

Build Your Team Mini Course

Caleb: Thankfully I don't have to be 100% today because this is a webinar that I am not going to, guys are making jokes so I can spend more time with FBs. That's great. I can I can rely on my co-host today. This is Billie Olds, the ginger ninja. She is my chief of staff for the entire Alpha Male 2.0 company. We have a staff of about 17 people Billie right? Billie right I mean grand total humans is that about right? Okay.

Billie: Yes, 17, 18 right now.

Caleb: Billie, her entire life she has a lot of skill sets as you're about to find out. She also has an Alpha 2.0 business. She's location independent. She works with several companies and what she does is she manages people's staffs. She has a lot of other things but that's what she's really, really good at. Go ahead.

Billie: I would say that's one of my superpowers. I'm sort of an intermediary between Caleb and an assistant. You don't necessarily need high-end or high-level big idea consulting but you need someone to help you with implementation. That's what my company does.

Caleb: Correct and as you're about to find out Billie is kind of a genius doing this. You're going to get an information in this webinar that you that it's hard to find in other places because this is exactly what Billie does number one. Number two this is also somewhat exactly what I've been doing for a long time. You're going to hear from me and her. I am a very skilled amateur doing this. She is an expert at doing this. One more thing too. Sometimes I may say something that Billie disagrees with. I know that never happens Billie. We agree on everything.

Billie: You agree with everything I say.

Caleb: Right. I agree with everything Billie says always. There will be times I'm going to say something and Billie will say well actually. If there's any disagreement on this webinar in this topic at least go with what she says not what I say because she's the expert. I'm the skilled, experienced amateur. She's the expert in this area because I will certainly say when we were going over the content for this webinar her and I. I said a few things she's like well actually. I'm like all right. Just be aware of this if there's ever a

disagreement she's right and I'm wrong at least on this talk. On everything else I'm right and Billie's wrong. Just kidding.

Billie: [Laughter].

Overview

Caleb: I'm going to overview this really quick and then we're going to kind of go back and forth. Alpha Male 2.0 is not just about making money. I've said this before. I personally know guys and you may personally know people who make a lot of money but have no freedom of time. They work 40, 50, 60, 70 hours a week. That is not freedom. I don't care if you make a million dollars a year. I don't care if you make 10 million dollars a year. In my consulting practice and in some of my coaching from Alpha 2.0 I work with guys with high seven figure incomes but they're not free. They have to work long hours to maintain those incomes and if they don't they're in big trouble.

The only way you could get to decent income, certainly location dependent income and still maintain some kind of a level of freedom in your life you have to work long hours is that you have to outsource. The only way you can get to high income and be able to maintain that high income and low work hours. The Unchained Man, I talk about 30 hours a week max. The only way you can do that is by outsourcing. You cannot do this yourself. It's not possible. I've said before and this is still true. It's a little less true than what I used to say it a few years ago. Maybe I have to modify this a little bit but I could if I really wanted to. I don't want to do this but if I could if I wanted to. I could work 15 hours a week. Maybe today that 15 might be 20. I'll be nice and say 20. I could work 20 hours a week and maintain my entire business empire. Maintain all the income I make. I make high six figures. I can maintain all that stuff on 20 hours a week.

I can work two long days a week. Put in a 10 hour day on Monday. Put on a 10 hour day on Tuesday and take the rest week off and do that for the rest of my life. The only way I can do that is by outsourcing things to other people. There's no way in hell I could do that by myself. If you want to be a free business owner not just a business owner but a free business owner you have to learn how to outsource functions including functions you don't want to outsource and learn how to manage the staff, how to hire people, how to automate what they do through SOPs. We're going to talk about that a great deal. What else do I do Billie? What am I forgetting?

Billie: We're going to talk about onboarding your new staff, training them and using the SOPs that you create and going through the hiring process using some of the online platforms.

Caleb: Cool. Yes, we're going to talk about all that. All right. This is a mandatory skill and unfortunately this is not something I've talked about a lot in my other content. It's one of those things, one of those topics I'm like god damn. I should have a book on this. I should have a whole course on this because to the Alpha Male 2.0 lifestyle this is critical. You have to have this skill set or else the best you'll be able to do is make a lot of money working long hours the rest of your life. That's the s the least bad scenario you've got if you don't know how to outsource or you are emotionally unwilling to outsource. That's the first piece. Billie, what did I define as the second piece? See I'm this is why I'm sick. What was the second thing?

What to outsource?

Billie: What to outsource, how to prepare for that.

Caleb: Okay so first thing is you have to determine what to outsource. Thank you Billie. You have to determine what to outsource. In the focus program we actually go through an entire list of what to outsource and when. It gets a little complicated. We don't have time to go through that in this webinar here today but you have to learn how to how to determine what to outsource first. I'm going to give you a general overview of what I think you should do based on my experience and then at the end Billie can chime in with her thoughts because I'm sure she has extra thoughts on this.

Number one is that you need to outsource the thing, the first thing you outsource are the technical repetitive tasks that don't make a lot of money. Here's a few examples. Fucking around with your websites so you can outsource that. One of the first things I outsourced in my alpha 2.0 company is posting blog posts. Not writing blog posts but posting them. I hired someone a long time ago. When you post a blog post you don't just like type a thing and press okay. You have to put it up on the blog. You have to format it. You have to add SEO tags. You got to add a bunch of settings into WordPress. You have to add an image. You have to SEO the image, optimize the image. You have to imbed some graphics to the image. You have to assign categories. There's all kinds of things you got to do.

I very quickly realized that I wasn't making any money doing that. I was making money by writing the content. I hired someone to do all that crap for me. All I did was write the blog post in a word document, hand to the guy and within a day or two voila. It was there on WordPress, perfectly formatted ready to go and I don't have to do any of that work. I used to do a lot of blog posts. I still do but now they're transcriptions but I just do a lot of blog posts. That saved me a hell of a lot of time. That's a perfect example of something that was technical, repetitive and something that didn't make a lot of money. That's the very first thing you outsource.

The next thing you outsource would be in my opinion more customer service type functions. I wrote an article a while back about how I outsourced all of my email. As a matter of fact the guy who we first hired to outsource my email is still the guy working on my email several years later. That was Chris. How long are we working with Chris? Is that two years Billie?

Billie: Chris has been with us almost two and a half years.

Caleb: He's our first hire besides you and me right? Is that right correct?

Billie: Yes.

Caleb: That's an example of someone who's been around a long time so a lot of guys will say we'll address this too. A lot of guys will say well if you just pay people as contractors they don't stay very long. Sometimes that's true. Sometimes that's not true. Billie's been around for years. Chris has been around for years. One thing about that really quick side point. Alpha 2.0 means no W-2 salaried employees. The 17 people I have in my company, the Alpha 2.0 business, none of them are employees. That's part of the Alpha 2.0 business model. When you have employees you have taxes. You have regulations. You have forms. You have laws that are very easy to break by accident and then you get in big trouble. You actually invite the government into your business to help run your business when you have employees. We're talking about contractors so for the rest of this webinar just assume we're talking about contractors here not employees. I guess you could apply some of the stuff to employees. That's not the model we talk about.

Customer service type functions your email. We have a lot of people who write and say I forgot my password for such and such. Do you think I should be doing that kind of work? No that work doesn't pay money. It's SW work which means it needs to be done but it should not be done by me. There is only one or two things that you do in your business that actually make money. Marketing would be one but the other thing that you do providing the service that you provide, writing the content that you write. Example for me rewriting my content. If I'm doing consulting it's actually doing consulting. If I'm doing anything else, if I'm doing bookkeeping, if I'm farting around technical problems with my websites, if I'm doing customer service-y work I'm losing money. I'm losing money and I'm losing time. Make sense.

Billie: I'll interject to say that I do the same thing in my business and have for about 15 years. It doesn't make sense for me to sit down and do a bunch of scheduling for myself or Caleb. We hand that off to an assistant. That's really someone that's rolled in with the customer service and admin functionality. Taking care they're taking care of all of those little routine daily tasks whether it's email, answering the phone, filing. Whatever it is within your business this person absorbs all of those repetitive tasks that don't require a great deal of thought.

Caleb: Correct and she said what I said. It's usually tasks that are repetitive and usually technical in nature. Not highly technical but technical in nature. Responding to email is a technical process. You only get a certain number of questions and your email staff will learn what the questions you usually get. The answer is it depends on your budget. If you've got plenty of money to spend and you want to outsource your stuff immediately that's fine. Do it. If you're starting from zero like I started most my companies from zero then no. Do it yourself. Create the SOPs. We'll discuss that in a second and then outsource as your income increases which is pretty much what I did. Okay that's the first piece.

Billie: Let me interrupt for a moment Caleb because there is one distinction I want to make really early on and plant the seed in your head. There are two different routes you can go when you're outsourcing. One is that which Caleb described. The other is to hire a person or company like me who will do a lot of this work for you. They will train your staff, walk them through the process, help operationalize your business and write SOPs. There are two different routes but it depends on whether you are in the market for a growth partner or if you need a task handler.

Caleb: She's right. Let me add to that. I talk about often and Billie you let me know if you disagree with this. I talk about in a way this is a little different what Billie said but it's close, three levels of outsourcing. The first level is the cheap easy shit. For those kind of things you can go to a website like Fiverr.com. Those are cheap little jobs like doing a logo and things like that and they're really cheap. The next level up would be using Upwork which we'll talk about a little bit where you can actually bring on contractors to do regular work for you. Then the next level beyond that is what Billie's talking about. You actually hire a firm. What I do is I don't pay 17 people.

For example I pay Billie. I pay her once a month. I give her a big mountain of money and I'm always terrified when I write these checks. Then she pays out everyone under the org chart. She pays out everyone else. By the way guys like Ramit Sethi, Tim Ferriss, they do very similar systems like this. That would be kind of the third tier. If you want to start out at the third tier you could if you have the budget for that. That makes perfect sense especially if you start a company in the past but if you're starting from zero like I was then just bootstrap this stuff and do it yourself.

Standard Operating Procedures

Billie: Let's talk about how to use SOPs. You and I have been on the same page since the beginning of time with this one. I'd love for you to describe it and then we'll talk about how we audit them within the company.

Caleb: Okay. Perfect segue. She read my mind. The next thing you've got to do is you have to create SOPs. This is called standard operating procedures and what I used to call this, I still call it this is my operations manual. This is a concept that's right out of The E Myth Revisited. For those who read that book, was one of the books I recommend. That means that as soon as you start your business and if you already have a business, you should start doing this right now. It sucks and you won't like doing this but you must do this and I've mentioned this before. Every time you do something in your business, the question you have to stop. You have to train yourself to do this and you got to train yourself to stop yourself. You have to ask yourself will I ever do this again.

If the answer is no, proceed and do it. If the answer is yes and 95% of time the answers will be yes. Maybe you do it once a week, maybe do it every day, maybe do it once a quarter whatever the hell. The answer is yes, you have to stop, pull up a Word document or whatever the hell you want, a spreadsheet, whatever

you're comfortable with or some other system and you need to write down the steps on how to do that thing. The reason you do that are two. Number one it makes you more effective because if it's something you do once a month. If you wait 30 days you might forget how to do it. You're going to waste a bunch of time figuring out how you did it 30 days ago. Stupid, very inefficient.

Number two, more importantly when you hire someone to do that thing you don't have to train them. You just say here's the SOP. Do this and let me know if you have problems. It's fucking beautiful and that needs to be done for every function in your entire company. We have SOPs in our company for how to post a blog post, how to upload a YouTube video, how to respond to certain questions when customers ask us in the email. What else? What are some random SOPs we have? What else we have?

