

THE EARN IT!  
**WORKBOOK**  
FOR USE WITH THE BOOK  
**EARN IT!**



**THE TOOLS YOU NEED TO  
EARN THE MONEY YOU WANT**

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# Welcome!

The tools in this workbook, a companion to *Earn It!*, will take time and dedication. They will work if YOU work! This method is based on true, proven principles, nothing fancy, tricky or misleading because I want you to be successful forever – not just today. You'll come back to this workbook often throughout your career and it will be inspiring to see your notes and responses. It is important to be honest and bold throughout this process! I'm going to ask you to be honest with yourself. I'm going to ask you to answer hard questions. Taking an honest look at yourself and your behaviors **now** will help you get to where you want to be. If you are less than truthful with yourself, you will end up where someone else wants you to be. If you haven't yet, please assess yourself as you are now by accessing the Scorecard on [earnitproducer.com](http://earnitproducer.com). Record your results here!

My Score Today:

# Section 1: Mindsets

## Exercise 1: Producing Meaningful Work

Let's talk about your "WHY?" Why do you go to work every day? Remember, money is the tool; why do you need or want that tool?

### My WHY

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As an exercise, see if you can think of what the following jobs **produce** as "meaningful work." Think big and think deep. What are they producing? I've done the first few for you.

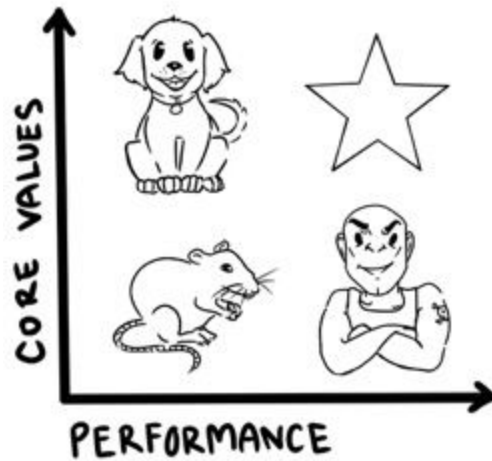
- Trash collector - a clean city
- A roofer - a warm, dry house
- Cashier at a movie theatre \_\_\_\_\_
- Shelf stocker at a grocery store \_\_\_\_\_
- Assembly line worker in a steel factory \_\_\_\_\_
- Cable TV installer \_\_\_\_\_
- Swimming pool salesperson \_\_\_\_\_
- A marketing assistant \_\_\_\_\_
- An accountant \_\_\_\_\_
- Your position \_\_\_\_\_

# Exercise 2: Will you be a Producer?

Do this quick exercise to get you thinking about how to perform like a producer.

I'm a Producer when I...	I'm a Consumer when I...
<b>How does it feel?</b> _____	<b>How does it feel?</b> _____

### Exercise 3: What will your contribution be?



*Exercise: Think of someone in the company who is a Star. (Keep this person in mind; you may want to observe their behavior or get some tips from them in the near future.)*

**A Star** \_\_\_\_\_

*Exercise: Think of someone who is a Puppy (either at your current job or in the past).*

**The Puppies** \_\_\_\_\_

What do they need, in your opinion, to make it to the Star category? (This is just to increase your observation skills, so feel free to brainstorm! There are no wrong answers!)

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*Exercise: Think of a Rat in your company (or in a past company). Sometimes they are the bullies; they don't want others to produce because it will shine a light of accountability on them.*

**The Rats** \_\_\_\_\_

What is it that you can specifically point to that puts them in this category?

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*Exercise: Think of a Terrorist in your company or in a past company. Need another hint? Sometimes, their boss tries to shelter them, treats them differently or does not make them follow the same rules as everyone else because the boss is being terrorized. Anyone come to mind?*

**The Terrorist** \_\_\_\_\_

**List the ways in which they are holding the company back.**

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## Exercise 4: Self-Assessment

Circle the number that best corresponds to your ranking in the following:

**I believe I'm in charge of my earning ability.**

1    2    3    4    5    6    7    8    9    10

**I am excited about being more of a producer than a consumer.**

1    2    3    4    5    6    7    8    9    10

**I know that producing more value is the only way to consistently make the money I want.**

1    2    3    4    5    6    7    8    9    10

**Where are you in the Core Values/Performance grid?**

Are you a Puppy, Star, Rat or Terrorist? Rate yourself and identify the next step to get you into the Star category.

