



Essential Skills

for Entrepreneurs

Thinking Skills



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ACKNOWLEDGMENTS



ESSENTIAL SKILLS: *What are they and why should I care?*

There are 9 skills that are essential to performing well at work. They are the Essential Skills that are important for success as an entrepreneur.

The 9 Essential Skills are:

Technical Reading
Document use
Writing
Numeracy
Oral communication
Thinking skills
Working with others
Computer use
Continuous learning

People use the Essential Skills in different ways in different workplaces. However, all of the Essential Skills are used in some way in every workplace. Here are a few examples of the way Essential Skills might be used in your work as an entrepreneur:

- Reading and interpreting legal documents like contracts, agreements and tax forms
- Filling out and keeping track of the paperwork required for running a business
- Getting financial information from charts, tables and graphs and interpreting financial statements
- Communicating and selling ideas to others
- Initiating contact with others, networking and making small talk
- Questioning and interacting with customers
- Resolving conflict with others
- Negotiating contracts with suppliers and customers
- Preparing a marketing plan
- Writing email, letters and short reports
- Developing and monitor budgets
- Analyzing the pros and cons of a plan
- Creating and monitoring schedules, making adjustments if necessary
- Evaluating the quality of advertising and making good judgments about design, layout, colour, logos, etc.
- Using problem-solving strategies to constructively resolve problems, issues and concerns
- Using a decision-making process to make sound business decisions
- Researching, gathering information and monitoring trends
- Making efficient use of time
- Organizing and prioritizing work tasks
- Dealing with interruptions and resolving tasks that go off-track
- Responding to situations that unexpectedly arise
- Remembering names, faces and voices of customers and their history as part of providing good customer service
- Taking a leadership role and communicating priorities
- Organizing and directing the work of others
- Taking advantage of learning opportunities
- Using computer technologies and software programs

ESSENTIAL SKILLS:

What can I do?

Step One	<p>I can: Identify events or activities in my life where I have learned skills that I will use as an entrepreneur:</p> <ul style="list-style-type: none">• What skills have I learned from school, paid or unpaid work, hobbies, sports, volunteer work, etc?• Would an entrepreneur use these skills? How?
Step Two	<p>I can: Take stock of my Essential Skills:</p> <ul style="list-style-type: none">• I <i>know</i>...• I <i>can</i>...• I <i>am</i>...
Step Three	<p>I can: Visualize my future as an entrepreneur and the learning goals that will help me get there.</p>
Step Four	<p>I can: Identify my Essential Skills gaps and the supports I need:</p> <ul style="list-style-type: none">• What Essential Skills do I need to work on?• How do I get the help I need?
Step Five	<p>I can: Create an action plan for reaching my goals:</p> <ul style="list-style-type: none">• What do I need to do to get from where I am to where I want to be? (Specifically)
Step Six	<p>I can: Do it!</p>

What is the Essential Skills for Entrepreneurs workbook series?

This Essential Skills workbook series covers the Essential Skills considered to be most important to an entrepreneur's success in any workplace.

There are four workbooks in this series:

- Document Use,
- Writing Skills,
- Oral Communication, and
- Thinking Skills

How can the Essential Skills for Entrepreneurs workbook series help you?

These Essential Skills workbooks will give you an opportunity to learn more about and practice the skills an entrepreneur needs to be successful. They will also help you find out what you need to learn more about.

Thinking Skills for Entrepreneurs

*Thinking Skills include:
 problem-solving,
 job task planning and
 organizing, finding
 information,
 critical thinking,
 significant use of memory,
 and decision making.
 Use a thinking process to
 solve problems, organize
 and plan, find needed
 information, be logical,
 remember things, and
 make decisions.*

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Part 1 Job Task Planning and Organizing

Some people get much more done than others. This is because they are skilled at job task planning and organizing their time. These skills can be learned and improved with practise. In this section you will learn about different kinds of goals. You will also practise organizing tasks so that goals are easier to reach.

A long-term goal: is the purpose for your efforts and the reason for accomplishing your objective. It is something you want to reach over a period of time. It may take you a year or more to reach a long-term goal. Reaching a long-term goal is like crossing the finish line in a marathon.

A short-term goal: is also the purpose for your efforts, but over a shorter period of time. Short-term goals may take a month or more to reach. You may need to reach many short-term goals on your way to your long-term goal. You need to run many races before you can complete a marathon.

Tasks: are the things that you do to reach your goals. You will do many tasks in a day. You will repeat some tasks many times. You need to get in shape and to train several times a week if you want to run a race.

The triangle below shows how goals and tasks are related. Tasks are at the base of the triangle. They are the building blocks for both short- and long-term goals.



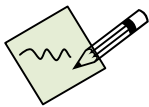
Here are three examples of goals and tasks from everyday life.

Example 1	Long-term goal:	Save \$2000 for a down payment on a new car
	Short-term goal:	Save \$200 a month
	Tasks <ul style="list-style-type: none"> • lower expenses • cut spending on things like going out for dinner, gambling, shopping, etc. • research different models • research cost and financing options • talk to others about a good place to buy a car • do things that do not cost money. Play games, bike ride, watch TV, • walk to work, etc. • put Loonies and Toonies in the bank 	

Example 2	Long-term goal:	Have a child
	Short-term goal:	Find a suitable partner
	Tasks <ul style="list-style-type: none"> • do things to make myself confident. Get a haircut, buy a new outfit, • exercise, make a list of why I am attractive, etc. • tell others what my goal is. Let my family and friends know I am interested in meeting someone • socialize. Join activities, check out dating sites and organizations • get a check-up with my doctor to make sure that I'm able to have a child 	

Example 3	Long-term goal:	Honour your grandmother's 80th birthday		
	Short-term goal #1:	Have a party	Short-term goal #2:	Make a scrapbook
	Tasks <ul style="list-style-type: none">• make a guest list• write out invitations• mail invitations• make food• order a cake• find music she likes• put up decorations• buy refreshments	Tasks <ul style="list-style-type: none">• buy an empty scrapbook• find old photos• take new photos• write a poem• ask others to write messages• arrange items in order• place items in scrapbook• write comments under photos• design a cover page		

1



TRY this

Practise sorting list items into **long-term goals**, **short-term goals**, and **tasks**. Write each item in the list beside the correct heading. Follow the example question and answer below.

