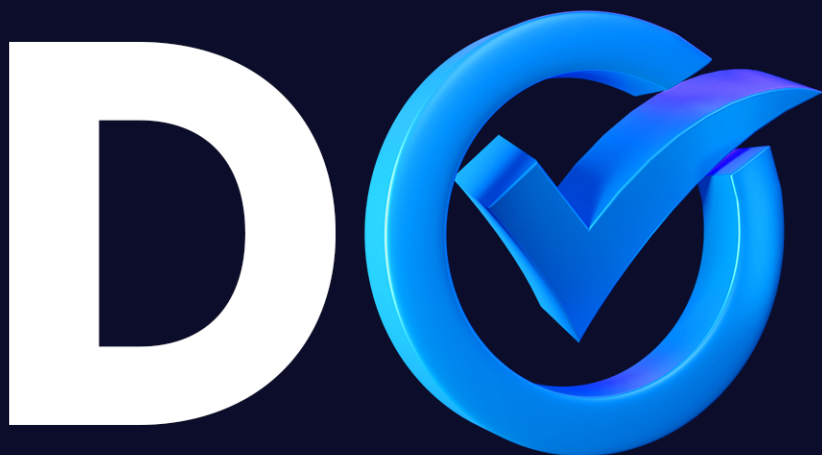


Foreword by Alex and Leila Hormozi
-Acquisition.com

COMPLIMENTARY DIGITAL SAMPLE



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Earn More While

MANAGING LESS

Small Remote Teams, Big Online Results

BRAD CALLEN

FOUNDER OF TEAMLY

COMPLIMENTARY DIGITAL SAMPLE

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FOUNDER OF TEAMLY



ARMSTRONG BARTOW PRESS

DONE

**Small Remote Teams, Big Online Results
Earn More While Managing Less**

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The author of this book does not dispense business advice; they only offer information of a general nature to help you in your quest for business success. This book is not designed to be a definitive guide or to take the place of advice from a qualified professional, and there is no guarantee that the methods in this book will be successful, owing to the risk that is involved in business of almost any kind. Thus, neither the publisher nor the author assumes liability for any losses that may be sustained by the use of the methods described in this book, and any such liability is hereby expressly disclaimed. In the event you use any of the information in this book for yourself, the author and the publisher assume no responsibility for your actions.

“I’m a recluse. A hermit. The type of guy who will spend countless hours doing the same task 100 times...rather than take a few minutes to document how to do it and then find someone else to take over. Because I never really knew how to do that and never got the results I wanted. THIS BOOK FIXED THAT...FAST.”

—Frank Kern,
Cofounder of ROAS.org

“When Brad Callen speaks, I stop. I listen. I take notes. Brad is a master at systems and best practices for hiring and managing an effective, winning team. If your business is growing chaos, then this is the book for you!”

—Mike Filsaime,
CEO and Cofounder of Groove.cm

“I’ve grown up in the industry with Brad, and I’m continuously in awe of the sheer number of high-quality, successful products he and his remote teams are able to create. I’m so excited he’s finally willing to share how he’s been able to do it.”

—Anik Singal,
Founder of Lurn.com

“What can you learn about leadership from a business owner who plays video games whilst making \$40M per year? A LOT! No matter where you are in your team-building journey, DONE is the code to unlock unbelievable results.”

—James Schramko,
Founder of JamesSchramko.com Membership,
Best-Selling Author of *Work Less, Make More*

“The sales pitch for the ‘new economy’ sounds great. Work anywhere! No offices! No employees! Start up on a shoestring!” The problem is, after you said yes to the pitch, you got the product without a do-it-like-this manual. Brad Callen wrote that manual. This will shave years off your learning curve.”

—Mark Joyner,
Best-Selling Author and Founder of Simpleology.com

“I’ve had the privilege of working alongside hundreds of remarkable entrepreneurs in the software space. Brad thoroughly impressed me with his ability to build, manage, and meaningfully grow an incredible software business while running a completely virtual international team.”

