



MANAGERS MEETING

The Game Plan for Management

Building a high-power sales floor — from doing the work yourself to coaching a team that runs without you.

“Those who know, do. Those who understand, teach.”



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◆ KNOWING = DOING

What you can do yourself. It separates you on the sales floor, in sports, in any single performance. One-on-one, the doer wins.

◆ UNDERSTANDING = TEACHING

The moment you grasp why something works, your concepts change faster — and you can build it in others. That's leverage.

In business we chase multipliers and leverage — because understanding is what compounds.

◆ THE CORE IDEA

One Person, One Place in Time

What you can do alone is powerful — and it caps you. One person can only be in one place: one customer at a time. Growth comes from multiplying yourself through people.

10 hrs (one person) *is beaten by*
16 hrs (two people at eight)

“Energy flows where attention goes.”

SHOVEL vs. BULLDOZER

◆ Shovel

A one-person operation. Simple, immediate — and limited to what one back can lift.

◆ Bulldozer

Takes a whole company to build. But once you have it, you move serious ground.

◆ Horsepower

100 hp clears saplings; 500 hp clears the lot. Same job, a different order of output.

Three Levels of Management

On every sales floor, managers sit at one of three levels. The goal of this game plan is to move up them — deliberately.



The Standout

THE SINGLE FORCE MULTIPLIER

Excellent themselves. Drives every sale.
Hires people around them who carry less
— so everything runs through one person.

RELIANT ON SELF



The Player-Manager

3-5 SALES ASSOCIATES

Still the top seller, now leading a few.
Grows sales consistently, but leans on
selling more than building the team.

STILL VOLATILE



The Coach

SERVANT LEADER

Pours energy into people. Great at
delegation, training, and reading their
staff. The floor can run without them on
it.

RELIANT ON TEAM

◆ LEVEL ONE

The Standout Performer

The single force multiplier. Genuinely excellent — drives sales, makes the calls, hits the numbers. This is where everyone learns leadership.

But they hire people who aren't as strong and hand them little responsibility — help, not leverage. So everything ties back to one person.

WORKS WELL IN THE RIGHT MARKET

Several strong managers in this company fit this mold, and in a certain store it delivers. The ceiling isn't skill — it's that skill living in one person.

WHERE IT BREAKS

- ◆ **Burnout**
After a few years everything running through them wears them down.
- ◆ **Fragility**
Inventory losses, cash-flow hiccups, small operational issues become stumbling blocks.
- ◆ **No slack**
They can't step away — no real vacation, no room for anything to go wrong.
- ◆ **Frustration**
The load turns into resentment, and good people walk away from it.

◆ LEVEL TWO

The Player-Manager

A graduate of Level One. Still out on the floor driving sales, but now running three to five people — and running a pretty good ship.

WHAT THEY DO WELL

- ◆ Consistently grows sales
- ◆ Keeps their people
- ◆ Runs a solid floor at 3-5 associates
- ◆ Puts real pressure on themselves to sell

WHERE THEY GET STUCK

- ◆ Weaker at training & recruiting
- ◆ Struggles to delegate
- ◆ Still the top player in the store
- ◆ Tends to pick favorites to lean on

This 3-to-5 range is a comfortable trap — good enough to feel successful, not yet built to scale.

◆ LEVEL THREE

The Coach

The person who understands. They can still sell — you never reach this level without it — but they put their utmost focus on their people. A handful in this company already lead this way.

- ◆ **Very good at delegation**
- ◆ **Very good at training**
- ◆ **Truly understands their people**
- ◆ **The team can run without them on the floor**



The Servant Leader

Puts others before themselves and stays in tune with the people around them. They don't need the credit — the win is their team members getting it.

“More people makes the selling easier — and the management harder.”

What Each Level Leans On

1

LEVEL 1

Reliant on Self

Everything falls on them. Inconsistent — if something happens in their life, the store feels it. No vacations, no cushion.

2

LEVEL 2

Self + a Favored Few

Still volatile. Leans on a couple of trusted people, but focused on selling more than on building the whole team.

3

LEVEL 3

Reliant on the Team

All their energy goes into the team — so the team can run the floor without them standing on it.

Most people never reach Level Three — because it means you stop needing the credit yourself.

Learn to Delegate

The hardest personality shift: “nobody can do it as well as I can.”
Delegation is the first thing you must learn — and it's really about trust.

YOU HAVE TO LET PEOPLE MESS UP

People learn the hard way. They're most receptive right when they've stumbled or been embarrassed — far more than when they think they've got it all under control. Allowing the mistake is the faster, safer path to a capable team.



Coach them like you'd raise kids

- ◆ You can hand them the concept — they still only learn the hard way.
- ◆ Help them, back them, and let them fail on the small things.
- ◆ Trust is the real skill: your people can't grow if you never let go.

Learn Conflict Resolution

It isn't just settling commission disputes. Real conflict resolution is coaching — telling someone they came in late, aren't closing, aren't doing the basics — and helping them fix it.

TACIT APPROVAL

By not saying something, you approve it.

Say nothing about the late arrivals, the missed closes, the skipped basics — and you've lowered your standard for everyone. Every time you don't address it, you let the bar drop.

WHY IT'S SO HARD

- ◆ Everyone has an ego — it lets us confidently fail again and again.
- ◆ So being told “you're not good at this” creates friction on the spot.
- ◆ That one-on-one coaching IS the conflict most managers avoid.
- ◆ Avoiding it is exactly what traps people in the 3-to-5 range.