Example Question

Long-term goal:	
Short-term goal:	
Tasks	
<ul style="list-style-type: none"> • • • • • 	

Example List

- practise every day to improve my skills
- see myself succeeding
- win 10 games to qualify for the playoffs
- motivate myself and other team members
- problem solve. If I don't play well, or if I lose a game, find out what I am doing wrong and fix it
- win the championship
- eat well and get plenty of rest
- study other teams and look for their weaknesses

Long-term goal:	win the championship
Short-term goal:	win 10 games to qualify for the playoffs
Tasks	
<ul style="list-style-type: none"> • practise every day to improve my skills • see myself succeeding • motivate myself and other team members • problem solve. If I don't play well, or if I lose a game, find out what I am doing wrong and fix it • win the championship • eat well and get plenty of rest • study other teams and look for their weaknesses 	

#1



Continued

Question 1

Long-term goal:	
Short-term goal:	
Tasks	
<ul style="list-style-type: none"> • • • • • • • • • • • • • • 	

List

- do a self-evaluation to see if I am ready to start a business
- decide what kind of business I want
- own my own business
- research the market to see if my idea will sell
- find out how to get funding
- write a business plan
- get a loan
- talk to other business owners
- find a mentor or guide

#1



Continued

Question 2

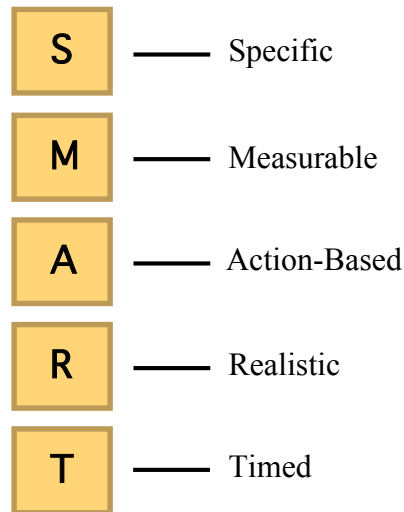
Long-term goal:	
Short-term goal:	
Tasks	
<ul style="list-style-type: none"> • • • • • • • • • • • • • • • 	

List

- put in long hours of work
- write lists of things I need to do each day
- greet each customer so they know I value their business
- follow up on sales
- make a profit in my second year of business
- attend business seminars
- find out what motivates my employees
- interview potential customers and ask what would make them switch to my company
- find suppliers with low prices
- cut costs and increase profits

Set Clear Goals

In order to manage your time well you must set clear goals. Business people use the letters in the word SMART to help them make clear goals. These letters mean different things to different people. We will use these meanings:



Look more closely at each of these meanings.

S – Specific

You can reach a specific goal much easier than a general goal. You know when you reach a specific goal, but you may not know when you reach a general goal. A specific goal is “Increase sales by 20%.” A general goal is “Make more money.”

M – Measurable

When you measure something, you use numbers. A measurable goal is “Lose 10 pounds.” A goal that is not measurable is “Look thinner.”

A – Action-Based

You must do something to reach a goal. Make the first word of your goal a strong action word. Some examples of strong actions words are: buy, make, get, decide, do, take, create, win, hire, sell, recruit, increase, decrease. An action-based goal is “Take a computer course.” A goal that is not action-based is “Be more comfortable with technology.”

R – Realistic

Realistic goals are goals you can reach in a reasonable amount of time. You should be able to break your goal into steps that you can take. A realistic goal is something you can achieve, such as “Increase my vocabulary.” An unrealistic goal is “Learn all the words in the English language.”

T – Timed

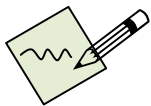
Setting time limits will help you achieve your goal over a set period or by a specific date. You will know when you need to reach the goal. A timed goal is “Own a business by May of next year.” A goal that is not timed is “Own my own business some day.”

A SMART goal includes all of the points above.

Examples of SMART goals are:

- take two small business seminars this spring
- drink six glasses of water every day
- increase sales by 25% this year

#2



TRY this

Use the information you used about SMART goals to decide if the goals below are clear or unclear. Write the goals in the list under either **Clear Goals** or **Unclear Goals**. There are seven (7) clear goals.

Clear Goals	Unclear Goals

- get more sales in 2009
- take an accounting course in September
- make a “cold call” on potential customers twice a week
- grow my business
- have happy customers
- hire a bookkeeper one month before opening
- complete my business plan by July 1
- find a reasonable rental space
- increase customer satisfaction rating by three points on next survey
- be successful
- make a \$3000 profit in the first quarter of next year
- get a good supplier
- decrease expenses by 15% over the next six months

Prioritize Tasks

When you prioritize things, you put them in logical order. For example, if your goal is to bake a new dessert, you:

1. find a recipe
2. check to see what ingredients you have
3. buy the ingredients you do not have
4. take out the utensils you need
5. mix the ingredients together
6. bake the dessert

Arrange your tasks in order like the ones above to help you reach your goal in the least amount of time. If you start mixing ingredients and then find out that some of them are missing, you will waste time going to the store in the middle of things. And your dessert may not turn out. Imagine doing business this way!

Follow these tips about tasks:

1. Make a list. Even if you have a great memory, you will probably forget to do some things if you get busy or your work is interrupted. Put your list where it is easy to see. Cross items out as you complete them.

2. Prioritize your list. Divide your list into the following sections: *Do today no matter what. Do today if possible. Do today if time remains.*

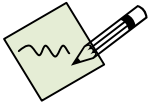
3. Do the hardest tasks at the beginning of the day. This is when you have the most energy. It is also when you will probably have the least amount of interruptions. For example, if an employee has a problem, discuss it early in the day. You will be able to listen actively and come up with solutions. Employees will be grateful that they do not have to take problems home with them.

4. Perform small tasks while doing bigger tasks. For example, if you are waiting for paint to dry during renovations, start cleaning up, make a few quick phone calls, or make sure you have what you need for the next step of your renovations. This is called multi-tasking.

5. Break big tasks into smaller tasks. You can do small tasks in a short period of time. For example, if want to learn the names of all of your regular customers, start by greeting at least one customer by name each day.

6. Do not procrastinate. When you procrastinate, you keep putting things off for later. Some tasks will be unpleasant. For example, calling clients to say that their payments are late. Remember, you are running a business, not a charity. Do the task so that you do not have to keep thinking about it. This will reduce your stress.

3

**TRY this**

Read each list of tasks. Prioritize them in logical order. Write numbers to show the order in which the tasks need to be done. Number 1 is done for you. Remember the tips from the previous page.

Business 1: Carpet Installation

- Follow up on contacts made at home show.
- Visit renovation site to see if client is ready to have carpet installed tomorrow.
- 1 Complete carpet installation job from yesterday.
- Get supplies ready for tomorrow's job.
- Set up an appointment for an estimate with an interested client.
- Check out prices of a new carpet wholesaler.
- Call helper to give him the address for tomorrow's job.

Business 2: Lunchtime Sandwich Delivery

- 1 Review regular orders for today.
- Load your truck according to your delivery route.
- Check new orders for tomorrow.
- Prepare new orders for today.
- Order supplies for tomorrow.
- Prepare regular orders for today.
- Take new orders for today.
- Map your delivery route.
- Design a new menu.

Business 3: Canoe Rentals

- Inspect all canoes for leaks or damage.
- Make sure booked canoes have paddles.
- Put company logo on new canoe.
- Fit canoeists with life jackets.
- Collect rental fees.
- 1 Check bookings for today.
- Check out new models online.
- Store and lock all canoes.
- Put life jackets in sun to dry.
- Rent remaining canoes to walk-in customers.

The bottom line: Your customers can be served faster and better if you set SMART goals and manage your tasks well. This will mean lower costs and more profits for your business.

Keep a Day-Timer

A day-timer is a great little book that helps to keep you organized. You can carry it with you and add meetings or appointments as they come up. The main part of a day-timer includes calendar pages that you can write brief notes on. You will also see an overview of everything you have to do in one month.