—Zane Tarence,
Managing Director of Founders Advisors

“I have had the opportunity to evaluate Brad’s businesses and products for financial viability, and I can say with confidence that he’s an expert in capitalizing on a lean, remote, global team structure to launch and scale highly profitable products. Every entrepreneur in the online space would do well to learn Brad’s system for winning with people and put it into practice. Inside DONE, he’s provided a step-by-step formula for success.”

—Jason Owen,
Former GM of Credit.com, Founder,
Board Member, and Investor

“I’ve known Brad for years and have been continually impressed by his results. With small, efficient teams, I’ve seen him produce massive success across multiple businesses. If you want greater financial freedom, higher profits in your business, and to do way more with less, read this book.”

—Matt Clark,
Cofounder of Amazing.com and Lifeboost Coffee

“I wish I’d had a book like Brad Callen’s DONE in the early days, to help me understand how strong processes and systems combined with effective project management can help a business owner start, grow, and manage a team. This is the foundation for any company that scales beyond the early stage of business.”

—Jimmy Kim, Founder of Sendlane.com

“Brad has humbly and quietly accumulated an absolute mountain of success and experience over the years. DONE is his vault of secrets...finally opened to the world for the first time.”

—Brandon Poulin,
Cofounder of LadyBoss Weight Loss
and Entrepreneur Strategic Advisor

“Remote teams are an essential component for online business success. And DONE is the essential instruction manual for building and leading remote teams. Whether you have one team member or thousands, Brad’s systems and advice are pragmatic, straightforward, and proven. DONE should be required reading for every entrepreneur in the online space.”

—Mark Thompson,
Cofounder of Paykickstart.com

“I’ve been a fan of Brad and his systems for success since the earliest days of my business. I was delighted to see him write DONE, which is undoubtedly the definitive guide for entrepreneurs looking to recruit and manage productive remote teams. Brad’s instructions are easy to follow, and his expertise is gold. Miss this book at your own peril.”

—Joy Anderson,
Founder of Preschool System

“Brad Callen knows what it takes to scale and succeed with online businesses, and he’s proven it time and again. With DONE, he hit the ball right out of the park. If you follow his lead when you build your teams, you will too.”

—Todd Dickerson, Cofounder of ClickFunnels

“In over 20 years in business, I’ve rarely encountered someone who can take a complex problem, break it down into simple steps, and quickly execute for massive scale and profit. Brad Callen is one of those people. He’s the epitome of the 80/20 rule—quickly identifying the 20% that drives RESULTS, then making an enormous impact in a short amount of time. This is hands down the best book I’ve ever read on hiring and team-building. Every entrepreneur should read it.”

—Dr. Charles Livingston, Cofounder of Lifeboost Coffee

“Brad Callen moves fast. His teams move fast. His business moves fast. You ask him for something, and it seems to magically appear. Inside DONE you’ll find an instruction manual to work the same kind of magic inside your own business.”

—Emily Hirsh, Founder of Hirsh Marketing

This book is dedicated to both of my parents, who told me from an early age that I could do anything I put my mind to.

For my dad, who taught me to pay attention to the details:

“If you’re going to do something, do it right.”

For my mom, who taught me to always do my best:

“Jump high, run fast, hit those free throws, and get that ball!”

And to my wife, Amanda, who continually stretches me to dream big.

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FOREWORD

Digital business owners are in a huge war for talent. The drive to hire great people is more competitive than it's ever been before. Each of us—no matter the size of our company—is competing against Netflix, Apple, Microsoft, and every other major player in the world. They're all fishing in our ponds now because their workforces have gone remote.

What used to be an advantage for online businesses—working from home with flexible hours—is all just common practice. Now we have to get more aggressive and more deliberate in the way we recruit, hire, and retain talent because when it comes right down to it, that's the only way to scale a company.

In 2017, we started our first business, Gym Launch, to help gym owners make more money and retain more clients. Since that time, we've built a collection of businesses that earn more than \$150 million per year in revenue. And here's what we've learned about talent...