**I am a \_\_\_\_\_.**

**I need to \_\_\_\_\_ as my next step in becoming a Star.**

**How are your habits? Circle Yes or No.**

Basic good habits	How are you doing?
<p><b>Be on time</b> – This is so simple and really a no-brainer, but it’s a chronic problem. When you don’t show up on time, the perception people have of you is that you are not organized, not enthusiastic about the job, not loyal, and not interested in moving yourself forward.</p>	<p>I am on time to work. Yes or No</p>
<p><b>Work on purpose</b> – Stay on task and within the scope of what needs to be done. Focus – don’t get distracted. Know the priorities of the job/department and know what success looks like.</p>	<p>I keep my focus on the priorities of the job. Yes or No</p>
<p><b>Show up</b> – Rarely, if at all, take an unscheduled day off.</p>	<p>I rarely take an unscheduled day off (once per year). Yes or No</p>
<p><b>Positivity</b> – Have a “we can do it” attitude, then be an asset in figuring out how to solve problems.</p>	<p>I am positive at work. Yes or No</p>
<p><b>Say “Please” and “Thank You”</b>– Yes, mom was right, this DOES matter.</p>	<p>I say “please” and “thank you.” Yes or No</p>
<p><b>Appearance</b> – When your image improves, your performance improves. Make it a point to come to work dressed just a little better than needed. If you need to wear the uniform, make sure it looks great! If you wear a T-shirt with a logo, tuck it in. If jeans are acceptable, make sure they are clean and in good condition.</p>	<p>I look better than I need to at work. Yes or No</p>
<p><b>Be a team player</b> – In his book, <i>The Ideal Team Player</i>, Patrick Lencioni maintains that three adjectives that describe a team player are: <i>Humble</i> (Give others credit, abhor arrogance.) <i>Hungry</i> (for results... Yay! Productivity!) <i>Smart</i> (“people smart”– know how to handle and work with people.)</p>	<p>I am a team player. Yes or No</p>



## Section 2: Your Toolbox



# Exercise 1: Big Picture Boot Camp Tool



Preparation: Schedule a two-hour block of time in a place where you can be alone, undisturbed and free from distractions. (Put your phone away, too!)

Materials: The *Earn It!* book, this workbook, and a pencil

What to do: Think about, then write the answers to the questions on the next page.

## Big Picture Boot Camp Questions

1. What does my company sell?

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2. Why do people buy what my company sells?

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3. Why does my company matter to the world?

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4. How do we sell our product/service?

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5. How do we deliver our product/service?

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6. What do we promise our customers? (Hint: check the website. But don't get distracted!)

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7. What are the types of costs involved in selling that product/service?

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8. What are the costs of producing our product/service?

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9. What problems arise when mistakes are made?

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10. What problem does our product/service solve?

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11. What need does my department fill?

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12. What does my boss worry about?

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13. What problem is my boss trying to solve?

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14. What is my boss trying to understand?

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15. What does the “best” employee in my department do differently than the rest?

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16. How do I know that I’ve done a “good job” today?

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**Bonus exercise** (for those who like to work ahead): Go back through your answers and underline areas that require more information.

**Double Bonus** (for the super over-achievers): Go back through your notes again and circle the areas where you think you could contribute solutions or improvements.

## Exercise 2: Weekly Numbers Microscope Tool



### Typical Company Measurables by Department

Marketing	Sales	Operations	Finance	Administration
Number of clicks on the website	Number of calls made	Amount of waste	Accounts Receivable over 60 days	Number of incoming phone calls
Leads that called in	Number of face-to-face appointments	Overtime hours worked	Cash on hand	Number of job openings
Where the lead came from	Number of webinars scheduled with prospects	Customer complaints	Credit available	Number of interviews scheduled
Amount of leads added to database	Number of proposals sent	Utilization rates of equipment	Number of clients denied credit	Amount of IT tickets opened or closed
Qualified leads ratio	\$\$ in the pipeline	Utilization rates of labor force	Overdue payables	Employee satisfaction rate
Meetings with centers of influence	Sales booked	Machine downtime for repairs	Warranty claims	Employee sick days
Newsletter responses	Number of cancellations after free trial period	Billable hours worked	Input errors	Travel expenses

Preparation:

1. Look around the company for numbers that are already measured and make a list of them. Maybe your boss always publishes the amount of sales made each day on a board. Maybe your supervisor tells the department how much waste accumulated for each run of a machine. Maybe there is a sign posting how many days the company has had without an accident, etc.

**What my company already measures and reports to me:**

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2. Schedule a two-hour block of time to implement the Weekly Numbers Microscope Tool (distraction-free again).

What to do: Using the grid above and your observations to help you, think about and write down the answers to these questions.

**Which numbers are important to your department? (List all of them that you can think of.)**

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**Now, what three numbers does your boss count on you to deliver?**

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Now, let's use the tools together to refine our machine. Think about and write the answers to the questions below.

**What is my role in the company now?** Now that you see more of the big picture, and you've identified the numbers that are important to your position, what role do you play? Use your observations from the Big Picture Boot Camp and the Weekly Numbers Microscope to write a bit about your part in the company right now.