#4



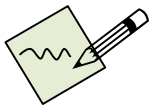
TRY this

You own a graffiti removal service. You have two employees and 50 regular clients. Business is good and you are busy. You keep a day-timer to stay organized.

Write these notes in the correct squares on the April calendar on the next page. You do not have much space. Write small, and use key words and short forms of words.

- taxes due April 30
- pay cheques every second Friday
- graffiti check Mondays and Thursdays
- April 12 Good Friday
- interview Kat Silver April 15, 2 pm
- meeting 10 am, J. Dawson, Principal, Futures School, April 2
- Sunday, April 14, take Carla to airport by 4:15 pm
- check out new power washer April 19, 14 May St.
- report to counselor by April 30
- April 1 check unpaid March accounts
- media interview April 9 – keep the whole day clear
- cold calls afternoons of April 3, 8, 17, 22
- April 2, 3 pm meeting Lou Sanderson, Main Library
- dentist April 22, 1:30

#4



Continued

APRIL

Sun	Mon	Tues	Wed	Thurs	Fri	Sat
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

Follow a Schedule

Learn to value your time and spend it well. Plan daily and weekly routines to make the most of your time. You may want to start and end work at the same time every day. You may also want to take scheduled breaks. You can set aside different days to do different tasks. For example:

Mondays:	Tuesdays, Wednesdays, Thursdays:	Fridays:
billing, filing, correspondence	client work, meetings, research	follow up on leads, plan next week

It may take time to find a routine that works for you, but this will be time well spent. You can schedule private time without interruptions when you need to concentrate. You can be active and productive when you need to be.

Keep Clients in Order

It is important to keep a client list once you start getting busy. You can use your list to contact your clients by mail, email, phone, or fax. You may want to send your clients information about special promotions, or you may want to send them a survey to find out if they are happy with your service. You can use a client list to keep track of your billing.

You can find clients quickly if you order your list from A to Z. This is called alphabetical order.

Start with the name of the organization or the last name of the client. If names start with the same letter, put them in order by the second letter of their names. Phone books and dictionaries organize information this way.

Example List

Acme Rentals

Branson, Connie

Craven Construction

Ferron Equipment

First Nations Filmsletter



*(Ferron comes before First because they both start with the **F** and **e** comes before **i** in the alphabet)*

Gateway Movers

Pinto, Jake

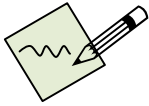
Roulette, M

Ryerson, Sean



*(Roulette comes before Ryerson because they both start with the letter **R** and **o** comes before **y** in the alphabet)*

5

**TRY this**

Put the client list below in alphabetical order. Place the number 1 on the line before the first name, and then continue numbering names in order until you reach 11.

- ___ Wilson, Annie
- ___ Yurkiw, Paul
- ___ Bounty Foods
- ___ Evan's Deli
- ___ Wonder World
- ___ Sunny Spot
- ___ Black, P
- ___ Open Doors Shelter
- ___ Pathways
- ___ Wallace and Smith
- ___ Chapman, Bev

Add contact numbers and addresses beside each client. Keep your list updated. You may want to keep your list on the computer as it is easier to make changes.

Part 2 Decision Making

You will make many decisions every day as an entrepreneur. Some decisions are small. For example, deciding what colour to paint your office, or deciding to contact a client by phone or by email. Some decisions are big. For example, deciding to expand your business, or deciding to take on a partner.

When you make a decision, you make up your mind about something. You may need to choose between two things or from many things. You may need to make some decisions right away. You may be able to take your time with other decisions. Some decisions are easy to make while other decisions are difficult to make.

You can use many different methods to help you with decision making. The three methods that you will practise in this section are: Make a Pros and Cons List, Make Comparisons, and Follow Policies and Procedures.

Make a Pros and Cons List

*Pros are reasons **for** something.
Cons are reasons **against** something.
We use these lists often in daily life.*

Example

Cody has an old TV. He goes to his friends to watch sports on their big screen TV. He needs to decide if he should buy a big screen TV of his own. He makes a list of reasons for (pros) and reasons against (cons) buying a TV to help him make his decision.

New big screen TV?

Pros	Cons
all my friends have one	my old TV still works
better sound	cost – saving money for school
high definition picture	space – takes up too much room in my apartment
can invite friends over to watch sports	too busy to watch much TV

Cody’s pros and cons list each have four items. He decides to buy the TV. Do you think he made the right decision?

Cody thinks fitting in with his friends and watching good quality TV is important. He gets a good feeling from these things. They are more important than practical considerations like cost and space. Cody’s emotions helped him make his decision.

Emotions are part of being human. Emotions are part of most decisions. In business you need to think about practical things, as well as emotions. You can rate your reasons with numbers. These numbers will help you to decide which reasons are the most important.



Look at Cody’s list again. He rates each item in his list from 1 to 5 on how important it is to him. Number 1 is not very important, number 5 is very important.

Pros	Rating	Cons	Rating
all my friends have one	3	my old TV still works	2
better sound	3	cost – saving money for school	5
high definition picture	4	space – takes up too much room in my apartment	1
can invite friends over to watch sports	5	too busy to watch much TV	3
Total	15	Total	11

Cody gives a number between 1 and 5 for each reason. When he adds the numbers, he sees that the total under the Pros column is 15, and the total under the Cons column is 11. Now it is easy to see why he decided to buy a new TV.

6



TRY this

Pretend that you own a small lawn care business. Your truck is 10 years old. You need to decide if you should buy a new truck to haul your equipment.

1. Rate each item in the list from 1 to 5 on how important it is to you. Write the number in the Rating column next to each item.

New truck?

Pros	Rating	Cons	Rating
lower gas cost		cost – have to cut costs on other important items	
lower repair cost		higher insurance	
better family use		time – to choose and buy	
more reliable		have to sell old truck	
more comfortable		old truck already paid for	
less worry about repairs		big decisions like this are stressful	
Total		Total	

2. Now total the numbers in each Rating column. Which total is the highest?

3. What is your decision, based on the totals? _____

4. Are you happy with this decision? _____

Note: If you are not comfortable with a decision you make, you may need to look at your reasons again. Maybe you have not listed all of the reasons. Maybe you gave some reasons a higher or lower score than you wanted to. It is okay to change your mind if your decision does not seem right. Making up your mind is what decision making is all about!

#7



TRY this

Pretend that you own a business renting out portable hot tubs. Your assistant Vince does small office jobs like answering the phone and taking orders. You are very busy with clients. You need to decide if you should pay for Vince to take a short bookkeeping course so that he can help you more in the office.

1. You make a list of things you need to think about before you make your decision. Decide if each item is a pro or a con. Place each item under the Pro or Con column in the table below.

- gives me more time to find new clients
- Vince is good with numbers
- course costs \$200
- Vince will miss work while taking the course
- business is increasing – I need help
- I will need to pay Vince more
- Vince is a reliable employee
- Hot tubs are a luxury. What if people stop renting them?
- I can pay for the course by getting more rentals

Pay for a bookkeeping course for Vince?

Pros	Rating	Cons	Rating
Total		Total	

2. Rate each item in each list in order of importance from 1 to 5. Write the number in the Rating column next to each reason.
3. Add the numbers in each column to find the total. Which total is the highest?