Each of us is one hire away from all the growth we'd ever want. Most of the time, you don't need a WHAT to solve a problem—you need a WHO. While you're trying to figure things out and develop the skills to run an Olympic Gold race, there's always someone else out there who's already run it multiple times. Instead of learning it yourself, you can just find them and ask, "Hey, could you run it over here?"

But in order to attract and retain world-class talent, you need to have a process for recruiting, hiring, and fulfilling team positions that is just as structured as the ones you have for generating leads and selling your products.

Here inside DONE, Brad Callen has laid out a detailed turn-key system for just that.

We met Brad years ago through the first mastermind group we ever joined. At that time, our goal was to earn \$20,000 in a single month. We came up through the ranks of digital marketing with Brad. We took different product paths to profit, but we followed the same basic strategy: winning the game with the best talent in the market.

Today, we're earning 400 times that goal we set, and Brad is launching his twentieth successful software product and probably making his thousandth strategic hire.

The reason that the biggest companies in the world are so successful is because they employ the smartest people. Anyone who works high up at Facebook or at Google is probably extremely smart. Why not aspire to that kind of brand for your own business? Why not ask yourself...

How can I make it so my business becomes a star or a stamp of approval on someone's resume?

How can I make it look like my business is Harvard?

In the following pages, Brad will take you step-by-step through attracting, recruiting, and hiring global talent for your online business. He'll show you just what will attract great people to your organization, regardless of the size of your operation, and what they need in order to sign on. Then, he'll show you how to set up systems to "fulfill" that hiring process, so you learn how to....

- Help people succeed within your organization.
- Manage workflows and communication cadences.
- Communicate expectations and measure outcomes and results.
- Reward and recognize stars so they'll remain inside your organization.
- Form teams in a way that allows stars to emerge and fast-track through your projects.
- Stay focused on your most important tasks and responsibilities as a CEO, so you can see the future and your team can take you there.

The world is full of talkers and doers. And we've always been partial to the doers. The fact is, 10 out of 10 high-quality prospects will find a job within eight days. The best freelancers in the world are constantly on the lookout for the best clients. It's these doers who will take your business all the way.

Talent is the way to scale your business. And without a reliable way to recruit—and the metrics to measure and manage that system—you'll never get what you need to get done in order to grow the way you want to grow.

If you become as smart and deliberate in your recruiting and remote-team management process as the DONE Doctrine teaches you to be, you'll be on your way to massive growth. You'll be competing with the best in the world and going for gold.

Alex and Leila Hormozi

Founders of Acquisition.com

ACKNOWLEDGMENTS

This book is a culmination of all of the experiences I've had throughout my life—my actions, followed by the responses from those around me. This has made me who I am today and who I'll become tomorrow. Writing a book was never on my to-do list, but thanks to the many people who have influenced my life, it practically wrote itself. And I'm so glad it did. I hope that my experiences and the systems I've created for success will add value to your business and life in some way.

I want to thank those in my business life who have played a huge part in allowing me to do what I love. First, thanks to two of my software developers: Bogdan Chirila, who has worked with me for almost two decades and has no doubt sacrificed things along the way; and Vlad Vinturache, who solo-coded numerous products for Bryxen and set the bar for what a great developer can do.

I also want to thank Mario Xiao, who always puts my design projects first and makes my crazy ideas look beautiful. And I want to express true appreciation to my entire team, especially the customer support, content, and video teams. There's no way I could have realized my dreams without you all. And for that, I'm truly grateful.