THE LEVEL-THREE MINDSET

A coach is more concerned with how bad performance affects their great performers than with how great performers affect their bad ones.

Most managers are more afraid of the hard conversation than they are of the damage a weak performer does to everyone around them. Flip that fear — protect your best people — and you're coaching at Level Three.

◆ RUNNING THE FLOOR

Keep Your Finger on the Pulse

You can't coach a game you don't watch. Be in the environment your associates are in — the only way to see who needs help with a presentation, the phones, bridal, or closing.

THE FOUNDER'S STANDARD

The founder could spend every day in one store. Hear a phone answered wrong and fix it on the spot — how to answer, how to run a bridal presentation, how to close — the same small things, over and over.

We don't have one founder in one location — we have all of you, holding that same line across stores.



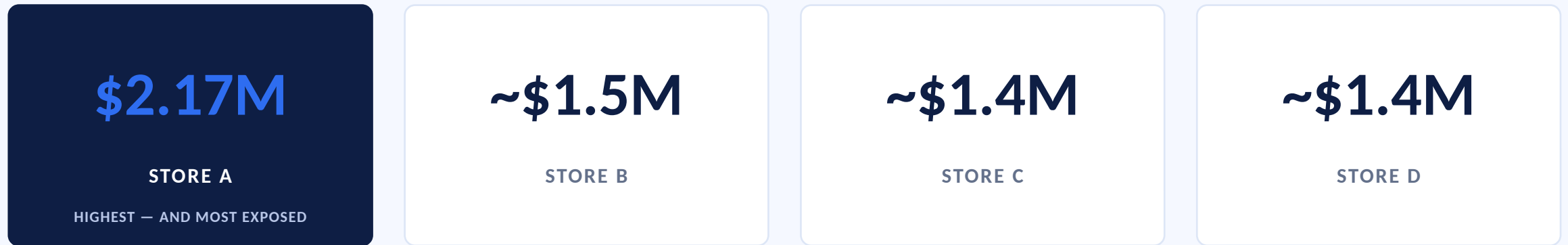
The mismatch that destroys a store

A Level-Three store run by a Level-Two manager — someone who won't do conflict resolution, who lets things slide and the floor click up — comes apart.

The moment you pull away from the floor, the standard starts slipping — quietly, then all at once.

Staff the Sales Floor

Average sales per associate, by store — illustrative examples of a number that looks great on paper and hides real risk.



WHAT \$2.17M PER ASSOCIATE REALLY MEANS

- ◆ That store is understaffed — losing one or two associates can wreck it.
- ◆ Associates are overworked and can't consistently work new door traffic.
- ◆ Even the front door isn't managed as tightly as it should be.

Where the Revenue Really Lives

80%

of revenue comes from existing clients

3–5×

what an existing client is worth vs. a new one

3–5%

lift in transactions & ticket = the stretch goal

The trap and the growth engine

THE CAP

If most of your sales sit with existing clients and existing associates, you're capped. Lose a salesperson and transactions fall — the door goes unworked, walk-ins get a worse experience, tickets shrink. Stalemate.

THE ENGINE

New growth comes from capturing new clients with newer people who work the door and bridal — while your tenured associates keep clienteling their book back in. That's how you grow.

◆ THE HIRING MATH

Every Associate Is a Business

THE SALES-TO-SALARY RULE

~12% sales-to-salaries

At roughly \$1.3–1.4M in sales, that budget opens up — and you can hire the next person. Train them past a million, then hire again right behind them.

Each associate runs ~100 clients that drive 80%+ of their sales. This business is built on clientele, not walk-ins — so every associate you train adds 100 high-end clients.

THE CLIENT MULTIPLIER

300–400 clients

3–4 associates

1,000 clients

10 associates

A top associate's top 100 clients drive well north of 60–80% of their revenue. Add sellers, and you multiply the whole book.

◆ PROTECT THE CULTURE

Hire Steadily, Not All at Once

If you want to keep your culture, you can't drop six new hires onto the floor at once. Growth in headcount has to protect the room's standard.

SIX AT ONCE

- ◆ They click up and compete with each other
- ◆ They listen less — harder to set your standard
- ◆ Much harder to train as a group
- ◆ Culture gets diluted fast

ONE AT A TIME

- ◆ Surrounded by 15 tenured associates
- ◆ No choice but to assimilate
- ◆ Absorbs the standard by osmosis
- ◆ Far easier to train and keep

One new hire among fifteen tenured sellers assimilates. Six new hires together build their own culture — usually not the one you want.

Hire for Three Traits

You won't know from an interview who's a top seller — even the best guess right about one in three. So build a system, take the chance, and hire for what you can coach around.

◆ Resilient

When they mess up, they're okay. They bounce back instead of breaking.

◆ Confident

They control their body language and themselves under pressure.

◆ Malleable

They'll listen. Maybe not perfectly — but enough to coach one-on-one.

THEN TEACH THE FRAMEWORK — IT'S ALREADY BUILT FOR YOU

The Seven Absolutes — greeting at the door, the sweet spot, introductions, gathering information, the walk — plus **WOW pieces** to teach high-end selling, reading budgets, and not judging people. That's the framework that builds a million-dollar seller.

THE WHOLE GAME PLAN

Get 10% better every single year.



01

Get better yourself

Sharpen your own game — and your ability to delegate and build people up.

02

Build your team up

Staff steadily, coach hard, protect the culture, and multiply your best sellers.

That's the simplicity of building a high-power sales floor.