4. What is your decision, based on the totals? _____

Make Comparisons

Making comparisons is a good decision-making method when you have three or more choices. You create a set of *criteria* so that you can judge each choice. Criteria are important things that you need to look at closely. After you have judged each choice, you compare them to decide which one is the best choice. Your best choice is your final decision.

Judges use criteria to decide who the winner is in a competition. Skaters are judged on these criteria: technical skills, execution, choreography, and interpretation. Popular singing shows use different criteria to pick the best singer: vocals, performance, appearance, confidence, and sex appeal.

You are the judge when you make business decisions. You decide which criteria are the most important to you, and you make your choices based on these criteria.

Example

Laura decides to buy a used pick-up truck for her business. Now she must decide which truck to buy. She does some research and this is the information that she finds:

Criteria	2007 GMC Canyon 4x4 SL	2007 Dodge Dakota Club Cab 4x4 ST	2007 Ford Ranger 4x4 Short Bed XL
List price	\$15,895	\$21,620	\$15,240
Engine	2.9L 4 cylinder	3.7L 6 cylinder	3.0L 6 cylinder
Gas	26 mpg	20 mpg	21 mpg
Transmission	manual	manual	manual
Air conditioning	included	optional	optional

Laura does a summary of this information before she makes her decision.

Criteria	2007 GMC Canyon 4x4 SL	2007 Dodge Dakota Club Cab 4x4 ST	2007 Ford Ranger 4x4 Short Bed XL
This truck is the cheapest.			✓
This truck is best on gas.	✓		
This truck has air conditioning.	✓		
This truck has the biggest engine.		✓	
This truck has the highest professional rating.		✓	

The GMC Canyon and Dodge Dakota each have two check marks. Laura decides to buy the GMC Canyon.

Laura's reasons for buying the GMC Canyon:



- She does not want to waste money on gas.
- She needs air conditioning. She spends a lot of time in her truck and she feels sick if she gets too hot.
- She does not do a lot of hauling, so a 4-cylinder engine is big enough.
- Her family all own GMC vehicles. Even though it does not have the highest professional rating, her family trusts GMC.
- The price is reasonable.

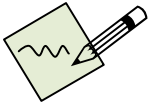
Some of Laura's reasons are practical. For example, choosing the right engine size and choosing to save money on gas. Some of Laura's reasons are based on her emotions. For example, she trusts the opinion of her family more than the opinion of professionals.

Would you make the same decision as Laura?

Would you use the same criteria to make your decision?

What could you do before you make your final decision?

8



TRY this

Pretend that you own a hot dog stand and you need to find a meat supplier. You do some research and this is the information that you find:

Criteria	Ace Meats	Mom's Meats	Meats R Us
Quality	premium	premium and standard	premium and standard
Variety	hot dogs only	hot dogs and smokies	hot dogs, smokies, bratwurst
Price 10-pound box	hot dogs \$30.00	hot dogs premium \$29.60 standard \$18.50 smokies premium \$36.80 standard \$34.40	hot dogs premium \$28.80 standard \$17.60 smokies premium \$36.00 standard \$33.60 bratwurst \$35.00
Delivery time	one-day notice	same day	one-day notice

Use the chart shown above to find the answers for this activity.

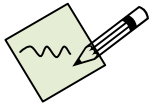
1. Read the statement under the Criteria column. Put a check mark under the supplier whom each statement describes.

Criteria	Ace Meats	Mom's Meats	Meats R Us
This supplier sells only the best quality meats.			
This supplier has the most variety.			
This supplier has the cheapest prices.			
This supplier has the quickest delivery time.			
This supplier has the best name.			

Ask yourself some more questions before making your final decision:

- Will most customers buy hotdogs and smokies?
- Will bratwurst sell?
- Can I sell hotdogs only and compete with other hot dog stands?
- Will customers want to know about meat quality?

#8



Continued

- If I buy the cheapest meat I can make the most profit. But what about taste?
- Does the name of the company have anything to do with their product?
- Do I really need same day delivery? What if I run out of meat and need a quick delivery?

2. Which supplier would you choose? _____

3. Explain your choice.

4. What else could you do before making a final decision?

The bottom line: Choosing suppliers is a big decision. It takes time and effort. You have to consider many different things before making your final decision. This is called informed decision making. Informed decisions help you move in the right direction.

Informed decisions help you move in the right direction



Follow Policies and Procedures

Policies are rules or guidelines. Procedures are the actions you take to make sure the policies are followed. Sports and games have rules so that everyone playing knows what they should do. They make decision making easier for those in charge.

As an employer, you must follow the Employment Standards Code set out by the government. It has rules about things like holidays, overtime, minimum wage, and maternity leave. Check out the website at <http://gov.mb.ca/labour/standards>.

As a business owner, you are the one in charge. You are responsible for making your own policies and procedures within the law. You should start thinking about policies and procedures as soon as you hire your first employee.

This is an example of Policy and Procedure for late employees.

This policy tells you what to do about an employee who is often late. It helps you to make the difficult decision about whether or not to fire an employee.

This policy is also important because it tells all employees what you expect, and what procedure you will follow if they do not meet your expectations.

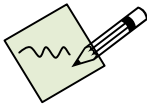
Late Policy

You must be at work 10 minutes before your shift starts. If you are going to be late, you must call in at least 30 minutes before your shift starts. Late employees will receive penalty points. If you have six penalty points in one year, you may be dismissed.

Procedure

1. Each time you are late you will receive the following penalty point:
 - 1 late with call – 1 point
 - 1 late without call – 2 points
 - 2 lates with calls – 2 points
 - 2 lates without calls – 4 points
 - 3 lates with calls – 4 points
 - 3 lates without calls – 6 points
 - 4 lates with calls – 6 points
2. If you have trouble getting to work on time you must make some changes to your schedule. Keep track of those changes.
3. You can meet with me to discuss your problem with lateness. We can work together to find solutions.
4. If you have six (6) penalty points you must meet with me to explain why you should not be dismissed. You may be placed on probation or you may be dismissed.

9



TRY this

Note:
Your evaluation procedure may never be this formal, but you need some way to judge how well your employees are doing and to share this information with them. They need to hear that their efforts are appreciated to stay motivated. They also need to hear about problem areas so that they can improve their performance.

A performance review is when a manager has a meeting with an employee to discuss how the employee is performing at work. The manager creates a set of criteria to help judge the employee’s performance. The employee knows how performance is judged and often brings a self-evaluation to the meeting.

Read the policy about Employee Performance Reviews. Read the procedure steps listed under the policy. Write the steps in the correct order beside the numbers under the heading Procedure.

Employee Performance Review Policy

Performance reviews are used to make decisions about raises, promotions, areas to improve, discipline, and termination. You will have your first performance review three months from your starting date, and every six months after that.

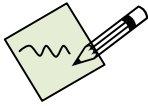
You will be evaluated in these areas: performance of duties, dependability, team skills, improvement.

Procedure

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____

- We will discuss my evaluation, your self-evaluation, and recommendations.
- You will sign a statement to show you agree with the final copy of your performance review.
- I will give you a self-evaluation to fill out in the week before the meeting.
- I will give you one-week notice before your performance review meeting date.
- I will give you a final copy of the review within one week after the meeting.
- I will bring a draft of your performance review to the meeting.