Billie: We drill down really far in this. We have SOPs for how to use our project management tools, what the expectations are for staff recording their time in our time tracker app, what the expectations are on a conference call. We really have laid out operating procedures for everything we can think of. We keep adding more. Caleb and I both hate writing them. We're both very smart. We're very good at it. We can. What we've done is exactly what Caleb described. We created SOPs once and by making that effort and handing it off to a new hire as we're training them we are then doing an in-house audit because Caleb has looked at it. He knows what it says. He hands it to me and it's new and Greek to me until I've gotten in there and tried it. That way as I'm going through the written steps I'm validating that what has been written is correct. If something needs to be added to the training there's a step that's been missed we can go back, add that information and always keep it up to date. Essentially by doing that you never have to train another member of staff again.

Caleb: That's one of the biggest reasons and I can say this as a business consultant with 25 years of experience working with hundreds of companies of all sizes all over the world. One of the biggest reasons that people don't fire employees or fire their staff they need to get fired or sometimes hire people need to hire. They always say well then I got to train that person. It takes three months and sucks. We don't train anybody. As a matter of fact we just hired someone, a significant person in our company, reasonably significant. He's already this week done some things that are reasonably complicated. I didn't have to train him and Billie didn't have to train him because he had SOPs. Here's the SOP and he just did it. It's beautiful.

The biggest impediment to you having onboarding people quickly and get them up to speed quickly is by having these operations SOPs and you keep them together in a what I call an operations manual. Here's the other side of this is that you're going to have, I know this is a shock. You're going to have turnover in your business. People are going to quit. People are going to get fired. That's just part of business. Do you want to retrain someone every time you bring on someone new in your company? No. You bring on someone new and then you immediately onboard them with SOPs. You hand them the SOPs and all you have to say is if there's a problem or if it doesn't work let me know. That's it. You just send back and they do their work. If there's a challenge they'll let you know. That's fine.

Also every employee, I'll call them employees. For the rest of seminar I'm going to call them employees but they're not employees. They're contractors. I'm going to call them employees. Every employee in my opinion Billie, you could let me know if you disagree, is responsible for their own SOPs. If you have an employee who has a certain area in your company and they have these 10 SOPs they follow they are they own those SOPs because things change especially on online companies. Screens change, GUI's change. As the procedures change that staffer is responsible for updating that SOP so it's always up to date. If they don't they're in trouble. My attitude is that anyone who works for you their job is number one. Number two is to maintain their SOPs which is also part of their job. Billie, agree, disagree comments.

Billie: Absolutely agree with you. There are a couple more benefits to writing the SOPs whether you're doing it or a staffer. When you have to sit down and work through the steps you really take the time to sit back and evaluate your process. Firstly it gives you that little pause. Secondly like we said it gives you that tool to hand to everyone but the most important thing is that one of the biggest expenses in almost any company regardless of your industry is labor turnover. Anything we can do to eliminate those costs of turnover and remove the fear of changing your employee structure and changing your staff around is a very liberating thing to have in your business.

Caleb: Is there anything you want to talk about SOPs before we go on Billie?

Billie: No, I think we're good with that. I'll tell you guys that's the very first thing I do in almost every single one of my client businesses. None of them operationalize from the start so at some point you're going to pay someone to go back and do all of that. Do yourself a favor, save your budget and get started writing SOPs.

Caleb: Correct and I'm going to add no one you ever worked with except me right?

Billie: Actually that's true Caleb had an operations manual in place already. He is the first one who actually went through and operationalized. That's part of the reason he and I get on so well because we understand the importance of using these tools to their best advantage.

Caleb: We're maniacs about this and you need to be. Even when I hired Billie years ago I had a fully, a 45-page operations manual, Blackdragon operations manual on all the procedural stuff that. She had that to hit the ground running and to get staff involved. If we had not had that it would have been a fucking miss. I would have had to take hours and hours and hours of my time and pay Billie hours and hours and hours of her time. She ain't cheap and I'm not cheap to get these operations manuals before we could hire anybody. Insanity. That's why I tell guys, go ahead.

Billie: Well the other thing is that alphas are allergic to failure work. We can't take away our...

Caleb: Giant Google Doc literally that was indexed so you could click the topics and go right to those topics so I had chapters like blog, customer service, eBook management whatever the hell it was. It was hyperlinked so you go right to that section very quickly. You can also search a customer asks for a link, a customer asks for a refund what do you do. These are all linked together. Today we use this system called Basecamp but we'll talk about that later. Billie what is your answer to that question. He's asking what software do you recommend for the manual, a wiki, a Google Doc, what have you?

Billie: Honestly whatever makes the most sense with you? Whatever is the tool that you want your company to use you can have that culture from the outset. A lot of my tech companies use Wiki. I find that one super helpful, very easy but depending on your needs you could put that information into your project management tools as well. You can also link Google Docs and other things to your just various project management tools. There are lots of ways to do integrations and have these things communicating with each other so you have things saved in multiple places. You never have a lack of ability to access them.

Caleb: Some of you said that the video paused for a little bit. I'm just going to summarize what Billie said. It really is up to you. It's what makes sense to you. Some of the tech companies that she worked with use Wikis which are very valuable but that may not make sense for your company. This really mirrors a lot of advice I give when guys ask for like time management. Hey what's this news for your time management? Do you use Trello? Use whatever you want to use. Doesn't really matter. I use spreadsheets. Use whatever is convenient for you.

Billie: No you don't. Caleb Jones, you lied to me just now. You use Basecamp. Damn it.

Caleb: I'm sorry correction so she's right. Well half right. I use Basecamp, we use Basecamp and I use Basecamp for all my to-do items that have anything to do with the staff. My own personal shit that has nothing to do with anyone else I use spreadsheets. Is that better miss Billie? She probably doesn't even like that.

Billie: You have to be precise. If we're going to give advice you have to be precise.

Caleb: Yes, of course.

Billie: We've already talked about when to outsource a little bit. Did you want to talk more about that Caleb? We talked about it being within your budget. When you want to ramp up, when you want to scale. Did you have anything else to add to that?

Hiring and Screening

Caleb: No. I think we should move on. We're a little late on time. Let's go right into hiring and screening. I'll let you take the lead on that because you're good at that and I'm okay at that. You're much better at that than I am.

Billie: We use a lot of digital tools and online platforms. My favorite for hiring is the Upwork platform. It's the largest one in the world. That company has bought up a bunch of their competitors over the years. Realistically they're the biggest player in the market and you can find someone to shine your shoes, plan your wedding, build your website, literally anything. The way that works Caleb came up with this analogy. It's sort of like a reverse eBay. You post what your specific needs are and how many hours you anticipate

it will be and the time frame of that job whether you think it'll be less than a month, maybe longer, longer than a year. People send you a proposal with their bid for their hourly rate or depending on the job for a flat rate if it were say a graphic design project.

You essentially get the bids and choose the person that's right for you. The benefit in using this particular tool is that everyone is verified. As the employer you are verified. Your funds go into an escrow account. The app tracks people's time. It does random screen captures as they're working throughout the day and loads them into your client page. You really get good visibility into what your remote staff is doing. We use that tool as our screening process because we know that they've been verified we can also see the other projects and jobs that they've worked on in that platform. Their reviews.

Caleb: They have a star rating. Real quick. People are asking. This is Upwork.com which I believe Billie is free to join. You only pay people as a percentage of the transactions. You guys can sign for Upwork right now for free. It's just a free app Upwork.com. Sorry Billie, go ahead.

Billie: You can go in there and look at the job postings and see what kind of people are available without even having a membership. I really encourage you to do that.

Caleb: Really? Is that new? I didn't know that. Cool, all right cool. One thing I want to add really quick when you post a job and you get a bunch of people bidding on it. It's really cool. There's things I like about Upwork and there's things I don't but one thing is I do like is that when you get the bid, when you get the list of bidders they all show their star rating. Every time they do a job they're ranked. Their employer ranks them and it shows right there what their star rating is from one to five, how much money they've earned on prior jobs and their completion rates. Some other stuff right Billie? You can immediately eyeball who's good and who's bad. It also shows their bid price. Really quick on that. You can have an hourly rate or you can do a flat rate when you just find a job. You can say I will pay an hourly rate between blank and blank or I'll pay a flat rate of this and they will bid either way. Sorry go ahead.

Billie: It's a super cool tool that way. At any rate we encourage you all to look at that platform simply because it's the biggest, a lot of different protections built in. You can also see people's resumes so it gives you a lot more visibility than even what Caleb and I have outlined for you. As per that process you can hire people on a temporary basis. You can end a contract within a day or two if you find that that person

isn't the right fit for you. Caleb and I have done that. We are very mercenary with getting rid of people who aren't the right fit because it doesn't make sense to wrestle a square peg into a round hole. That tool gives you that opportunity without hurt feelings, without some of the things that you need to deal with an in-person employee or hiring a friend or family member. You really get to avoid a lot of drama and just cut it out of our lives entirely because no one wants that crap anyway.

Caleb: One thing I want to add about she mentioned an escrow account. When you do project-based billing, I don't think this works on hourly but when you do a project base if it's a flat fee. When you pay money into Upwork it goes to Upwork and it goes to an escrow account. That money is not released to the guy until you have said yes, I'm satisfied with the quality of the work. Upwork you may not release the funds. The way this works is really nice is because then the guy knows he's been paid. He's not operating based on a promise. He can see the \$500 bucks or thousand bucks.

Billie: Give your book and have chapter two as a separate milestone. You're certainly able to do that so you can evaluate the work in real time.

Caleb: The other thing I wanted to talk about with interviewing so even on that Upwork platform you can message back and forth within the platform and certainly you can go through the traditional interview process with a Zoom or a regular phone call as well. The depth of knowledge that you have about your potential hiring is really predicated by how much effort you choose to put into it.

Caleb: Let me add something to that. In my marketing company I would regularly hire, that company's being revamped right now but for years I would regularly hire telemarketers. I would use Upwork to hire telemarketers. I didn't actually care where the telemarketers were based and I didn't care what nationality they were but I could not have them have strong foreign accents. They had to sound somewhat American-ish because they were calling people for the most part in the United States. What I had them do and there's a function in Upwork for this is I had them give me a sample of their voice. They would read a script or something and I would listen to it. That way I could listen to their voice and know that okay I'm not going to hire someone sight unseen. I need to be able to hear their voice. Any possible screening you need to do you can do via Upwork.

By the way you should know what kind of screening you want to use. If it's a standard more of a grunt task then it would mostly be and Billie correct me if I'm wrong, if you have a different opinion on this would mostly be that person's history on the system on Upwork. How many other jobs have they done, how much have they been paid, what was the average satisfaction rating of the other employers they used but if it's something a little more advanced...go ahead.

Billie: How broad is their skill set as well because I know a lot of us want to hire somebody cheap from a foreign country which is awesome. That's great for things like data scraping, websites etc. but when it comes to having something that can grow into you and your business this is where you really need to delineate as you're doing those hires.

Caleb: Yes correct. Now a lot of you guys are asking questions. Please make a note of these questions and we'll handle them in the Q and A. I don't want to interrupt Billie for these questions. If I don't get to your question of what you're asking right now copy and paste your question into a notepad file or something. Then hit me up when we do the Q and A in a few minutes. Cool? Cool. Okay let's see what else should we talk about in terms of hiring and screening.

Onboarding

Billie: Well let's just walk on with onboarding. The way that we do things in Caleb's company and at all of my client companies is that we use some kind of a project management tool. I personally don't care what you use. I find basecamp is a really strong more entry-level tool with a very little barrier to entry for onboarding new team members. It's simple. It's intuitive. You cannot mess it up. Everything can be undone. Everything is visible to the person who owns it. It's a really safe tool and we try to keep as much of our communication within that tool as possible. That means that our onboarding is also in that tool. As soon as we hire someone we have a template that we set up and you can do this in in whatever your project management is. Set up a template that you can reuse so every time we hire someone new I pop this template in. I assign it to that individual person with the dates and the links are already there for any support documents or videos that they might need to learn our processes and to learn how we function or where to find materials. Everything is there for them.

