to go back to an employee and say, "I'm sorry, I made a mistake. That was my fault. I'm really sorry that I did that, and I'm going to try not to do that again. But you keep me honest if I do." That builds such a huge bond with your employees. When you do make a mistake and you take that approach, just about every time they're going to come back to you and they'll be like, "No problem Miss Michelle, we got it. It's all right. I make mistakes, too. I got this." And they'll go and they'll fix it.

You will find that you can have such an incredible team if you just take the time to care and just be human and say, "If this wasn't your fault, it was my fault. And I'm sorry." It's amazing how that conversation right there just makes leaps and leaps and bounds with your employees.

YOUR SELF-WORTH IS NOT TIED TO HOW BUSY YOU ARE…

•   What can you now enjoy with your extra found time?

•   What was your initial vision?
 	
      ☐   Time with family
 	
      ☐   Walking away for 2 weeks without constantly worrying

•   What new project can you take on (that you absolutely love doing and gives you energy) that you didn't have the bandwidth to pursue beforehand   ☐   Can you then systemize that and hand it off?

The very first thing that I had to understand when I learned how to do this is that my self-worth is not tied into how busy I am. When I had all this extra free time and all the stuff was getting done, I somehow felt like maybe this wasn't good enough because I wasn't as busy as I was, and I had a hard time with that. So I had to slow down and realize that my self-worth is not tied into how busy I am and what I'm doing.

I have learned to work smarter, not harder, and I had to give myself permission to be okay with that. So I challenge you to dig deep and be okay with not being busy. So ask yourself, what can you do with your extra found time? What can you enjoy? When we went back to the very beginning, what was your initial vision? Did you want time with your family? Did you want to pursue a new hobby? Did you want to walk away for two weeks from your business without worrying about it? Maybe that was a trip to Hawaii or a trip to Europe. Those are the things that you can do now and not feel guilty because your business is running on autopilot and you are now able to enjoy that extra found time.

With your extra bandwidth that you have, now you can take on new projects that you couldn't take on before. So what are the things that you absolutely love doing that give you a ton of energy, that just seems to refill your soul? What are those things that really light you on fire, that you didn't have the bandwidth to be able to do beforehand?

Once you've got that up and running, ask yourself if you can systemize that and hand part of that off? You should always be thinking in that type of mindset.

CHAPTER 34

WHEN TO SCALE

When to scale? Okay, so the obvious answer is when the business revenue justifies it. This might seem silly, but when I first started outsourcing and I realized I could get so much done, I ended up hiring too many people too quickly and my revenue didn't grow as fast as my employees. So I ended up in a little bit of red just because I was so excited about how much I could get done, and I thought the revenue will come because we're getting so much done. So save yourself some heartache and make sure that your business revenue justifies bringing another person on board.

This also seems to go without saying, but you may want to scale up when your first few employees are working like a well-oiled machine and there's no longer emergencies or fires in their departments.

In other words, expand into another job description after the bumps are smoothed out and employee #1 is running on autopilot. There are no emergencies in the virtual assistant department. Then employee #2 is running on autopilot as well, and there's no more questions, fires, emergencies in the marketing department. If that's the case, you can bring in employee #3.

Remember, if you try to bring on too many people at once, you're going to end up with a lot of emergencies and fires that you don't necessarily need to have. So take baby steps. I know that you're probably super excited because there's so much that you can do, and you see the power of what you've learned. But just remember, you're learning this skill just as much as you're building a team, so just take baby steps with it.

Of course, you can consider bringing in another person to your team if he/she can bring in a lot of revenue pretty quickly. Can you hire someone and teach them to fill your pipeline/funnel? Those are things that you want to think about because that is going to really drive revenue. So you want something that's going to push the needle. Your virtual assistant doesn't necessarily push the needle. Sometimes a lot of social media doesn't necessarily push the needle, but if you can hire somebody who's going to go out and fill your pipeline and drive sales, then that's going to justify bringing in that employee.

You may also want to bring in someone if there are things you don't know how to do yourself. There are companies out there that will train an employee on how to do what you need done, and you can just hire them and put them right in the pipeline. But having said that, you still need to understand how to do a little bit of that job, because otherwise, how are you going to give them metrics? How are they going to have milestones and goals that are very clear? You have to be able to understand what you're asking them to do.

When we first started out, I was really bad at SEO. So what I did was I asked my virtual assistant to go out and find the best program that teaches SEO, and I had a mentor that recommended Stephen Floyd's Bulletproof SEO. Anyway, I had my virtual assistant get

all the information from several different SEO programs, and I had her figure out the pros and cons. She brought me the information, then we figured out which one was the best one. Then I went through the training and I understood it, and then I used that training for the new employee so I didn't have to create training again. It was already done. I went out and I purchased the training, and I plugged the new employee into the training, but I had to understand what was going on so that I knew how to give them goals and metrics.

If it's a one-off thing, like you just need one website built or something, you're just going to outsource that task. What we are talking about are things that you want a full-time employee to handle.

CHAPTER 35
WHAT'S NEXT?

Monthly Mentoring Program
• Exclusive group of paying only members who have already been through this training.
☐ Bounce ideas off everyone and get genuine feedback
☐ Learn from what others are doing
• Monthly coaching webinars teaching you even more skills and automation
• Access to me for questions
• Ability to schedule 1-on-1 coaching calls

Okay, I have created a monthly mentoring program, and this is exclusively for people who have been through this training. The reason that we're doing this is so that people like yourself can have a place where you can bounce ideas off everyone, get some genuine feedback, and learn from what other people are doing.

These are the cream of the crop, so you won't see people asking rookie Mickey Mouse questions and taking up everybody else's time on something that they should have learned in training, and you're not going to have to worry about somebody pitching you their sales or something stupid like that.

In addition to that, there's going to be monthly coaching webinars where I'm going to teach you even more skills and more automation. Plus, there'll be Q&A so you can ask me any questions that you might have that will benefit the group. This is another reason why it's specifically for people who have already been through this program. It's so we don't get those Mickey Mouse questions because I don't want to waste your time with something that's already been answered. I'll also give you the ability to schedule one on one coaching calls with me.

Because you guys are so awesome, I have an unadvertised bonus for you. So 97 percent of the people are not going to make it this far for a whole lot of reasons. But you did, so congratulations!

As a reward for your hard work and effort, I'm going to give you two months of the monthly mentoring program for free. The reason that I'm doing that is, after you've been through this, you're still not quite to the point where you're up and on your own. So I'm going to give you the next two months. This should give you plenty of time to hit me up with any questions that you have while you're bringing your first few employees on. There are going to be some bumps in the road, and I want you to have access to me to be able to ask those questions. The first two months are on me.

So thank you very much for getting this far in the course and for succeeding. I can't tell you how excited I am that this is going to change your life, and I was able to do that to help you out.

So to get that, just go to awesomeoutsourcing.com/monthlymentorship. In there, you will find the sales page for the monthly mentorship, and if you email me at michelle@awesomeoutsourcing.com, you can get the coupon code that'll get you plugged in for those two free months.

Obviously, testimonials are always welcome. So if you guys went through this and you absolutely loved it, I would like to know what it was like to go through the course, and I don't want just the positive things. Give me the negative things, too. What can I improve on? What could have been done better? Let me know that.

So congratulations! You are officially ready to start running your business on autopilot, and I am super glad that you made it through the course.