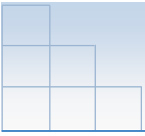
10

**TRY this**

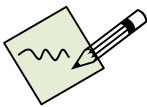
Pretend that you own a patio furniture business. Both of your full-time employees make cedar patio furniture. Your policy is to keep informal notes about job performances. Business is very slow and you need to lay off one employee. These are your notes for the last month.

Employee	Samson	Month: September /09
<u>Performance of duties</u>		
<ul style="list-style-type: none"> • Quality of work – excellent craftsman, great eye for detail, careful finisher • Quantity of work – works slowly, this month completed 8 loveseats, 1 table and chair set 		
<u>Dependability</u>		
100% attendance, late 3 times this month		
<u>Attitude</u>		
<ul style="list-style-type: none"> • Positive – likes to chat with coworker, customers – at times <u>too much</u> • Asks for feedback about quality of work, takes great pride in work • A bit too laid back? Not too worried about deadlines 		
<u>Improvement</u>		
Quality of work improving, not getting any faster		

Employee	Kelly	Month: September /09
<u>Performance of duties</u>		
<ul style="list-style-type: none"> • Quality of work <ul style="list-style-type: none"> – usually does a good job, can be careless when rushing – had to scrap one love seat due to sloppy cutting • Quantity of work <ul style="list-style-type: none"> – works quickly, this month completed 12 loveseats, 4 table and chair sets 		
<u>Dependability</u>		
100% attendance, never late, willing to work overtime		
<u>Attitude</u>		
<ul style="list-style-type: none"> • Very hard worker, really focused on job and deadlines • Not into socializing, very private 		
<u>Improvement</u>		
<ul style="list-style-type: none"> • Production increased 30% over last 3 months • Still have concerns about quality – needs to slow down a bit and focus on making great finished product 		



#10



Continued

1. Which employee would you decide to lay off, based on the notes?

2. Explain your decision.

3. List any other things you might consider before making your final decision.

Decisions to lay off or fire employees are never easy. Think about policies and procedures before you need to make these decisions. You will have something concrete to base your decisions on.

Deciding to hire an employee can also be a big decision. See the Oral Communication module for activities about interviewing employees.

Decision-Taking Tips

Do	Do not
think about your long-term goals.	waste time on decisions not related to your goals.
take a break – give yourself time to think about big decisions – then make them.	procrastinate – keep putting off decisions.
stop collecting information when you have enough to make a decision.	wait until you have all the information before you make a decision. You will NEVER have all the information.
rate each pro and con in your list.	make decision based only on reactions or emotions.
learn from your mistakes.	make the same bad decisions over and over.
rethink a decision if you don't like it.	act against your strong feelings.
ask others for help. Seek advice from professionals.	rely on others too much.
take some risks. Embrace change.	let fear stop you from making decisions or taking chances.

Part 3 Problem-Solving

You will solve many problems every day as an entrepreneur. Some problems are small. For example, getting your photocopier to make better prints. Some problems are big. For example, finding money to pay out a partner who is leaving.

You may use the trial and error process for small or simple problems. In trial and error, you pick one possible solution and apply it to the problem. If it does not work, you pick another solution, and so on. The process ends when you solve your problem.

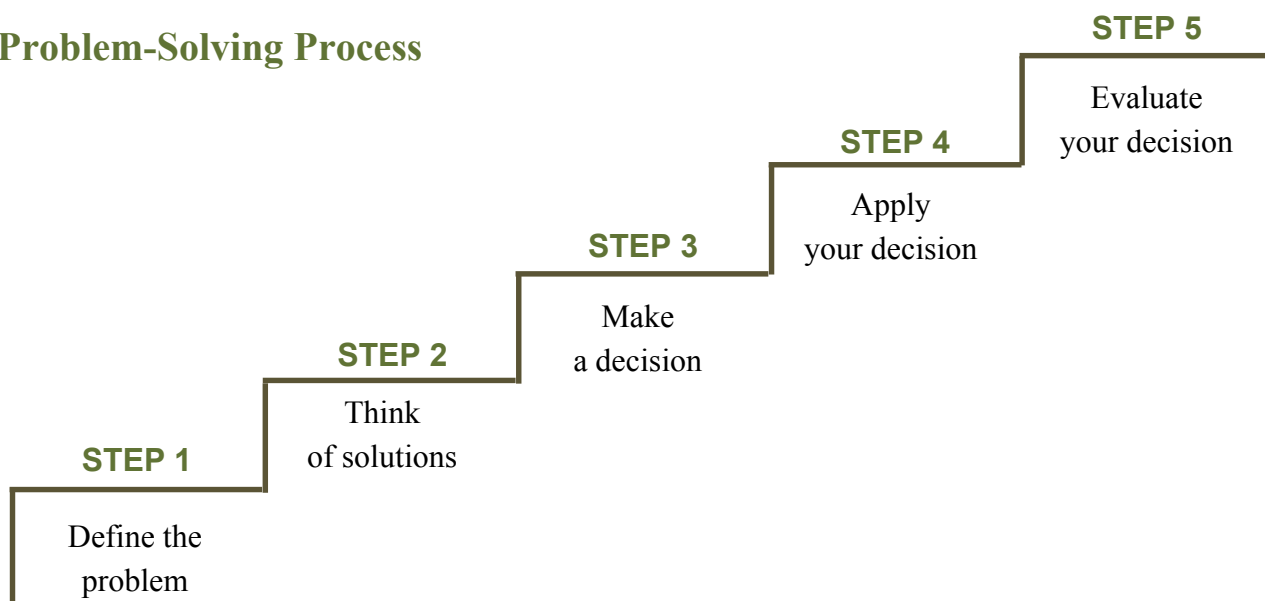
Trial and Error Example

Problem: photocopies are not clear

Possible Solutions		Did this work?
Possible solution 1:	change the brightness setting	No
Possible solution 2:	use better quality original	No
Possible solution 3:	add toner	No
Possible solution 4:	call service person to clean machine	Yes

Problems are often more complex than the one above. When you have a big problem, it may be better to pick the best solution from the list of possible solutions, instead of trying one thing after another. This may save you time and money. You can use the following problem-solving process:

Problem-Solving Process



Step 1: Define the Problem

When you clearly define your problem, you have a direct path to your solution. This step may take longer than you want, but it may save you time later on.

Try to find answers to these questions:

- What *exactly* is the problem I am trying to solve?
- Who experiences the problem?
- Where does the problem happen?
- When does it happen?
- Why is it important to solve this problem?

Answering these questions helps you to define the problem. You may need to observe the problem yourself. You may need to interview other people to help you find the answers. This can take time, but it can make the rest of the problem-solving process easier.

The two examples below show how to define problems more clearly by answering questions.