Again we don't have to sit down and train someone. That is something they can go through on their own usually within about two hours and have a good overview of the company, of people's roles. They will

have submitted their tax information to us because of course we need a 1099 even for freelancers. We'll go through all of that with the onboarding all within our project management tool so that the new hire is responsible for completion. You are not responsible for advising them to completion.

Caleb: I want to throw in here I don't do any of this onboarding. Billie does. I have outsourced my outsourcing. That's why I hired Billie. I said I don't want to mess with my staff anymore. I don't want to manage the staff. That doesn't make me any money. I'd rather pay you Billie to manage all this stuff. All the stuff that she's talking about I never do. All I see is when I go to Basecamp there's sections of things that have happened. I see that so and so has been onboarded, so and so has completed SOP for onboard. I go okay good. I don't have to do anything. It's great.

Billie: Going down the line that is what I do as well. It does not make sense for you or Caleb to be paying me a \$100 an hour to be doing something that we can hand off to your staff. What I do is I learn the processes, streamline them, write the SOP with the person I'm handing it off to and hand it off. We have money savings but the idea is that you have one person on your staff that that I can help you groom to take over my position so I have an exit strategy to save you money, to help you through the growth but then you have your organic growth because you've been grooming that one person that has that potential to grow with you.

Caleb: I'm going to overview for those of you watching this either live or on the recording just in case you have no idea what we're talking about. I can tell in the comments some of you already familiar with things like Asana and Basecamp and things like that. If you have no idea what we're talking about, what does Basecamp do, the best way I can describe it in simplest terms and Billie you can give me your thoughts after this is that it is a centralized place for everyone's to-do lists that interact with everyone else's to-do-list. At any point you can see what everyone is working on, where they're working on it, where they are on it and everyone else can see what everyone else is doing. You can assign tasks and manage tasks in one centralized location including communication. It replaces email in most cases. You don't have to worry about where is so-and-so on this and where so and so on that. It's something that it's changed my life. It's invaluable.

When I hired Billie she basically said you're going on Basecamp. If you're working with me you're going to Basecamp. I went fuck okay. Goddamn, she was right. It's like it's my life now. I'm in there all the time. I'm in there as a matter of fact every morning. It's part of my morning routine.

Billie: Gives you the ability to hand over that responsibility for their own outcomes essentially but you can monitor them at a glance which is really the key factor. I can go in there any time and with two clicks of a button see every single task across all of my staffers that is overdue or that is coming due in the next two days for example. It gives you a visibility that you can't organically get even in an office situation when you're seated next to one another.

Caleb: Hell yes. Let me reiterate that because it's really powerful. She's right and she does this more than I do because she's managing more people than I am but I can click a button. Within two clicks I can see everyone who is past due on any to-do item they were assigned. It's right there on one list. That's instantly updated live. It's awesome.

Here's one point of maybe disagreement. We were talking about this the other day Billie you and I. I was saying you don't really need Basecamp if you have like five or six people. You said something like uh no. You should do it immediately. When should these guys get involved with Basecamp or something like Basecamp, if you want Asana or something like that?

Billie: There are a lot of tools on the low barrier to entry, cheaper not quite as functional tools are Basecamp, Trello and then we move into things like Monday, Wrike, Asana which are really heavy hitters. Those have a pretty high barrier to entry, a lot of manual setups and integrations that need to be done. Lighter tools offer you some of those integrations and of those light tools Basecamp offers you the most integration so that's why I promote that one and have my clients use it. As I said before it's really easy to get staff started. I can onboard a new person within about 15 minutes and get them in and using the tool. The reason I want to do that the minute you have more than one person in your business ideally is so that you set the culture from the outset of centralizing data.

Caleb: Oh okay.

Billie: If you set that culture immediately when your staff join you they jump into that tool with you. You're not receiving emails, texts and phone calls from your various staff around the world. You are simply going into one tool and being notified whenever they need something from you.

Caleb: Let me reiterate that point. Let me say that a different way because that's another huge benefit of using a system like this that changed my life. If you don't use a system like Basecamp you're going to be texting and receiving texts, emails, DMs, you're going to get all this communication from multiple people every day and it's going to be a mess whereas if you mandate them and we do. We mandate that a 100% of our communication goes through Basecamp. Now my email is much smaller. I never get text at all except from Billie rarely. It's all in Basecamp because if you have even two people two people and they're emailing you and they're DMing you or they're texting or hitting you over WhatsApp or whatever it's a mess. It's not time management friendly. Basecamp forces everyone to go to that narrow funnel so it's all right there. It's amazing. Great point. I forgot all about that.

Billie: It really is amazing. I've been living the location independent lifestyle. I've been an Alpha Male Female for about 15 years now. I've been leveraging different project management tools. The two I use right now are Monday and Basecamp but I've been leveraging them. That's what allows me to have that freedom. We don't need to have staff meetings. We don't need to check in on people. It's all automated within our system.

Caleb: Some guys are mentioning Slack. Slack is awesome. We don't use Slack but I know what it is. Slack is another example that that I like but go ahead.

Billie: Slack doesn't have as much functionality as Basecamp so that's why we don't use Slack.

Caleb: Slack is more of a communication tool than a project management tool. That's the difference.

Billie: Exactly. You're not housing all of your information in one place. It's nice if you want to message someone but why not just text them at that point. If you can centralize further you are doing yourself and your business a favor and essentially every time you don't have to say oh fuck, where was that. You are saving yourself time and money.

Caleb: Her point is and I agree with it is that if you're already using a system like Basecamp you don't need to add Slack. If you wanted to start from Slack you could but then there's a lot of functionality in terms of to do items and documents and things like documents. If you have a document you can have it all in one centralized location in Basecamp or Asana or whatever. Slack, it does work that way but it's a little different. We could do a whole Slack versus Basecamp but Billie is correct. Slack doesn't do everything that we're talking about here.

Billie: Slack is a very, very light tool that has some capabilities but you're right. I wouldn't consider it project management. To me that's equivalent to texting.

Caleb: It's an email replacement. It's a communication replacement. Slack is awesome. I like Slack but you're not comparing apples to oranges or apples to apples. You're comparing Slack to Basecamp.

Billie: Exactly and obviously Basecamp has those same functionalities where you can direct message one another. You can do private and small groups. Any formulation you want. They that functionality built in. I think the only project management tool that doesn't is Trello.

Caleb: Trello is basically like glorified post-it notes which I like Trello. I used to use Trello a lot back in the day.

Billie: If you have very few perks on a big program like Asana or Wrike. As I'm the intermediary between an assistant and Caleb I think Basecamp is kind of the intermediary of the project management tools out there.

Caleb: Correct.

Billie: We do not get paid by Basecamp for promoting it.

Caleb: We should. We should do an affiliate system with Basecamp. I got to make a mental note of that. We should do an affiliate thing if they offer affiliate. I don't think they do. Maybe they do. I don't know.

Billie: I'm thinking about that.

Caleb: We might as well. We got to move on because I want to get the Q and A. What else is our in our agenda? Did we go through everything or one more item?

Billie: The only other thing in our agenda was that we use the SAPs for training. We've already talked to you guys about that and we're happy to address any specific questions you have in the Q and A.

Rule of Three

Caleb: I want to say one more thing and this is called the rule of three. This doesn't necessarily apply to employee type people. This more applies to advisor type people but sometimes it can apply to people you hire. Those of you who know my content really well know exactly what I'm about to say but I'm going to give it to you anyway in case you haven't heard. This rule three states that when you need a person in your life to help you with something if it's a consultant, if it's an attorney, if you're hiring someone, a key person like Billie. There's so many examples I could use. If you're looking for a mental health counsellor whatever the fuck it is. You need to assume that the first person you hire is not going to work and the first person you hire is going to suck. If you need someone to build your website the first person you hire is going to suck. You just assume in advance. He or she is going to be terrible. You have to fire that person and bring on the second person. Then you need to assume the second person will suck and you'll fire him or her too. Then the third person will be the person.

That way when you go in with that model, if the first person works out you throw a big party and you're excited. It's a shock. If the first person doesn't work out you don't get depressed and pissed off for six months like everybody does and give up. You go okay yes, this is part of the rule of three. Whenever I bring on someone new in any capacity in my life, accountant, attorney, doesn't matter. I assume in advance this is the first in three people I have to go through and the third person will be the correct person. If the first person works out because sometimes that happens great. That was an interesting surprise. I wasn't planning on that but if it doesn't work out I'm not upset and pissed off. Billie, give me your thoughts on that if you have any.

Billie: I think that you're largely correct. As an employer even if they're freelancers you need to be prepared to be a mercenary when it comes to making these decisions. That means you hire slowly and fire really damn fast.

Caleb: Hire slow, fire fast. That's Brian Tracy 101, one of my mentors. Hire slow, fire fast. What most people do is the exact opposite. They say oh we need someone in here. They hire someone quickly and then that person fucks up and they don't want to fire them because they don't want to train someone new or they don't want to hurt someone's feelings. They keep them on forever and ever and ever. I mean I've been a consultant. This is very common in most companies. Most companies here's an interesting thing in non-Alpha 2.0 companies, you guys who work for normal companies you know most companies know the people who should have been fired.

If you have a company of 35 people everybody knows the three or four people who should have been fired two years ago and are still working there. If you hire slow and fire fast you won't have that problem. High fast, fire slow is the standard. Another bad one is the Donald Trump model which is hire fast, fire fast. Hire, fire, hire, fire, hire, fire. You remember the first year of the Trump administration. He was hiring people, firing people, hiring people, firing people. That's also stupid. That is poor management. Hire slow, fire fast. Yes, I'm glad you reminded me of that.

Billie: The other thing is you always keep in mind that between those iterations of staff you are going to be understanding what your needs are more closely. You're going to learn through the process too. It's not just going to be a pain in the ass but you will have a clearer understanding of what you want the world to look like, what personality is best to work for the role, etc.

Caleb: Very good point. I didn't think of that especially in an employee employer scenario. Yes. We have a much better idea today, Billie and I, of who should fit in certain slots in the company, who should fit in certain seats than we did two years ago. We were kind of guessing. We were okay but we have a much better picture of that now because of this. That's a very good point. I didn't think of that. That's true. Billie, anything you want to say before we go to Q and A. Are we good on everything? I don't know. I want to make sure we got everything.

Billie: Honestly look for the unicorns when you're hiring staff. Look for the people who are unconventional. Caleb and myself didn't finish school. I quit college to go ride horses in California. Really open your mind when it comes to what your requirements are. Don't get stuck in the mindset that somebody needs a specific degree unless they're doing something of course that requires licensing, etc.

but don't get caught up in that. Look for people who can wear different hats and who can change direction with you because that is the ally that you most need from beginning to the end of your company when you sell it.

Caleb: People who can wear different hats are really important in small businesses. The Alpha 2.0 business model technically is a small business model. You can make a seven figure income with Alpha 2.0 income but it is technically a small business model. What she said about that's really important is people who can fulfill multiple roles and wear multiple hats when needed and don't get bitchy and pissy about that and have the ability to do that and people who want to grow with you. Really important.

Billie: People who are not afraid to say I don't know but let me do some research. That is the person you want sitting at your right hand.