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Now, think about your future in the company (just start with 3-6 months from now). How do you see your role in the future? What do you think the department needs in the future? Predict what your boss will say when you ask the questions, "What is my role in the future of the company?" "How can I help this company/department grow?" "What additional tasks can I take on?" You'll ask these questions for real in a bit, but for now, answer them using what you learned while using the Big Picture Boot Camp and the Weekly Numbers Microscope tools.

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If you are struggling with this, that's normal! Don't feel you need to have all the answers. In the next section, you'll learn how to ask great questions to fill in your answers.

Exercise 3: Same Team Tool



Write a few phrases of your own that sound OPEN:

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**OPEN + HONEST + OFFER = Happy Boss**

Write some of your own HONEST + OFFER statements:

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## Exercise 4: The T.A.L.K. Tool



***T***: *Timing*

***A***: *Attitude*

***L***: *Language*

***K***: *Keep it Going*

***Time to write your script!***

**Thank You Statement**

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**Opening Question**

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**Meaty Question(s)**

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**Wrap-Up Question**

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**Follow-Up Question**

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**Asking for the raise (Wait until you can show measurable value.):**

**Write your own money question:**

**Thank you for**

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**Because of (the action)**

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**The company now (the results)**

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**I'm excited to start the next project AND would like to talk about an increased (hourly rate, salary, commission). Is now a good time?**

# Exercise 5: Identify problems that need to be solved.

When solving a problem, first you need to observe and identify where the problems are! This is what we did in the Big Picture Boot Camp. If you have not already done so, go back to your notes and look for things that need fixing.

**List them here:**

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## Exercise 6: Where's my puzzle piece? Tool



First, locate your department on the left hand side of the table on the next page.

**I am in the \_\_\_\_\_ department.**

Next, decide which of the challenges (in the columns) your current position can contribute the most to RIGHT NOW.

**I will take on this challenge: \_\_\_\_\_**

Once you've located yourself on the grid (both department and challenge), think about the types of problems you could solve using these ideas as a starting point. The topics in the quadrants are typical areas that are highly valuable to growing companies.

Choose one of these ideas (or one of your own) and specifically observe ways that you could solve an issue that would affect this one challenge in your department.

Challenge				
Department	Increase Sales	Decrease Costs	Increase Efficiency	Decrease Waste
<b>Marketing</b>	<p>Better quality leads Good, better, best packaging Create demand with content. Run a promotion. Offer free education or speak to target market groups.</p>	<p>Create digital materials vs. printed. Move this in-house or outsource it.</p>	<p>Automate follow up. Tighten up the target market. Narrow your focus. Spend more on target market. Cut spending on programs that don't work.</p>	<p>Measure, spend &amp; reduce where campaigns are not working. Do mini tests with beta groups before spending big money on a campaign. Digitize Analyze trade show &amp; sponsorship spending for potential cuts.</p>
<b>Sales</b>	<p>Create new clients. Sell new products &amp; services to existing clients. Add a product line. Nurture referral partners. Internal competitions</p>	<p>Minimize travel expenses. Find low cost entertainment that matters. Examine and cut unnecessary memberships.</p>	<p>Qualify prospects. Invest time with ideal clients. Refine the sales process. Automate follow-up. Create or refine the CRM (software to track sales process).</p>	<p>Simplify brochures and leave-behinds. Digitize Examine trade show spending. Time management Delegate or automate non-selling activities.</p>
<b>Operations</b>	<p>Upsell to current customers. Suggest add-ons for popular products. Recommend upgrades. Communicate current customers' needs to Marketing.</p>	<p>Do more with less. Order in bulk. Ask for discounts from suppliers.</p>	<p>Automate Train Education systems Create or refine processes. Maximize machine uptime. Specialize</p>	<p>Crosstrain Suggest cost cutting to department. Question every expense.</p>
<b>Finance</b>	<p>Extend credit to customers. Charge fees for financing. Make it easy to do business with your company. Decrease the paperwork necessary to sell. Simplify</p>	<p>Negotiate fees and pricing with vendors. Create and monitor the departmental budgets. Give feedback to departments quickly and regularly.</p>	<p>Automate Specialize Outsource Add technology. Simplify Train</p>	<p>Crosstrain Suggest cost cutting to department. Question every expense.</p>
<b>Admin</b>	<p>Improve "first impression" of the company (by phone or in person). Retain current clients. Add more WOW factor for clients.</p>	<p>Ask for discounts. Find new vendors. Strengthen vendor relationships. Outsource</p>	<p>Decentralize Centralize (Simplify) Make people's jobs easier. Cut out unnecessary steps to operate within the company.</p>	<p>Recycle office supplies. Centralize Automate Outsource Keep others working where they are</p>



	Know the "A" clients. Form relationships.		Automate	productive.
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Practice the art of focus. If you are having a hard time choosing one area on which to focus, think to yourself, "What would make the biggest impact on the important numbers in my department?" (Use the Weekly Numbers Microscope Tool!)