Example 1

Unclear problem statement: *Cory has a bad attitude.* (too general, judgmental)

- What exactly is the problem I am trying to solve? *Cory says “whatever” and rolls her eyes when I tell her how to do her job in front of customers.*
- Who experiences the problem? *Cory, myself, customers*
- Where does the problem happen? *in the public part of the restaurant*
- When does it happen? *at lunch time, when we are very busy*
- Why is it important to solve this problem? *Customers may feel uncomfortable and stop coming to the restaurant.*

Clear problem statement:

Cory responds negatively to my instructions in front of customers at lunch time. (more specific, factual)

Example 2

Unclear problem statement: *Bob's Building Supplies can't be trusted with deliveries.* (too general, judgmental)

- What *exactly* is the problem I am trying to solve? *Deliveries from Bob's Building Supplies are often late.*
- Who experiences the problem? *production workers, customers*
- Where does the problem happen? *in the plant*
- When does it happen? *about once a week*
- Why is it important to solve this problem? *If we don't have supplies, we can't meet production deadlines. We will lose customers.*

Clear problem statement: *Late deliveries from Bob's Building Supplies are holding up production.* (more specific, factual)

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TRY this

Read the unclear problem statement below. Then read the questions and answers. Use the answers to write a clear problem statement.

Unclear problem statement: *Our storage area is no good.* (too general, judgmental)

- What *exactly* is the problem I am trying to solve? *supplies sometimes get wet*
- Who experiences the problem? *stock person reported problem*
- Where does the problem happen? *on the basement floor*
- When does it happen? *when it rains*
- Why is it important to solve this problem? *profits lost from damaged supplies*

Clear problem statement:

(more specific, factual)

Step 2: Think of Solutions

After you define the problem, it is time to *brainstorm* for solutions. When you brainstorm, you create a list of possible ways that might help you to solve the problem. Some ideas may seem silly – **do not judge them** – just write them down.

In this step you can think about past problems you solved. You may be able to use a similar solution to solve this problem. Think about what you found when you observed and interviewed others in Step 1. Did you learn anything that could be part of the solution?

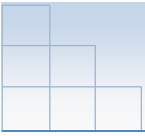
This is also a good time to ask others for their ideas. You can ask professionals, your employees, friends, or family for advice.

Look at the Example 1 problem statement again. Read the list of possible solutions.

Problem statement: *Cory responds negatively to my instructions in front of customers at lunch time.*

Possible solutions:

- Fire her!
- Wait for her to quit.
- Meet with her. Let her know that this is a problem and find out why she does this.
- Change my tone so that my instructions do not sound like orders. (Meg says Cory has past problems with authorities.)
- Go over instructions with her when we are not busy at lunch.
- Write out a list of instructions for her to follow.
- Get her to work in the kitchen during lunch.



12



TRY this

Look at the Example 2 problem statement again. Create a list of possible solutions. Do not judge your ideas, just write them down.

Problem statement: *Late deliveries from Bob's Building Supplies are holding up production.*

Possible solutions:

Step 3: Make a Decision

In Step 2 you made a list of all the possible solutions you could think of to solve a problem. Now it is time to look at your list more closely and to judge which solution you think is the best one.

In the decision-making section you learned how to compare different choices. You also learned about the kinds of questions you could ask yourself before you make specific decisions. You can ask yourself the following five questions, no matter what problem you are facing.

1. What will likely happen if I choose this solution?
2. How will using this solution make me feel in the end? How will it make others feel?
3. What are the possible positive and negative results?
4. Will I be able to carry it out?
5. Do I really think it will solve the problem?

Remember the Example 1 problem statement: *Cory responds negatively to my instructions in front of customers at lunch time.*

The following table lists each possible solution, and provides answers to the five questions above.

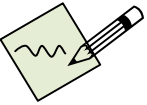
Fire her!	If I fire Cory I will be short staffed. This is not a good enough reason to fire her. I'm very uncomfortable firing someone, so we will both be upset. I will have to find a new employee right away. Firing Cory will cause more problems than it solves.
Wait for her to quit	I may have to wait for a long time and I will get more frustrated. Cory may not even know this is a problem. Other staff and customers may not respect me. Cory's behaviour will probably continue. I may lose business. Doing nothing will not solve the problem.
Meet with her	Cory will know her behaviour is a problem. She will also know that I want to understand why she behaves the way she does. I will feel good to get it out in the open. Cory may feel upset, or perhaps even happy that I am listening to her. Cory may react in a negative way at first, but she can choose to make positive changes. It is easy to have a meeting. This may be all that is necessary to solve the problem.

<p>Change my tone</p>	<p>Cory may or may not notice that I have changed my tone. I may feel frustrated when we are busy. Cory may feel more open to instruction. She may respond to a positive tone. Our relationship may improve. I can change my tone, but I'm not sure I can keep it up under pressure. I can not be sure she will change because of my behaviour.</p>
<p>Go over instructions with her when we are not busy</p>	<p>Cory may remember some things, but I can not cover everything ahead of time. We may both feel more relaxed. I have time to explain things clearly. She has time to understand instructions. She may not remember instructions under pressure. Unexpected things will still happen when we are busy. I can do this. It may help with the problem, but probably not solve it completely.</p>
<p>Write out a list of instructions for her to follow</p>	<p>Cory may not have time to look at the list when she is busy. I can't think of everything ahead of time. We may both feel more relaxed. I have time to explain things clearly. She has time to understand instructions. She may not remember instructions under pressure. Unexpected things will still happen when we are busy. I may not be there to help her. She may make mistakes and the customers may not be happy.</p>
<p>Get her to work in the kitchen during lunch</p>	<p>Cory will need to be trained in the kitchen. She may still respond negatively to instruction. I will resent having to do more training. Customers will not see her behaviour. It will take time and effort to change schedules and train workers. I can do it, but it will be extra work for me. The problem will be solved.</p>

After you have looked closely at each possible solution, choose one.

The best decision from the list above is to meet with Cory.

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TRY this

Problem statement: *Late deliveries from Bob’s Building Supplies are holding up production.*

Look at your list of possible solutions from the last activity. Ask yourself the five questions below for each solution.

- 1. What will likely happen if I choose this solution?
- 2. How will using this solution make me feel in the end? How will it make others feel?
- 3. What are the possible positive and negative results?
- 4. Will I be able to carry it out?
- 5. Do I really think it will solve the problem?

Write a brief summary of your answers for each solution on the lines below.

Which solution is the best one?

Step 4: Apply your Decision

Now that you have made your decision, believe in it. Carry it through before giving up and trying something else.

Step 5: Evaluate your Decision

There is a lesson in every decision. Take time to reflect on your decision. Ask yourself:

- Did my decision effectively solve the problem?
- If not, what new plan might work?

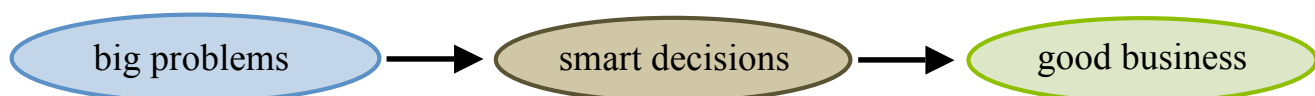
You may need to go back to your list of possible solutions and see if you missed anything. You may want to try more than one solution. For example, for the problem with Cory, you may *both* agree at the meeting to try to use a more pleasant tone in front of customers. This may be all you need to solve the problem.