Caleb: Yes, a good point. Again most people you hire Billie, correct me if you disagree, are not going to be in that category which means eventually they need to go or you put them over in a corner where they do one little thing very well and that's it. Just be aware what we're describing, this person we're describing is not the typical person you're going to hire but you want these people especially to get to the point where you're making the Alpha 2.0 minimum 75000 or more. You're going to want one or two of those people at least in your circle. Really important.

Billie: The last little tidbit before we go to the Q and A is a lot of people are sort of dismissive of their staff, looking down on them. Being snobby about it and obnoxious. People are your greatest asset looking ahead that were all beautiful and pretty and sparkly and sent them to the staff last year. We do ridiculous little things like that. We have monthly one-hour conversations where we talk about a little bit about business but it's really just the chance for us to have that water cooler moment that is so often forgotten about in virtual work. They're your assets and you need to keep them engaged and invested in you by investing in them yourself.

Things we do for our employees

Caleb: Billie, let's give them a quick list of things we do for, I'm going to get call them employees that are above and beyond. Here's a few things I remember. We do Christmas gifts. We do gift baskets. We do

flowers when things happen. We had someone in our company whose cousin just died. Billie sent to him, what did you send him? Flowers and like a dinner out or something. What did you send him?

Billie: I sent him flowers and I sent their office out to lunch.

Caleb: Their whole office like four or five people. How many people was that?

Billie: Five. They have six people now.

Caleb: We did that. We do things like this for our people because we want high retention. We don't like turnover. What else? Oh bonuses. Sometimes I'm late on bonuses because I'm stupid but we give bonuses. Billie kind of says she basically dictates this to me. She is like all right. We give these people bonuses. I'm like okay whatever we give them. I kind of just let her guide me in what we give them. What else do we do? There's a bunch of other things we do. I don't know if you're still doing this Billie but Billie will actually, for those interested in the company Billie will actually give them coaching like free coaching, business coaching.

Billie: I'll give them each two hours of coaching a month. We've had about half of their staff pick me up on that including the Lebanon team.

Caleb: See that. We give them free business coaching. Now I don't. Well that's not true. I've done a little bit of that too. We both have.

Billie: You do too. That is part of what our staff meetings are like because we're Alpha 2.0 we don't believe in having freaking meetings but what we do need is that engagement. We'll call it a meeting but it's really just our chance to present a couple things about the business and hang out. Again, it's all about developing those relationships and during that time people will often ask us business related questions as a group. Caleb and I are happy to address that for them.

Caleb: Sometimes I've had people ask, at least two or three guys ask hey, can I get one of your courses? Sure, boom, done. All those things. We give we give them everything. We kind of overdo it and I think you kind of need to in this environment where as Billie said you're not together physically in an office. They

have other options. People's lives change. You need to put the odds in your favor in terms of keeping these people around. Very similar to when I talk about relationship management with women where you need to not give them drama. You need to not tell them what to do. You need to make them orgasm every time they have sex with you. All these things are designed to keep these women around. It's very similar with your employees. You need to overwhelm them with happiness and goodness.

Billie: Exactly. It's all genuine but we go out of a way to make sure it happens in the exact same way to describe those women or me with dudes. We put that same effort and attention into those relationships because without them we can't live the lifestyles that we do.

Questions

Caleb: All right guys so let's do Q and A. Billie and I will stay for as long as you need us within reason. I'm zooming up my screen because I'm an old man and I can't see shit. Go ahead and start typing your stuff in the chat. If there was a comment or a question you had that I did not answer that you would like to ask again please ask it again because I don't want to scroll all the way down because guys have conversations and stuff and I want to go through all that stuff. As of right now here's the first one. We'll start going through these. Billie, you're back. I'll make sure my microphone is good.

Billie: I'm here.

Caleb: All right so let's see. Do you ever post job openings to your newsletter? No, I do not do that. What I have done, I have not yet reached out to my audience to hire people. I'm not quite there yet although when we start hiring sales people we've just hired our first sales people, salesperson. Maybe I will do that. Not maybe I probably will but that's the first time I will have done that.

Let's see. When will we get a replay of this? About four days-ish. Four days from today. The video paused and jumped a lot. God damn it. My internet connection is really solid here. I think it's a Webinar Jam thing. I apologize that but in about four days or less you'll get the video. Four to five, hopefully four.

Billie: It should be four.

Caleb: Okay Billie this is like the one you can help with. How do you decide the fair amount to pay? I don't want to underpay but I want I don't want to overpay either. Billie, you take that one.

Billie: It depends on the role but honestly I look at some of the people that we recruited would be a good example. One of our key staffers is Erica who does the customer service. Erica is someone who came from a background at Walmart giving customer service and in my opinion that's about the hardest job that you could possibly do. I don't even go to freaking Walmart. With her we wanted it to be a measurable increase in salary. We know what Walmart pays. In her case we were able to offer her \$16 an hour for example versus the \$10 she makes at Walmart which is a life-changing amount to her. Really it depends on where you can resonate with the individual more than it, more than anything else honestly. You need to hit the individual in their sweet spot and that's what gives you retention.

Caleb: High level people that actually have staffs under them so you can actually hire a full VA staffing company if you wish but you can absolutely find those people in Upwork. I found Billie on Upwork and Billie's a fucking genius. She's amazing at this stuff. I found her on Upwork. I went with the same process. I just found a bunch of people, interviewed a few of them over the phone and picked her.

How do you keep quality staff around when you don't have a lot of work or when your work comes in unpredictable ways? Is it better to hire people for a constant number of hours per month and dealing with the peaks of other staff? Again that depends on the type of work that you're doing. You will retain people more if you give them a flat weekly amount or a minimum number of hours. That's true. That's guaranteed. You don't necessarily need to do that. I've had people I've worked with for two and a half years. They're still here.

Someone is asking and I was in the middle of my answer but I want to have you handle this too. How do you keep quality staff around when you don't have a lot of work or when your work comes in unpredictable ways? Is it better to hire people for a constant number of hours per month and dealing with the peaks with other staff? What I answered was yes, it always helps if you can guarantee a set number of hours but in many scenarios you're not going to be able to do that. You're not going to be able to do that in terms of your workload but what but I'll let you continue. What do you think?

Billie: I think you're absolutely right but this is where if you can find somebody that has a broader skill set who maybe isn't an expert at anything but can do a hugely wide range of things and continue to learn and grow. You pay them a couple of dollars more an hour it is a worthwhile investment to you in the long term. Ideally though you would give them a contract for a minimum in 10 hours a week whatever that number is to you so that they have some sense of security from which you can potentially grow.

Caleb: But that's someone you know you have in my opinion Billie. You correct me if I'm wrong that's someone you've already worked with for a little bit and you know they're in that space. They can do multiple things they're pretty damn good then you'd level them up to that.

Billie: Yes we definitely level people up. We hire them at a pretty modest rate usually at least \$16 an hour is our base rate for Americans anyway because that is above the federal minimum wage or excuse me above the greatest minimum wage in the country which is \$15 an hour. We have a value-added proposition right out of the gate. People don't have to drive to work. They don't have the wear and tear etc. They can work from their pajamas. It's a greater value proposition. We remind them of that. We also remind them that in our specific model they don't have to work at any given time. I don't care if you prefer to work from midnight to 4AM because we don't expect you to be in meetings. We just expect the performance to be at the deliverable that you were assigned.

Caleb: Really quick on that. I'm an Alpha Male 2.0 manager. That means I don't care when you work. I don't care how you do the work. Literally I don't give a fuck. That's usually an Alpha Male 1.0 manager who is very strict about when you work and you better do it this way. I don't give a shit. All I care about is one thing. Did you get your work done on time in terms of your to-do dates? That's it. I don't care about literally nothing else.

Billie: Is it right? We give ourselves a chance to make three mistakes and then we terminate. That goes for me too. I can make one mistake. The stakes are pretty high for all of us and that's part of it. We monetize them well. We reward them in other ways but we really delineate those expectations.

Caleb: Cool. All right. Moving on. I think I'll field this one unless Billie, you have a strong opinion. How much time should we be spending making SOPs versus doing the work early on? The answer is you just write out the steps as you do them as fast as you can the first time you do that thing. That's it. Then you

only have to write the SOP once. As you do it step four do this. Step six do that. Just write it down. You don't spend a lot of time doing it when you do it on the fly as you're doing the work. You don't sit down and say I'm going to write SOPs for everything. Write the SOP the next time you do it.

Incidental staff, what does your team look like? I have no full-time people. None. I don't have a single not even Billie is full-time. As a matter of fact I think Billie, correct me if I'm wrong. I'm your smallest client right? Is that correct? In terms of monthly?

Billie: Yes. You're my smallest client and I only work 32 hours a week.

Caleb: There you go. What would you say Billie, to answer your question who is the person in the company who bills the most amount of hours on a regular basis? Is that Matthew or Chris?

Billie: Oh no. That's Chris and Erica. Your admin and customer service staff. They do all of the programs, all of the products that we sell.

Caleb: How many hours a week are they doing on average Chris and Erica?

Billie: A week between the two of them?

Caleb: Per one, per human how many?

Billie: 10 to 15 a week.

Caleb: My hardest working staffers are working 10 to 15 hours a week. We have guys who do, we have a transcriptionist who does maybe three hours a month so it's anywhere from three hours a month to 10 to 15 hours a week out of my 17 people.

How hiring process for manager level people look like for people outside the US? No difference. There's no difference. It doesn't matter where you're located. There's just no difference.

Billie: Nope and the platforms we were discussing for hiring people are global platforms. We don't just hire people in the US. Both Caleb and I and our company have global teams.

Caleb: How do you think about budgeting for outsourcing? How to start plus grow it? Here's my general answer for you guys who are starting brand new businesses, you're making zero money. My general answer to that question is you wait till you're making about \$1500 a month regularly before you start looking at outsourcing people because before that you really should be doing it yourself unless as I said you have a lot of money to spend. You've got a lot of money and you're like fuck this I'm going to outsource right off the bat then fine. Most of you are not in that category. I was not in that category even though I was already making six figures when I started these last few companies. I don't like spending money so that's my general advice so start slow.

Billie: The only companies that go all in and hire a company like me or hire someone like Caleb to come in and rejig their operations or get them started are large corporate entities.

Caleb: What quality price time trade-off can be expected? Which is a better to focus on first hire, cheap or pay a bit more or spend more time on SOPs and guidance? Oh my god. Billie has strong opinions about this. I will let her answer that question.

Billie: The most important thing you can do before you hire any human being is to get your SOPs in order or at least start getting them in order because how do you hand anything off to a team if you have nothing to hand off other than an idea.

Caleb: What about hiring cheap versus hiring expensive and quality price trade-off because you have strong opinions about that?

Billie: I think it really depends. It depends on what you need to do. If part of the beginning of your business is let's say doing data scrapes and creating lists of contacts. Hire cheap. You don't want to spend money on that. Hire a cheap fabulous person in India and get it done. If you want someone that can walk with you through the business, who has walked people other people through a business like I have or peers of mine you're going to pay more but the return on that investment is much, much greater. It truly depends on what your need is.

Caleb: I agree. I agree on what she said. It depends on what level of work you're talking about. Creative work that doesn't have a clear SOP, what kind of instructions do you give? Creative work, this is my opinion. Billie can chime in. A lot of my work is creative. I don't have SOPs for creative work. You can't have an SOP for how to come up with great ideas for chapter four of my book. That's not how creativity works. The SOPs are around technical processes so once the book is done how do you deliver it. Go ahead Billie.

Billie: However if we're having somebody write a chapter of a book for Caleb we can tell them what the deliverable is so that's what would be in your SOP. This is the exact deliverable that I want from you and here's where I want it. Your SOP doesn't necessarily have to have steps. It can have other directions.

Caleb: But I wouldn't call that an SOP then I would call that a deliverable.