### My Issue to Solve

After looking at the Departments and Challenges and reviewing the previous tools (including your T.A.L.K. with your boss), **where do you think you could make the biggest impact right now, for the good of the company?**

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## Exercise 7: A “GO-TO” Person Tool



**Think of someone you know who is a Deficit Thinker.**

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**Think of someone who is a Possibility Thinker.**

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Review these quadrants and see if you recognize yourself or your boss anywhere:

## The Four Types of “Go-To” People

<b>I Serve</b>	<b>Wise Know-it-All</b>	<b>Patient Coach</b>
	<p>“You can’t do it so I’ll show/tell you how.” You create a following of worshipers, but can’t remove yourself from their productivity. People often comment that they “don’t know how you do it.” You are happy to keep your secrets to yourself. You think it brings you job security. Pretty soon, it brings so much security that you get “passed over” for promotions because you can’t be replaced. Your influence is limited to your specific knowledge base.</p>	<p>“I remember when I first encountered that issue. Let’s think it through together! Now, what have you tried? What else?” You spend more time upfront with people around you and give them opportunities to come up with solutions because you listen more than you talk. You ask good questions to help them think of new ways to look at the situation. You create a team of thinkers around you that eventually creates additional thinkers. You are the center of a giant ripple of productivity.</p>
<b>I Please</b>	<b>Frustrated Dumping Ground</b>	<b>Cheerleader</b>
	<p>“You can’t do it so I’ll do it for you.” You help, but do so begrudgingly. The team is appreciative, but asks you to help as a last resort. You end up working harder than anyone else, but don’t create additional productivity around you. Your only choice to is to work harder or longer.</p>	<p>“You can do it – just try!” Team members love to be around you for your positive motivation, but you rarely create additional productivity. Sometimes, you create messes as a result of your encouragement with no direction or instruction. Pretty soon, people realize they can’t go to you with real issues.</p>
	<b>Deficit Thinker</b>	<b>Possibility Thinker</b>

When people ask for my help, I am a \_\_\_\_\_.

In order to create Exponential Productivity and become the most productive “Go-To” person in my company, I need to be a

\_\_\_\_\_.

## Exercise 8: Become the Patient Coach Tool



**Mentor the Puppies!** Look for and identify the Puppies in your department and let them know you'd be happy to mentor them. Use this framework to create additional producers around you.

**Who are the Puppies working in my company?**

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## Exercise 9: How long does this take?

Here's a suggested timeline for what to do and when. However, please go at your own pace, while still pushing yourself. Please note: I said you can go slower than this, but you still must GO! Thinking about it or waiting until the time is perfect is never going to get you the results you want. My suggestion is to make your own timeline, then stick to it!

### **Week 1 (starting today): Today's Date \_\_\_\_\_**

- Go to [www.earnitproducer.com](http://www.earnitproducer.com). Fill out the Earn It! Scorecard to rate your current strengths and weaknesses. My score today: \_\_\_\_\_
- Read the entire book and join the *Earn It* community by following me on Twitter @earnitproducer.
- Tell someone what you are doing so they can help hold you accountable.

### **Week 2: To be done by \_\_\_\_\_**

- Practice the Issues Solving Track (Identify, Discuss, Solve) with a little problem at home or at work.
- Practice a Patient Coach conversation next time someone asks you a question about how to do something.
- Schedule your See It sessions with yourself.

### **Week 3: To be done by \_\_\_\_\_**

- Do your Big Picture Boot Camp and Weekly Numbers Microscope Tools (See It).
- Schedule your T.A.L.K. meeting with your boss.
- Identify where your biggest contribution can be with the "Where's my Puzzle Piece?" Tool.

### **Week 4: To be done by \_\_\_\_\_**

- Identify the Puppies you can serve.
- Have your T.A.L.K. meeting.
- Follow up (in writing) with your boss after your meeting with a summary of your next steps.

**Week 5: To be done by \_\_\_\_\_**

- Start to use the Issues Solving Track (IDS) as you work to solve your issue and follow through on the plan you made with your boss.
- Have more “serving” conversations with your coworkers and the Puppies.

**Week 6: To be done by \_\_\_\_\_**

- Have a follow-up conversation with your boss about what you are doing/finding, using the Same Team Tool.

**TO YOUR EXPONENTIAL PRODUCTIVITY!**

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make more money by being a PRODUCER!**