A final note:

You will face many problems, big and small, as an entrepreneur. It may seem hard to follow a problem-solving process at first, but you will get better at it with practise. The process makes you think things through before making quick decisions.

Decisions that you make when you are upset or rushed can cause bigger problems later on. If you practise the problem-solving process with small problems, you will be prepared to make smart decisions when big problems come along.

The bottom line:



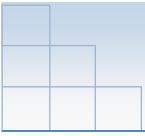
14



TRY this

This activity has five different problem scenarios. You will find five Problem-Solving worksheets after the scenarios. Use these worksheets to practise your problem-solving skills. Fill out one worksheet for each problem.

1. You have a laminate flooring business. You do contract work for a home improvement centre. They provide the supplies and you install the flooring for customers. Twice this month you have not met your installation deadlines because the home improvement centre did not provide you with supplies on time.
2. You have a Karaoke DJ Service. A local pub hires your service once a week. The pub agreed to pay you once a month. They have been late with their payment four times in the past six months. You have wasted time going to the pub several times to collect your money.
3. You have a breakfast and lunch restaurant in an industrial area. A regular customer often complains about the food. He is also bossy to your servers. You have cancelled his meal charges in the past when he complained. Today he raised his voice at the server because his food was not hot.
4. You took over a drive-through laundromat business. Customers drop off their dirty clothes and you tell them when to pick up their clean clothes. The business came with two used washers and dryers. You also bought two new washers and dryers. The used equipment works fine, but the new ones keep breaking down. Your distributor is slow at doing repairs. Sometimes clothes are not ready when customers come to pick them up.
5. You have a dog walking service. You have 20 regular customers and three employees. One employee loves dogs and she is very good at her job. She is a single mother with three young children. She does not have reliable child care. She sometimes leaves early. Once she took two dogs home to check on her children. The other employees are starting to complain.



Problem-Solving Worksheet

Problem #1

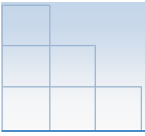
Step 1: Define the problem (what, who, where, when, why?)

Step 2: Think of solutions (brainstorm, ask others for advice)

Step 3: Make a decision (what may happen? feelings? positive/negative?)

Step 4: Apply your decision

Step 5: Evaluate your decision (did it work? what else might work?)



Problem-Solving Worksheet

Problem #2

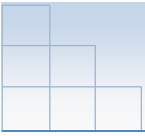
Step 1: Define the problem (what, who, where, when, why?)

Step 2: Think of solutions (brainstorm, ask others for advice)

Step 3: Make a decision (what may happen? feelings? positive/negative?)

Step 4: Apply your decision

Step 5: Evaluate your decision (did it work? what else might work?)



Problem-Solving Worksheet

Problem #3

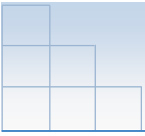
Step 1: Define the problem (what, who, where, when, why?)

Step 2: Think of solutions (brainstorm, ask others for advice)

Step 3: Make a decision (what may happen? feelings? positive/negative?)

Step 4: Apply your decision

Step 5: Evaluate your decision (did it work? what else might work?)



Problem-Solving Worksheet

Problem #4

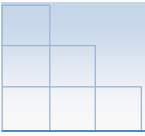
Step 1: Define the problem (what, who, where, when, why?)

Step 2: Think of solutions (brainstorm, ask others for advice)

Step 3: Make a decision (what may happen? feelings? positive/negative?)

Step 4: Apply your decision

Step 5: Evaluate your decision (did it work? what else might work?)



Problem-Solving Worksheet

Problem #5

Step 1: Define the problem (what, who, where, when, why?)

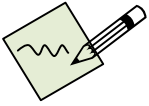
Step 2: Think of solutions (brainstorm, ask others for advice)

Step 3: Make a decision (what may happen? feelings? positive/negative?)

Step 4: Apply your decision

Step 5: Evaluate your decision (did it work? what else might work?)

15

**TRY this**

This is a challenge activity. It presents two business scenarios that begin on the next page. Each scenario describes a business in detail. You will pretend that you are an owner who has to solve a complex problem.

Each scenario is followed by a Problem-Solving worksheet to help you work through the problem. Try to solve the problem on your own. If possible, work with a “business partner” to see if you can reach an agreement on what needs to be done to solve each problem.



Flowers on Fourth

After a year and a half of research and planning, you and your partner opened “Flowers on Fourth,” a 2300 square foot shop. It is located in a strip mall in a busy shopping area across from a large mall and big box stores. You are in a corner unit facing the main drive home route to the suburbs. Your business plan was to start as a discount self-serve floral boutique. This would bring in a constant cash flow. It would allow you to implement the main part of the business plan: holiday decorating, access to weddings and funerals, and commercial accounts with restaurants, hotels, and event planners.

After six months of operation, the discount self-serve part of the business was booming. It was difficult to keep up with demand. You were using most of your partner’s and the staff’s time on this side of the business. You were ready to put into motion the main part of your business plan – commercial sales.

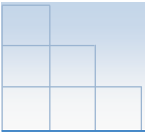
The gross profit margin of the discount sector was only 9%, compared to 33% for the commercial sector. Other staff were hired to allow you to focus on sales and marketing, while your partner got the commercial side up and running. Within a month of implementing the marketing plan, six new contracts were signed: three weddings, two contracts with large restaurants, and one contract with an event planner.

Two of the new weddings went off with great success. Both led to referrals to new customers. The other wedding was 40 kilometres outside the city. The May 10 wedding was at the height of your busiest month. You had to fit it in since the contract was signed and the profit for the event was 55% net.

On the morning of May 10 the customer called to say that they needed ten more large arrangements and the outside chapel area looked bare. They wanted you to come out early to do something with it. This meant a trip to check it out, photograph the area, design the chapel decor, price it, and have it completed by 3:00 p.m. Your contract policy is 25% deposit upon order, 50% on delivery, and balance upon completion. Extra charges are added to the final invoice. Besides the cost of flowers, the extras included three extra return trips, labour, design fees, overtime, markup, and overhead.

The customer was not happy with the amount of extra charges and the floral arrangements around the new chapel. They wanted the chapel floral arrangements changed or a large discount. The ceremony was to start in an hour and forty-five minutes.

As the partner in charge of sales and marketing, you had to decide how to handle the situation. The customer was well known in the business community and traveled in a wealthy social circle. As a new start-up business owner, you had to do some smart decision making to solve this problem.



Problem-Solving Worksheet

Flowers on Fourth

Step 1: Define the problem (what, who, where, when, why?)

Step 2: Think of solutions (brainstorm, ask others for advice)

Step 3: Make a decision (what may happen? feelings? positive/negative?)

Step 4: Apply your decision

Step 5: Evaluate your decision (did it work? what else might work?)



Green Clean Inc.

Your commercial janitorial business has been up and running for a year. It serves local offices and retail businesses. Your business plan also includes marketing your company as a “Green” janitorial service.

You and your partner are former carpet-cleaning employees. You spent a year and a half planning for your new business venture. For the first six months you operated out of your garages and a basement office. It worked well enough to get started, but it became difficult to organize equipment and supplies from two storage sites. You had an office/warehouse space with a loading dock in your business plan, but commercial space was hard to find.