Billie: I would still call it an SOP because it is what you need to do to drive a task to completion. If creating a deliverable in a certain way is part of that task I would call it an SOP personally.

Caleb: How do you organize your SOPs? I have a bunch of Google Docs but I don't want to put it all in one big document because not everyone needs all the information. Billie?

Billie: We actually stopped using Caleb's big operations manual that he described for that exact reason. It's a little overwhelming. People from different departments get confused. We just broke it out in our case it's in project management. There's a documents and files section of Basecamp where you can create different folder hierarchies. We basically have a folder for each department and then one that's at the corporate level. Certainly you could do that within any of your, within Google Docs, within Dropbox, whatever tool you prefer but I definitely recommend splitting your SOPs apart by task and by department.

Caleb: Can you provide us with maybe basic sample templates for an info based business? Darian, you need to be more specific. I don't know what you mean by templates. Are you talking about onboarding templates? Billie, if they want sample onboarding templates can we give that to them or is that not going to make any sense.

Billie: I don't know how much sense it would make to them but what we can do is just export it and make a little bullet pointed list so you can at least see what we provide as we're bringing new vendors into the business.

Caleb: What software do you use to talk to monthly employees? Basecamp. Billie or Caleb, if a staff member does the job wrong or an honest mistake. How do you handle that situation? Billie, I will let you answer that.

Billie: We talk them through. We pull up the SOP. We walk through it and do an audit and find out where the error was made and why unless we can identify it and unless people are really open about it we can't move forward and make a correction. We spend time investigating and redocumenting.

Caleb: Whose fault was it? Was it the human's fault or the SOPs fault? Her answer is perfect. That's the first thing you need to determine. Was it the SOP's fault because sometimes it is? Often it is or was it the human's fault. If it's the SOP's fault we fix the SOP. If it's the human's fault then Billie, let's say it's the human's fault. The SOP is perfect. The person just completely fucked up. How do you handle that?

Billie: We let them know that they completely fucked up. Caleb and I because we use that tool can review everything that's submitted really quickly. We can identify and point it out, make it visible and have a conversation all within Basecamp with all of the players involved. We just work together to identify. We try very hard not to point fingers like hey you fucked this up. Our approach is hey, something went wrong in the process. What we need to do to fix it so we don't have a recurrence.

Caleb: How do you find people like Billie to outsource your outsourcing? I found her on Upwork. You can find people of the quality of Billie on Upwork. I found her in Upwork.

Billie: Here's the new good news. I actually launched my company with a couple of collaborators. We're going to be rolling out our services in two different ways. We have a lifestyle concierge business. When Caleb needs to find an apartment or someone to help move his boxes to Dubai my company does that for him and for a bunch of other clients, trip planning, etc. We take care of your work but we can also take care of operationalizing your business and walking you through that with a lot of different staff, with a lot of different specialties.

Caleb: You guys can hire Billie if you want. Billie, why don't you make up a little contact sheet for you. Let's include that in the packet they get. Billie's not super cheap but you guys can hire Billie. We've had people hire Billie. We've had people the focus program hire Billie. You can hire Billie if you want. She has her own business. She's an alpha 2.0 business owner.

Billie: I have four businesses now after the last LLC.

Caleb: She's like a real Alpha 2.0 in terms of her business life and her personal life too to a degree.

Billie: Exactly and I love these revenue streams that require little or no effort from me.

Caleb: Actually I'll answer this and Billie, you can you can comment because this is an easy one. How do you manage passwords or other sensitive information especially once someone is finished or you've fired someone? Lastpass.com. There are other services. There's another one called Something Vault. There's a few of these services.

Billie: I think the other best one is going to be 1password. It's just a digit one and the word password. Those are the two best in my opinion.

Caleb: This is how it works. Really fast. We'll move on to the next question because we want to get to the all the questions. The way it works is you plug the password to Lastpass and you share it to staff members. They get it in their browser app. You can set up so they don't even see the password if you don't want to. It automatically types the password into the screens that they use on their browser or their phone. If you have to fire someone you just revoke the password or if you go to Lastpass and change the password. It changes it for everybody all at once. It's awesome. Sometimes not perfect but it works really well. Lastpass.com or 1password.com. Good question.

Billie: The other thing that we do is we require almost all of the staff especially to interact with our client-facing side to have a company email so that we have control of everything. When a person leaves they're using their company email to set up their last account. In Basecamp we've assigned them to email me that login password so we can effectively lock somebody out of the company assets with two clicks of a button.

Caleb: Very important you guys hear that. Very important. I forgot about that. It's another system we use in our business. It was Billie's idea. How do you get a freelancer to stick with you long term? For example Joe does an excellent job but when you need Joe he is inconsistent or busy with other freelance work. Billie?

Billie: Retainer, retainer, retainer. This is what we did with our new tech guy. We had a particular problem with retaining tech guys because our workload is very, very minimal. We've had to go to a retainer model. You're often going to have to do that with your stronger assets as well because they are going with the ebb and flow of your business they need to go and hustle for more clients.

Caleb: How do you trust VA's when you give them sensitive info like passwords? I talked about that. Lastpass covers this.

Billie: In our case, I mean a lot of my clients, I have the credit card information for a lot of my client's personal life and businesses.

Caleb: Lastpass does that too.

Billie: It does that too and it also comes with having that relationship over time.

Caleb: Good voice if I said it like George Lucas. If I talk like this then yes I would I would eventually outsource it to someone who had a better voice. It depends on your voice. Same thing with writing. Guys will say like I don't want to write a book but I have all these ideas. Great, hire a ghostwriter and have him write it because they write books all the time. Outsourcing the creative of your content depends on where you're strong and where you're weak. Also, I can do videos because I have 20 years of public speaking experience. I can sit here and just talk to you because I've been doing this for 20 years. If I was super nervous and scared and I was shaking like a moron on my YouTube videos I would probably outsource that or do those YouTube videos you never see the guy's face. Something like that so it depends on your strengths and weaknesses. Good question.

Billie: Exactly and there are plenty of voice actors out there. I have done voice work on people's business called Trees. I've done radio advertisement etc. There are lots of resources out there as well and because of the nature of our work Caleb and I have access to a lot of those people. People need to be pointed in a direction. It's all in our wheelhouse.

Caleb: Next question. Interesting. A specialist who says no that's not my area versus jack of all trades let me find out is better. A copywriter who is also a video editor that can create videos is better. In my opinion yes unless you get really big. What would be a good ratio 80% specialist 20% jack of all trades? I think you're overthinking it. I think it doesn't matter. Billie, what do you think?

Billie: No, I don't think it matters either. What matters more is attitude. Most people need to have their hands held. We even see this with focus members who are our high achievers where they just need someone to kind of babysit. I lost my train of thought in that one.

Caleb: Ian asks what do you think about other platforms [onlinejobs.ph](https://www.onlinejobs.ph) or [freelancer.com](https://www.freelancer.com) etc.?

Billie: They're fine. They're just much, much smaller so you don't get the depth of skill set and the range of individuals that you would find in an Upwork which is why we use that tool. It's just volume and quality.

Caleb: How do you keep your company intellectual property's safe? Even if you sign NDA's, it is hard to enforce it if they live on the other side of the world. I'll let Billie answer but uh I've never given a shit about that. I'm very outcome dependent about that. I just don't care. It's the similar question to guys I publish eBooks. The guys say what about guys who pirate your eBooks. Okay, that's part of doing business. I just don't care. What do you think Billie?

Billie: I feel the same way. The reality is that somebody might steal your idea or try to but to make it work they're going to have to get off of their asses and invest a whole lot of time, energy and potentially cash to make it happen. Most people aren't going to do that even if they think they're a competitor. It's not going to happen. Even if it does you're already ahead of the game because you've launched before them. You have your audience. You're capturing more of an audience.

Caleb: Bill Gates said, when they said oh my god China's copying all of your shit Bill Gates, all of his staffers. He said we're going to create faster than they can copy and that's the attitude I have. I don't worry about these things. I am so innovative. I come up with new stuff all the time. My stuff is so cutting edge. I don't worry about this stuff. I don't worry about people copying me.

Billie: By the time someone copies you Caleb and I have already moved on to, we're three steps ahead.

Caleb: Fuck yes. At least three steps. Are you kidding? Plus it also helps to be niched. Who else is talking about how to manage non-monogamous relationships on the internet? I think I'm the only one in the world so that helps too. I just don't care. Do you have a template for the contracts you use when hiring people? Is it a standard template every time? Billie?

Billie: We use the contracts on Upwork. We use their terms, their conditions. We accept the proposal. We don't have to worry about any of that. They handle the contractual side and the financial side. That's why we pay I think four percent on all of our spends with our staff in fees to Upwork. We have that protection. We also don't have to pay our staff. Upwork pays them for us directly and just gives us the reporting. Lots and lots of advantages to simply using a platform that has all of that in place.

Caleb: What country or countries are better best values for finding people to hire for typical A2 location independent businesses instead of hiring Americans, Canadians or other overly regulated western countries? I'll give you my answer. Generally speaking and this is a very general statement, the best luck I've had, the best parts of the world I've had outside the west are southeast Asia, India and some in Eastern Europe. I've worked with guys India, Bangladesh, Philippines is great, Cambodia.

Billie: Pakistan.

Caleb: What was that? Pakistan so that central Asia area, Southeast Asia, Eastern Europe. Kind of draw a U on the world map right below Russia right there. That whole region right there we've had the best luck or I've had the best luck. I haven't worked a lot of people in South America.

Screen recording first then turning them into written SOPs later. They don't necessarily have to be written. I don't know if we have pure video SOPs. Do we Billie? Maybe we do.

Billie: Actually I just had Erica start making one for Jeff. We actually have some in progress. We do that for other clients. It depends on the task. If it's something that you would share a screen to teach somebody just do a video.

Caleb: It doesn't have to be written. It could be just all video. That's perfectly fine as long as you move through the process quickly. Don't think that SOPs have to be written. They don't. As long as that video SOP is stored with your other SOPs so it's organized and it's easily searchable and findable. That's fine.

How would you hire a sales rep who has to call American businesses in my case schools during regular work hours? How many hours is reasonable for a telemarketing sales rep? Telemarketers who work with American clients will stay up. If you hire people in the Philippines I've done this they'll stay up. They'll adjust their time zone, their internal body clocks and stay up and work all night their time to call people in the US. That's not an issue. How many hours reasonable to work for a telemarketer sales rep? The same as any other job 40 hours a week. I'm not really concerned about that. If you want to overwork them they'll tell you. What's that?

Billie: You do want to give them a baseline 10 or 15 hours a week or a certain contractual amount per month to keep them interested in investing.

Caleb: He's asking about overworking them though.

Billie: Oh I'm sorry. I missed that. I apologize.

Caleb: I wouldn't worry about it. 40-ish. If you're going to overwork someone they'll tell you. They'll say fuck, I can't do that kind of work. That's cool.

Billie: Most people who are freelancing are hungry to be able to centralize because it really does take a lot to shift from one client to another and to have those interruptions. If they're able to retain you they're likely, I know that when I started out 20 years ago I would work 50 or 60 hours a week without any issue. You will find that if you have hungry especially younger smart people they will be the same way.

Caleb: Caleb, I learned from you to have redundant lifestyle, multiple women, good. Basically not depending on one source, good. If one of your staffer all of a sudden leaves like a woman when they temporarily leave. Do you have a system to handle that situation quickly? Yes, everything we've discussed. SOPs cover that. They don't cover it perfectly. There's no such thing as a perfect system but yes SOPs. That's what covers you. You find the next person using a template, using an SOP to find that person. You bring that person in. you hand the SOPs. They get to work so the answer is SOPs.