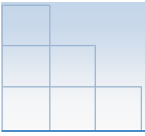
You secured two cleaning accounts to start the business. You got one of them through a customer of your former employer, and the other you won on a government tender. Both accounts were won by undercutting prices. You also had four small customers, and the income from all six was barely enough to meet your overhead.

The business plan helped you get the start-up in place, but you realized that in order to be successful in this business you had to win customers on ways other than price. The actual cleaning and service part of the business was easy, but that wasn’t the most important skill. Low price alone made people ask questions about the quality of your work and cleaning products. Winning customers had more to do with interaction and building relationships – people skills.

As well, because of the low prices you were offering, you could not implement the “green” concept because of the higher costs involved. There was a market niche here you could go after, and selling the concept to business was the way to gain market share.

After two months of pounding the pavement and selling the benefits of the “green” concept, an opportunity came up to present a proposal to a medium-size business. You did research on the company: who the owners were, how their business worked, who their customers were, how they grew their business, even the kinds of cars they drove. You looked for anything you could find to know the people better in order to slant your proposal presentation.

Your presentation was well prepared, and you focused on the health and environmental benefits of going “green.” A week before your presentation, you learned that a bigger competitor would also be presenting a proposal for the contract. You knew that they could offer lower fees, but you also knew that your potential client was very interested in environmental concerns. You had to get this new contract because it would mean referrals to similar businesses.



Problem-Solving Worksheet

Green Clean Inc.

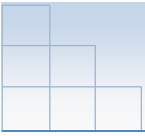
Step 1: Define the problem (what, who, where, when, why?)

Step 2: Think of solutions (brainstorm, ask others for advice)

Step 3: Make a decision (what may happen? feelings? positive/negative?)

Step 4: Apply your decision

Step 5: Evaluate your decision (did it work? what else might work?)



Answer Key



Job Task Planning and Organizing

TRY this #1

Question #1

Long-term goal:	own my own business
Short-term goal:	get a loan
Tasks <ul style="list-style-type: none"> • do a self-evaluation to see if I am ready to start a business • decide what kind of business I want • research the market to see if my idea will sell • find out how to get funding • write a business plan • talk to other business owners • find a mentor or guide 	

Question #2

Long-term goal:	make a profit in my second year of business
Short-term goal:	cut costs and increase profits
Tasks <ul style="list-style-type: none"> • put in long hours of work • write lists of things I need to do each day • greet each customer so they know I value their business • follow up on sales • attend business seminars • find out what motivates my employees • interview potential customers and ask what would make them switch to my company • find suppliers with low prices 	

TRY this #2

Clear Goals	Unclear Goals
take an accounting course in September	get more sales in 2009
make a “cold call” on potential customers twice a week	grow my business
hire a bookkeeper one month before opening	have happy customers
complete my business plan by July 1	find a reasonable rental space
increase customer satisfaction rating by three points on next survey	be successful
make a \$3000 profit in the first quarter of next year	get a good supplier
decrease expenses by 15% over the next six months	

TRY this #3

Your order may be a bit different than those below. Make sure it is logical.

Business 1: Carpet Installation

- 6 Follow up on contacts made at home show.
- 2 Visit renovation site to see if client is ready to have carpet installed tomorrow.
- 1 Complete carpet installation job from yesterday.
- 4 Get supplies ready for tomorrow’s job.
- 3 Set up an appointment for an estimate with an interested client.
- 7 Check out prices of a new carpet wholesaler.
- 5 Call helper to give him the address for tomorrow’s job.

Business 2: Lunchtime Sandwich Delivery

- 1 Review regular orders for today.
- 6 Load my truck according to my delivery route.
- 7 Check new orders for tomorrow.
- 4 Prepare new orders for today.
- 8 Order supplies for tomorrow.
- 2 Prepare regular orders for today.
- 3 Take new orders for today.
- 5 Map my delivery route.
- 9 Design a new menu.

Business 3: Canoe Rentals

- 2 Inspect all canoes for leaks or damage.
- 3 Make sure booked canoes have paddles.
- 7 Put company logo on new canoe.
- 5 Fit canoeists with life jackets.
- 4 Collect rental fees.
- 1 Check bookings for today.
- 8 Check out new models online.
- 10 Store and lock all canoes.
- 9 Put life jackets in sun to dry.
- 6 Rent remaining canoes to walk-in customers.

TRY this #4

April

Sun	Mon	Tues	Wed	Thurs	Fri	Sat
	1 grafitti check UNPAID MARCH ACCTS	2 J. Dawson PRIN. FUTURE Sch. 10AM LOU SANDERSON LIBRARY 3PM	3 PM cold calls	4 grafitti check	5 pay cheques	6
7	8 PM cold calls	9 Media INTERVIEW	10	11	12 Good FRIDAY	13 Power Washer? 14 MAY 5th
14 CARLA AIRPORT 4:15 PM	15 Katsilver MIA	16	17 PM cold calls	18	19 pay cheques	20
21	22 PM cold calls	23	24	25	26	27
28	29	30 taxes due COUNSELOR				

TRY this #5

- 9 Wilson, Annie
- 11 Yurkiw, Paul
- 2 Bounty Foods
- 4 Evan's Deli
- 10 Wonder World
- 7 Sunny Spot
- 1 Black, P
- 5 Open Doors Shelter
- 6 Pathways
- 8 Wallace and Smith
- 3 Chapman, Bev

**Decision Making****TRY this #6**

Answers will vary depending how you rate each item in the list.

TRY this #7

Pros	Rating	Cons	Rating
gives me more time to find new clients		course costs \$200	
business is increasing – I need help		Vince will miss work while taking the course	
business is increasing – I need help		I will need to pay Vince more	
Vince is a reliable employee		Hot tubs are a luxury. What if people stop renting them?	
I can pay for the course by getting more rentals			
Total		Total	

Answers to questions 2-4 will vary depending on how you rate each item in the list.

TRY this #8

Criteria	Ace Meats	Mom's Meats	Meats R Us
This supplier sells only the best quality meats.	✓		
This supplier has the most variety.			✓
This supplier has the cheapest prices.			✓
This supplier has the quickest delivery time.		✓	
This supplier has the best name.	Answers will vary		

TRY this #9**Employee Performance Review Policy**

Performance reviews are used to make decisions about raises, promotions, areas to improve, discipline, and termination. You will have your first performance review three months from your starting date, and every six months after that.

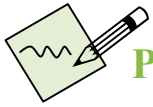
You will be evaluated in these areas: performance of duties, dependability, team skills, improvement.

Procedure

1. I will give you one-week notice before your performance review meeting date.
2. I will give you a self-evaluation to fill out in the week before the meeting.
3. I will bring a draft of your performance review to the meeting.
4. We will discuss my evaluation, your self-evaluation, and recommendations.
5. I will give you a final copy of the review within one week after the meeting.
6. You will sign a statement to show you agree with the final copy of your performance review.

TRY this #10

Answers will vary depending on what you value most in an employee.

**Problem-Solving****TRY this #11**

Answers will vary.

One possible problem statement: Supplies in basement storage area are getting wet.

TRY this #12, #13, #14, and #15

Answers will vary.