Several of you are complaining about the video skipping so if this is happening this badly with Webinar Jam. What I will do Billie, can you do me a favor and make a note of this because I'm going to probably forget with my cold is to look at Zoom instead for our next monthly webinar instead of Webinar Jam. We're going to look into this. Okay, no promises guys because the problem is Webinar Jam ties into Kartra which is our shopping cart system. We have to figure out a way of tying the Zoom call into our shopping cart system so not everyone can just sign up. I know you're going to give me suggestions how to do that you guys but I will look into that.

Zoom is not nearly as bad with the video and audio as Webinar Jam. I don't know why Webinar Jam is such a pig about this but I will definitely look at that because this has been a recurring complaint. For a while I thought it was my internet connections but my connections have been amazing and it still happens. This is a Webinar Jam thing. We'll look at that for next time. I apologize and again you're getting the video. The video doesn't skip. Whatever you miss you'll see in a few days on the video and the audio.

By onboarding I take it you mean hiring. No. Onboarding is something you do as soon as you hire someone. You hire them. They're now hired. Onboarding means getting them into the company, getting them into your systems, into your Basecamp, whatever and get them acclimated to your culture and your SOPs correct Billie?

Billie: Correct.

Caleb: That's what onboarding means. That should also be an SOP. How do you onboard an employee. Setting them up with the email, training them on Basecamp, training them on the basics of how they get the work done. That's what onboarding means not hiring. You hire and then you onboard. That's how you do it. Good question though. Probably should have made that more clear.

How do you track time activity to make sure they work as much as agreed? We use Toggl but I'll have Billie discuss that. Do you understand the question Billie?

Billie: I do. Toggl is a time tracking app that tracks it down to the second. We have people assign the project and the person the client for whom they're working. I do audits before I pay things. I know what the numbers usually look like. I know what the workloads look like and I can go back and review everything in Basecamp if I see an anomaly. If you're hiring through Upwork. Upwork does random screen captures when a person is working for you. They log in. It starts recording their time and it randomly takes a screenshot whenever it feels like it and it populates to your reporting on the back end within the tools. You can actually see what they're working on to validate what they're reporting.

Caleb: Coincidentally that's the app that I use for my own management but it's T-O-G-G-L and Billie knows exactly what hours are logged every week for that app so you can use that. Are there any situations where you provide an environment e.g. virtual desktop where the screen is recorded to do quality control checks on the work? She just answered that for Upwork. Upwork takes care of that. How do we contact Billie? Billie do you have a generic email you want to give them or do you want to wait to set up a one-page doc when they get their stuff? What do you want to do?

Billie: Actually it's just Bloc1corp@gmail.com.

Caleb: We'll give you contact information with your pack of stuff in a few days. Someone is mentioning awardwallet.com as a password manager. Has Billie done the operations for product e-commerce firms? I think you're being interviewed Billie.

Billie: I have. I've operationalized a bunch of consumer products including an executive from PepsiCo who left and started his own company called Wave Soda in California. I've done pure pool supplies out in New Jersey. Most recently we've actually completely reconfigured the ERP and all of the communication systems within a 600 million a year manufacturing company. We kind of do the whole gamut but my heart is with entrepreneurs because I am one. I like to empower others. We do the corporate stuff and build them through the nose which then gives me an opportunity to just get right on and work with the people I really like as my passion projects.

Caleb: She's done everything. Do you pay for Upwork's feature to invite more than 15 people to a job posting? Is this worth it Billie?

Billie: No, not at all. When you're submitting to someone you don't know what their workload is generally. It looks like they're a good match but I mean generally it's much better. It's like chasing a woman. You don't want to chase a woman aggressively. You want them to come to you because they're intrigued. The same with our potential hires. We want them to come with us because they're at the place where they're looking for something and we're a good fit not because we're hunting them down or trying to psyche them to come to us.

Caleb: Excellent Alpha Male 2.0 answer. Is Billie from the US? No Billie's from Wisconsin. Are you from Wisconsin or you live in Wisconsin?

Billie: I lived in Wisconsin as a child and came back just a few years ago but yes I am from the US.

Caleb: Where are you from? Where were you born? I don't even know.

Billie: I was born in Wisconsin but I went to college in Indiana. Lived in Colorado, California and West Palm Beach, Florida so a bunch of places.

Caleb: She sends us really good cheese for Christmas because she's from Wisconsin.

Billie: And bacon. Let's not forget the bacon.

Caleb: That bacon was so fucking good dude. God damn. That was so good. I gained 10 pounds. Caleb, would you consider doing an add-on course for the Alpha Male 2.0 course with only the topic of outsourcing. I am strongly considering doing a full-blown course for this material. I'm strongly and Billie would have to help me. I haven't made that decision yet. We already have our launch schedule for the next eight months but I'm strongly considering it. You guys let me know. If you want more material on this topic email us theonlyblackdragon@gmail.com and let me know. If I get a lot of requests I'll do it. If I

get one or two guys then probably not but if I get a lot then yes because this is a really important topic. It would be next year though.

Billie: It's huge and it's under addressed. I think this is the one thing a lot of business consultants and coaches will tell you. They throw the big ideas at you but not help you implement. Caleb and I can jump in and help you to implement these ideas and really get your businesses moving. It's exciting for us as well.

Caleb: Billie and I have discussed this. I don't want to get Billie too excited here but maybe we set up a service. My son Josh has been on me to do this too is maybe we set up a service where we show you how to do it or goddamn we do it for you. Maybe. I mean we could. I'd be open to that. It'd be great. An Alpha 2.0 business in a box or something like that. We've discussed things like that so maybe. Let us know.

Billie: Basically what my business does. Caleb and I can work together to make some package deals and things if that's something that anyone would find of benefit at this point.

Caleb: Absolutely. I think it'd be a great idea. That's something I've kind of wanted to do for a while actually.

Billie: It's such an underserved side of business growth and planning.

Caleb: It is. It's a really good niche for us. That's why I'm totally open to it. Eastern Europe, Georgia and or Romania are one of those value countries for outsourcing. Yes. Actually both those countries. English language skills important. Yes. Both those are very good.

Billie: We've had really good luck with Lebanon despite all of the things that are going on with power blackouts etc.

Caleb: Using your staff on the program. That is a very general broad question. We have a staff of 17 people. If you want to rewrite your question and make it a little more narrow I can answer because we kind of described how we manage our staff using Basecamp. It's pretty straightforward. Do you promote VA's to higher position or rather search outside the company? Oh this is a good one for you Billie. Do you promote

VA's to a higher position or rather search outside of the company to find a person for that higher level position?

Billie: It depends on what's going on within the company. My goal as this intermediary is always to find someone that is going to replace me that I can help grow in their role and expand and take over more responsibility because I think that's the greatest asset that you can have however if we don't have a certain resource in-house or we know that someone just lacks some of the skills necessary to take the next step up we'll absolutely hire from outside. It depends on what your staff has given you.

Caleb: I'll give you a really good example that's recent in our company. First of all whenever we have staff meetings, we don't have a lot of them because we don't like meetings but when we have them we regularly say Billie and I both we beat them over the head with this. If you want to do other things, if you want more responsibility, if you want to go into other areas of the company let us know because we want you to grow with us. We constantly tell the guys that. A recent example is I needed to hire a salesperson for a beta project we're doing. An actual live, on-the-phone sales person for the Alpha 2.0 company. Our video editor has a lot of sales experience and he raised his hands like I'll do it. I talked to him and he's the guy. He's going to be our sales guy. I promoted from within or at least transferred from within and so that's the kind of stuff you can run into.

Now if he had no sales experience whatsoever that would have been a different conversation but he did even though he's my video guy. I prefer to hire from within provided the skill set is there and the desire is there and they come to us. We just leave the door open and we see what happens. Kind of what Billie said.

Billie: One other special thing that we do that I'd love for you guys to take note of is that in addition to saying what do you want to do we ask our staff what part of your job isn't working for you. If there's something and we had one staffer who willingly took on a role and two or three months into it and realized oh, actually this isn't something I enjoy. This isn't what I want to do. We always keep that door open for the flexibility as well. That plays a big part in our retention.

Caleb: Let's see. Moving on. Thanks for all the answers. Really valuable. You're welcome. Can you give an example of staff slip ups just to relate for us first timers and any lessons there? Well she kind of just did. Billie can you give an example of a recent, I mean there's a few I can think of. Well maybe I can't now.

Billie: We have a lot of them. We've really been able to mitigate it but we did have some issues for example with our tech guy from India. He would only work with us if he would get back to you and if you didn't miss a deadline. These things happen and you just have to be very, very swift to take corrective actions on that. We talked to him a couple of times. We didn't see an improvement and we let him go very swiftly and replaced him.

Caleb: Funny, my first Upwork job was solved by someone Upwork sent me when I paid the premium listing. My choices were not able to solve that problem. All right cool. Let's see. Two or two or three guys are asking for a full-blown course. Okay noted. There's three of you. Okay cool.

Billie: That's funny. Stephanie and I've been talking about writing a course. We've actually been starting to write some tidbits down so well I guess we're going to have to collaborate.

Caleb: I think we're going to be talking the three of us you and I. Stephanie would be great for that too.

Billie: Yes, she's brilliant.

Caleb: Can you talk more about how to write an SOP. What section should there be eg what, when, how? Okay none of that shit. Billie, you can correct me if you're wrong but an SOP is just a list of instructions step one, log into libsyn. Libsyn's how we upload our podcast because I just had to do this manually myself because we're shifting people over. Step two, click on upload podcast. Find the podcast on your hard drive and upload it. Step three, when the podcast is done uploading click add media. Step four, upload. That's it. That's a fucking SOP. That's it. It's the broad dumb steps written at the kindergarten level. That's it. Billie, agree or disagree?

Billie: Agree and your project management tool is where you put the where, when and why. You would send it to someone, yourself, whomever. You would add the detailed notes and you'd add a link to the SOP. That's where you'd add that detail. That's how then we send a re-centralized thing.

Caleb: It's just a category. Social media, blog, whatever. Customer service, technical work, sales, you just organize it. That's how we do it.

Is there a limit to amount of staff you will like to have? No more than 20. When does it start getting problematic? I might have what? Three or four people but I wouldn't like that either. It's not the number of humans necessarily. It's what they're doing. Could I have a staff of 20 people? No problem. We're almost there now. I don't care. That's fine. Can I have a staff of 30? No problem. Now when I want a staff of 20 people who are full-time. No, that's more of a Model B type business. That wouldn't get me excited unless I was making Grant Cardone type of money but I don't want to work that hard. I hope that answers that question. If I didn't answer your question you could restate it some other way.

Billie: The biggest challenge that you're going to face in finding your freelancers and building your company out are finding those people who are able to truly work independently. A lot of people think working remotely sounds like a great idea but lacks the self-discipline to actually get things done or they feel the security of being in an office and being able to poke their head over and ask Bob. There are a lot of people who struggle with that and you need to understand that as you go in. If you notice signs of that eliminate them from your staff as quickly as you can.

Caleb: If a staff has weekly to do items and they do, do you put these items as individual to do items each week that they have to confirm they did. Yes or do you break it up per task? For example I have a VA that has to organize reimbursements, send two reminder emails plus two things to social media every week, etc. Billie you want to field that. Do you understand this question?

Billie: In basically every project management tool you can build out a template for recurring tasks. What we would do is each one of those line items would be its own task. There always has to be a date and one single person who is responsible for driving the task to completion. As you complete one week you can add the next week's list with just a couple of mouse clicks.

Caleb: That's exactly what Basecamp does. We have recurring templated tasks that recur all the time.

Billie: We never take for granted that people are going to remember what they have to do or that they're going to do it. We document everything. As I say in our SOP within our company if it is not in Basecamp it did not happen. We really demand that people centralize things.

Caleb: Basecamp is the backbone of our back office company. It's the backbone of our company in terms of the back office work. It's the backbone. Two more guys wanting a course. Do a course with video Upwork templates, stages of the business, etc. Okay, I think we're going to do it guys. I think that's it.

Billie: I guess we're going to have to.

Caleb: I think we're going to have to. We can do it sooner rather later because then most of this work you and Stephanie could do to think about it. I wouldn't have to do this. It's kind of cool.

Billie: Steph's already taking notes when I tell her.

Caleb: I know she is. How do you give bonus or commission or percentage of profit to manager level people? There's no set formula or way of doing this. I'll give you two ways of doing it. Billie and I have discussed both these ways. Billie is a manager-level person obviously. You can on certain product launches or marketing campaigns if that person is integral to that campaign or that launch. You can give that person a percentage of that or you can just come up with an annual or quarterly or monthly if you want profit sharing bonus based on how well the company does. Either one of those is fine. Billie, what are your thoughts on that question?

Billie: I feel the same way. We go both directions. In fact just yesterday we offered somebody a five percent profit sharing stake rather than an equity stake in the business for the lifestyle concierge business that we're formalizing and launching. What really matters more is what the individual finds valuable. For me for example I love to travel. You could give me a \$400 flight voucher or a thousand dollars in cash and I'm probably going to be more excited by the flight voucher which I think is very counter-intuitive. Everyone is driven. It behooves you to find out what drives each member of your staff and really customize to what their needs and desires are. We make a hell of an effort to do that. It doesn't take much time. It just takes some thought but that is something that we prioritize.

Caleb: They've done studies in numerous companies. I can tell you this as a consultant when you try to motivate employees or reward employees. Most employers will say well give them bonuses but when they've done surveys a lot of employees in normal companies. I'm not talking about 2.0 but real salary employees a lot of them would prefer time off. They're like don't give me a bonus. Let me take two Fridays off over the next two months or whatever let me take more time off. Yes you need to determine what people like. Everyone likes different things. Good point.

Would you change the SOP if the worker doesn't do everything right but most things they do are good? No. I would never change an SOP. The SOP is not based on the worker. The SOP is based on the task. We don't give a fuck what the worker wants or doesn't want or is good at. The SOP tells the worker what to do. The SOP comes first. The worker unfortunately comes second so the answer is no unless you disagree Billie.

Billie: Unless there are some circumstances. If they come up with a great hack or a new automation or something that's going to improve the process. We'll rewrite. Because of user failure absolutely not unless we can identify that there's something in the SOP content that is causing user failure.

Caleb: Like I said before if you have a problem is it the SOP's fault or the human's fault and you address accordingly. Is firing a staff member just a matter of saying things aren't working, pay them what they are still owed and saying good luck? Outsourced priority one, technical repetitive task. Two, customer service tasks. Anything else? Everything else. In a perfect world and this gets into a much broader topic that we don't have time to cover in this webinar. You want to get to the point, this is my goal. You want to get the point to where you're only doing one thing. What? Yes, one thing in your business. That one thing that makes money.

For me in my Alpha 2.0 company what is the one thing I do that makes money? Creating content. That's it. I want to get to the point and I'm a ways from doing this but I get closer every month where all I'm doing is content. I do almost nothing else not even marketing. Not even IW work. I want to outsource all my marketing. That's one of the last things you do is outsourcing marketing but every function of your business, you need to pick that one thing in your business that makes you money. If you're a consultant that would be what? Consulting. That means in a perfect world you're doing almost nothing in your typical week except consulting. Everything else is outsourced including things like marketing.

You want to eventually outsource everything. The priorities would be what I just said the technical repetitive stuff, the stupid stuff, bookkeeping, financial tasks, legal tasks. Most of you should already have a bookkeeper. You should hire a bookkeeper. If you're not doing that would be in the technical repetitive task zone. All those things. Eventually you want to outsource everything. I'm at the point now almost where I do nothing except marketing and content. I want to get the point where I do nothing but content. That'll take a little more time.

Let's see. Hang on how do you find the right person for a task on Upwork? Is it just luck? No it's not luck or do you have a set criteria you can follow to qualify them or do you just get better at this over time? Billie?

Billie: Um if you're worried about your skill hire someone like me to do it for you. We're good at it because it's what we do every day but realistically you are going to get better at it over time. Think about outside of the box questions. Everyone asks really technical, probing questions which are useful but the most important question I ask people is I've given you a month simplification and an unlimited budget. What are you going to do with that time? The people that I want to employ are the people who want to do something productive in that time whether it's climb a mountain, learn to carve a stick, whatever it happens to be. I want somebody who wants to take action. If someone says to me I'm going to sit on my butt and watch movies or sit on the beach I know that they're not a good fit for our company because they don't have the drive we need.

Caleb: See how clever she is. I would never come with that shit. See how clever she is. That's very good.

Billie: Their resume is going to tell you the rest you guys. They have a resume. They have portfolios. They have feedback from other jobs. You're going to have a conversation with them either by text or by phone or both. At that point leverage that time that you do spend on the phone to probe and find out what their personality really is.

Caleb: Do you give a bad rating on Upwork to someone you have fired? I do. I have but Billie's in charge of that. What about you Billie? The answer is yes otherwise you're cheating future people if you don't do it. You're lying to future people.

Billie: I will be screwing your business or someone else's down the line. I'm not willing to do that.

Caleb: I find that VA's can make great account managers but not so good at actually getting the big sale. We're talking two thousand, twenty five thousand a year US based companies. Right now I'm bringing in these clients. I'm trying to figure out a way to delegate the whole process but it seems expensive. 40 hours a week at \$15 to \$20 per hour. I'm nervous to spend that type of cash up front. What do you think about this? How could I reduce the financial cost up front?

Okay I'm going to go back up to your question. Not so good at actually getting the big sale. Are you talking about sales people? I don't quite understand your question.

Billie: I mean it sounds like you're trying to have a VA wear multiple hats and one of those hats is sales. Is that correct?

Caleb: I don't know.

Billie: If that's the case there are some roles that require very specific skill and personality sets. Sales is one of them. People are either very good or very bad at sales. The likelihood of having your low level, low pay rate admin of being somebody who's a confident sales person are pretty low. The way that you overcome that is by offering points on the back side to your sales people. Give them a commission on the sale, whatever it is. Monetize it on the back side to monetize the results.

Caleb: All sales type people should be paid via commission even if you're also paying them an hourly rate, period, end of story. That's mandatory or else what the fuck is the point? Maybe you're doing that but if we didn't answer your question correctly because we'd understand it rewrite your question. We can handle it again.

Caleb and or Billie, how do you pay everybody? PayPal, do you do it manually? What about bookkeeping? Kindly lost on that area. Billie?

Billie: I hate doing bookkeeping and I happen to have a little brother and a business partner who are both CPAs and auditors. I delegate. I don't like doing it I'm not going to. I do payroll myself because I'm anal retentive and I like crunching the numbers and checking out our labor versus sales metrics. The way we do it right now is via PayPal simply because I live in Central Wisconsin. I don't have a major bank in my community. I have to drive about an hour but that is what I'm going to do. I'm going to set up a Chase or whatever bank account and we'll then do ACH and wire transfers for all of our staff.

Caleb: The way it works in our company is I think I mentioned this earlier. I pay Billie once and she pays out the staff. I don't want to sit there and pay 17 different people. That's not my job. That's Billie's job. That's not what I was supposed to do.

They live their own lives. You are not responsible for your parents unless they are very, very elderly and they need a lot of assistance, direct assistance. In that case you can make arrangements if you want. Outside of that you are not responsible for your parents. You are not responsible for your siblings and in my opinion you're not even responsible for your grown children. I have parents. I have siblings. I have grown kids. I left them all. Now one of my kids is already out of the country so I don't worry about him. My daughter will be out of the country at some point but I'm not responsible for my parents or my siblings.

I know that's a very American thing. I don't know if you're not white. If you're Asian or you come from those cultures that's like that but that might be your issue. I don't know but I don't have responsibilities to these people. Certainly not my siblings. Fuck them. They can do whatever they want. That's their lives.

All right moving on. What is IW work? I'm sorry I didn't mention that earlier. I have two types of work I discussed. You have SW work which is called standard work. That's the work that must be done every day or every week but that doesn't make you any money like answering your email. Do you make a lot of money answering your email? No you don't but you got to do it or you're in big trouble so that's SW work. IW work is the opposite. IW work is called improvement work. That's the work that you don't need to do but if you do it you make a lot more money. Doing more marketing, doing more sales, creating new products and services for your customers to buy. You don't need to do that stuff. It doesn't call to you like SW work does but that's the work that makes you money. Ideally the point is to outsource all or most of your SW work so you can focus 100% on your IW work. That's why you outsource. Good question.

I didn't hear the answer about how to handle someone you fire. It was basically what the guy said. Thank you very much. Thanks for your time. You wrap it up. You change their password Lastpass and that's it. You're done. It's real simple.

Have you ever had someone threaten you with litigation when you fired them? I haven't. Billie, have you heard of that?

Billie: No. I've had people get bitchy with me which is fine. I don't really give two fucks because I'm outcome independent. They can get bitchy. They can think I'm an old bag. I really don't care. That's the worst thing that's ever happened. It's just people bitching and complaining a little bit. Not a big deal.

Caleb: I've had people do that to me. I do click. I don't do drama. Five seconds and they're out. Billie's nicer than me a little bit but...

Billie: Not a lot.

Billie: You are but not a lot. That's true.

Billie: I mean we're both caring and we're both caring people. We care about our staff. You know what I mean to a point where that's healthy but we're not going to bend over backwards for people. We're not going to put up with crap.

Caleb: I don't do drama period. Drama that includes my relationship life and my business life. I don't do drama. You're out. When I was 19 I got fired. When I was a young kid I got fired. I go fucking. I said all right bye. Anyway that was me. How did Billie learn about what she does? Did she learn it all by her own reading?

Billie: Honestly, I had my first business when I was nine years old. My parents had a dairy farm and my dad planted two acres of cucumbers and told me that if I picked them at various sizes they had different values. I could earn money to buy myself the bike I wanted. I became that summer a nine-year-old cucumber farmer and earned enough to not only buy my bike but a pony and then expanded with other businesses. I've had businesses my whole life. I went to nationals for junior achievement which is where

you build a company. This is just how I think and how I breathe and how I live. I've had the pleasure of working with a lot of entrepreneurs the entirety of my life and some school. I mean I did quit to go ride horses but even doing that I learned to do this work.

Caleb: Guys, we've been going for two hours and 10 minutes. I will go for another 10 to 15 minutes tops and then we'll have to wrap this up but we'll try to speed up the answers we give to the questions. Billie you should do too. Let's try to speed up a little bit both. We'll try to do this. What was the out of the box questions Billie asked of the hiring process? The question she was mentioning was if you could take a month off work and not worry about money what would you do with your time. If it was like sit on my ass and watch Netflix. That was a demerit. If it was like work on some project that was a good answer.

Let's see you were talking about hiring a good salesperson. Good okay. How do you find and qualify a good VA? Well we kind of already talked about that. You also mentioned how you are in the process of outsourcing your marketing. Yes. What are your main pain points, roadblocks that are holding you back from doing this? My only roadblock is the only roadblock I ever have. It's the only roadblock I ever have and that is my time. I have multiple companies. I'm traveling all over the world. I have a lot of work in my Five Flags life. I have a pretty healthy relationship/sex life as you know. Time is my constraint. It's always my constraint and that's just that. That is the only challenge I have in my life is time even though I'm very good time manager. I've taken on a lot of work because I like it. That really is my only bottleneck. Everything else I know what I'm doing. It's just a matter of in terms of outsourcing marketing whenever you do something new you work with that new person on doing a new system. That person creates SOPs. That might take SOPs on terms of the new process and then once that's working you duplicate it. That's how you outsource your marketing. Let's see.

Rewriting my question. Okay this guy asked about the sales person. How would you go hire a sales person that has to go after sales ranging from 2k to 20k per client? A person have to work US based hours, respond to email but it's a lot of calling. It has a lot of email follow-ups. What we said. If it's handing him leads and he's a closer you're looking at more like 20% or so. That's the general general answer.

How do you mitigate the training upfront costs? Well if it's a brand new position you can't. You just have to work with him on SOPs. The second sales person you hire then you can mitigate that. If it's the first

time you're hiring a salesperson and in my case it is you do the best you can. You just get that guy really focused on creating that SOP. That's it.

Billie: You have to consider that your initial investment. The same as you would if you're buying a copier or any other major purchase for the business. That is an investment you have to make with each role and as you delegate more but it is a one-time expense in this case.

Caleb: Is prospecting in sales SW or IW? It is IW until you reach the point where you are regularly doing it every week for months and months on end and it becomes part of your regular income then it becomes SW but generally speaking it is IW. Most marketing is generally IW although there are exceptions.

Before you end the webinar Caleb and Billie what trends do you see with outsourcing for this decade? Maybe AI taking over freelancer jobs? Yes AI will take over. What will AI take over first? Repetitive, technical tasks. What will AI take over last? Highly creative tasks. Writing a fiction novel. That's the last thing the AI's going to do or coaching or consulting high-level stuff. That'll eventually happen too. That's going to be a long time but the initial stuff will be the really grunt, stupid stuff.

Billie: It's never going to be eliminated entirely. AI is only going to get us so far. Integrations will only get us so far. Automations will only get it us so far. It might reduce your labor by 20% but I think that's what we're looking at for the next decade.

Caleb: For the next decade definitely. Has Billie read all of Caleb's books? Is she a non-monogamous alpha? Billie and keep it brief because we got to hustle with the questions?

Billie: Depends when you ask me. I don't like old dudes. I'm an old chick myself but I don't do old dudes. It just depends on if I feel like it but yes I am currently non-monogamous but it truly just depends on what I feel like.

Caleb: I've mentioned this before. I'm not going to go into detail about this but women are structured a little differently for this stuff than men are even if they're very, very similar Alpha 2.0. Billie is as close as you can get probably to an Alpha Male 2.0 Female. I mean honestly in just about every aspect of her life. I only know a few of them like this. If you have a successful business experience and starting your second

business. Good for you. Would you outsource right out of the gate or would you learn processes on your own working on them first personally.

Billie: If you can afford to have someone else do it don't waste your time. You need to keep innovating. That's always the goal. You need to be coming up with new ideas and bringing in revenue. That's the thing that the rest of your staff cannot, will never do as efficiently or effectively as you. Maximize your time and your limited resources.

Caleb: Correct. I'm starting a company, revamping my marketing company into something in healthcare. I'm outsourcing everything. Everything including some stuff to Billie eventually. I'm outsourcing everything but I don't know what your financial condition is. If you have a successful business, if you have leftover income day of the month. Yes, do it. Outsource immediately. Hell yes, you'll make money much faster that way.

Thanks Billie and Caleb for all the info. You're welcome. Thank you. Let's see. Does Billie's company manage staff and operations for all of your companies Caleb? No but I'm weird. She manages all my Alpha Male 2.0 stuff because that is the most technically intensive of my three companies. My other company, my marketing business I've basically shut down because of Covid so I'm really not doing that anymore. My consulting company takes very little overhead especially the type of consulting I do. I'm even kind of ramping that down as well so no. if I was continuing on with those three companies and scaling them then yes eventually I would. I'm starting another company like I just mentioned and she will be intimately involved in that company so that's the answer there.

Billie: But at the same time I never have less than five clients at a time and usually one major corporate. We all keep busy.

Caleb: We're very busy. Billie is too. Do you use staff between your companies? No, I do not. Do you hire specifically for one of your companies? That's a good question. I have kept it all siloed off into individual companies. I don't have a reason for that. That just kind of what makes me the most comfortable. Again this new company I'm doing with the healthcare stuff I'm going to violate that and involve Billie. Maybe some other people but historically no. I've kept it all siloed off.

How do you screen for quality and hiring? Do you just trust the testimonials on Upwork? Billie?

Billie: No, you don't. You talk to the people. You message with them and you give them a couple test tasks because you don't need to hire just one freelancer. You can hire two or three. Give them all the same tasks and see which one resonates most with you. You could give them a 30-day trial. Realistically it's whatever you can imagine. Somebody will agree to those terms and like the opportunity so be creative with it.

Caleb: What do you type into Upwork to hire a person like Billie? Well I'll tell you what I typed in to get her. This may not accurately reflect her and then she'll give her answer. I typed in business manager and project manager. Then I think I typed in staff manager. I just kind of poked around. That's what I typed in. Billie, what's your answer? Is that good?

Billie: I would say for a new position good luck. I'm just kidding. You'd be looking for like honestly my title is for most of the companies that I work with is operations manager. You'd be looking at someone in the c-suite that probably that's not who you're going to hire out of the gate but you're going to look for a very skilled project manager. Those people will be in the \$30 to \$50 an hour range usually, \$20 to \$50 depending on where you look.

Caleb: Billie, you take this one. What kind of daily touch points do you have with your staff members or do you or do we?

Billie: We don't. We don't. I have a 10 minute stand up every single week with almost all the staff as needed. There are some stuff like the Lebanon team I talk to once a month and I just talk to everyone. With more critical roles I talk to them weekly for just a few minutes. We're in constant communication all of us within that Basecamp tool.

Caleb: She'll help you with the healthcare company you're starting. Yes but I do not want to give you specifics on how we're doing that because I don't like to talk about things I haven't done yet. That's a company I haven't "done yet" working on it. I have a lot more to say about that. Let's do three more questions. I just saw one pop up. Let's do two more and we'll wrap it.

Caleb, I don't know where I heard saying it but remember you saying maybe in a video that working from your phone is a possibility. I imagine outsourcing is the way. You are absolutely correct. That is the only way you can do that. As a matter of fact I am at the point now officially where I could literally work from my phone 100%. I don't because I like the keyboard. I'm old school. I like the bigger screen because I'm an old man. I'm Generation X. I like the screen. I like the keyboard but yes, I could travel the world right now, run all my businesses, all my investment stuff, all my five flags stuff right from this phone. Actually what's crazy I have two phones. This is because of my international lifestyle. I don't like having two phones but I do. With these two phones yes I can do everything. I just choose not to but the answer is yes. I would not be able to do that without outsourcing. Correct. Good question.

Billie: I can say within my businesses too I'm at 90% because I do take on the big corporate projects I do have to do like some long IT steering committee meetings, things like that but largely I can do everything from my phone.

Caleb: When you hire a business manager do you expect domain experience or not? I don't know what you mean by domain experience. I don't know what that means?

Billie: Like website?

Caleb: No, I don't think he means domain websites.

Billie: I don't know what you mean by that.

Caleb: I don't know what you mean dude. May have missed the answer due to video problems. Independent thinkers and doers is there a way to test outsource talent for these qualities eg Myers-Briggs test? I have my answer but I'll let Billie answer that. Do you understand the question or I will re-read the question?

Billie: I mean I think that those tests are useful to an extent but you probably don't need to spend that much money to get an answer. Give them a couple of trial tasks that require doing some research or some out-of-the-box thinking. Give them a little challenge and you only need to pay them one or two hours of work but let's see. Give them a challenge where they have to come up with multiple solutions.

Caleb: Billie, everybody wants to hire you which is great. Can Billie be hired through Upwork now or only through her own company?

Billie: Only through my own company. I just use Upwork for hiring other people. I get probably three or four requests to interview every single week on that platform and I don't answer them. The only reason I answered Caleb is because I looked at his content and my initial reaction was like well damn. His audience wishes they were the baller that I already am. This could be really fun.

Caleb: The guy says he meant domain knowledge of the industry sector. When you hire a business manager do you expect domain experience or not in terms of the sector? I don't care. As a matter of fact, this is my opinion. I prefer the opposite. I'd rather work with someone like Billie who has experience in lots of different industries. I like that broad experience level because that person is going to have more skill sets. I actually don't like it when all they've done is that one narrow industry. I may be unusual in that respect but the answer is no for me.

Billie: I'm in the same boat as you Caleb. I want people to have lots of different experiences and have to do a lot of problem solving to get through their work life. Usually what happens is that people do very routine tasks for decades. That's not a huge asset to you. Just because you're good at making that report and can do it in two minutes doesn't mean that they can do much else for your business. You're better off finding somebody with flexibility and skills.

Caleb: There is a chat from Stephanie Schroeder. You guys can see that has Billie's email address on it. Stephanie is helping you out Billie.

Billie: Thanks Steph.

Caleb: All right one. This is the last question of the evening so that I can go throw up in the bathroom. Just kidding. For example if you hire a business manager. Oh it's the same question. It's the domain question. All right.

Here's one question. Here's the last question. Do you train and or compartmentalize certain soft skills with SOPs. For example sales or mainly try to find someone who has most of these skills to start with or a combination of both? Billie, I'll let you answer that. I have my answer but I'll let you answer that. That's the last question of the evening folks. Go ahead.

Billie: In terms of sales it's a very specific skill set and personality required. I would find somebody who comes close to the market you can find and pay them a little bit more. Sales is not something you can teach. You can teach some methodology but you cannot teach banter. You cannot teach self-confidence, etc. and those are very important skills. You are better off getting a cocky slightly expensive salesman who knows his stuff.

Caleb: Agree 100% especially with things like what you said soft skills like sales. I agree. There are rare exceptions to that rule but I don't try to operate my life based on the as you guys know based on the exception of the rule. I try to operate based on what is most statistically probable, a most statistically probable result. Okay guys. We'll wrap this up. You guys will have all the packet stuff within four days. Please be patient.

One of the trick is with Kartra. You guys want some background information. With Kartra to get you the video it limits to one gigabyte and sometimes these videos are longer than a gig. We have to compress them down. That takes a little time and farting around. We have to extract the audio. The only thing you will not get in four days is the transcript. Obviously that's going to take longer than four days. You're going to get one email with the video, the audio and hopefully maybe the templates from Billie. Then you'll get a second email a week or two later with the PDF transcript because that could take some time for the transcriptionist to get all that done. Billie, do you have any parting words before we wrap it?

Billie: No pressure. I say really think long and hard about who you're going to hire and try to find at least one person that can grow with you and take things off of your plate more organically than having to be told and assigned I think whether that's someone like me or someone a little bit lower down the food chain I think is the biggest asset you'll have in a business is that person who can immediately take things off of your plate. Understand what the business itself needs and that can come from any avenue.

Caleb: Someone just said this is the best webinar of all of our webinars. That's a very nice compliment. Thank you very much guys.

Billie: Thank you.

Caleb: Someone else is saying this is going to be a very expensive cell call and it will but that's okay. We love Billie so we don't give a shit. Someone is saying please switch to Zoom which we might do. Billie, don't hang up when I hang up the webinar. Here's a sneak preview guys of the webinar. I'm about to talk to Billie about our Alpha Male 2.0 Dubai Super Conference early next but that's all I can say about it. Thank you guys very much. You'll get the stuff in about four days. If you have more suggestions on what to do about this content. Thanks guys. Have fun. Bye.

Billie: Thanks everyone.

Caleb: Thank you bye.

~Caleb Jones