I also want to thank the incredibly intelligent business owners who were featured throughout this book and who are responsible for portions of its creation. From my brother, Matt Callen, and my best bud, Charlie (aka Dr. Charles Livingston), to many of my local and online business friends: Tim Barencecher, Chris Mitchell, Jimmy Kim, Matt Clark, James Schramko, Joy Anderson, Brandon Poulin, and Emily Hirsh... Julia (Juju)

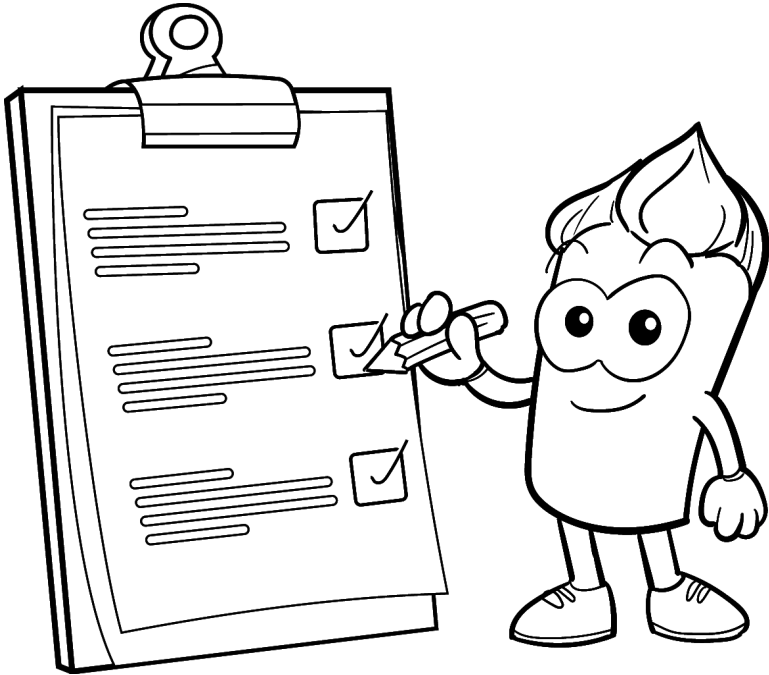
Hook who took what's in my head and put it to paper in a brilliant way that I would never have been able to do on my own...and Jill Huettich who “Jill-erized” everything you're about to read so it reads like I speak.

I've also learned so much from countless online entrepreneurs over the years. There are way too many to name here, but I'll mention a few, in no particular order.

Thanks to Corey Rudl, John Reese, Mark Joyner, Frank Kern, Armand Morin, Mike Filsaime, Jason Fladlien, Jeff Walker, Joe Lavery, Ryan Deiss, Perry Belcher, Alex and Leila Hormozi, Anik Singal, Yanik Silver, Dean Jackson, Perry Marshall, Kevin Wilke, and the many others who generously shared their wisdom with me so I could succeed.

And lastly, I want to thank my kids—Maddie, Harper, and Bryn—who I've watched grow up right before my very eyes. As my businesses grew, so did you. And it's been such a blessing to do two things I love at the same time: be your dad and build an online business. This is only the beginning. Love you guys.

HOW TO BE DONE FOR GOOD



WHAT HAVE YOU DONE?

You know that scene in every great action film when the hero has just committed to single-handedly preventing a mega-disaster or defeating a dastardly villain to save the world, and his super-sciencey, uber-wise sidekick says:

“Listen up, WonderPal, I’ve got some good news and some bad news...”

If you know that scene, then you know what the hero *always* says:

“Give me the bad news first.”

I’m going to assume you opened this book because you started an online business. And because, in my book, that automatically qualifies you as a hero, I’m going to do the right thing and give you the bad news up front.

Studies indicate that the information industry has a higher business failure rate than any other industry. This industry includes Internet content publishing, software, and information services—essentially, the kinds of business you’ve likely opened or are looking to open online. According to analysis by AdvisorSmith, 53% of these businesses will fail within the first five years of opening.

The subject of this book is the next piece of bad news: One of the top ten reasons that start-ups fail is because the owner or founder had the “wrong team around them.”

But it gets even worse. Founders don’t fail just because they chose the wrong employees. It’s because when they do make an early bad call, the average cost to replace an employee is six to nine months of that person’s salary!

And what’s the #1 reason an online business fails? You guessed it: it runs out of money.

I know...it looks bad. But I want to remind you that you’re a hero. And that the entire remainder of this book is filled with *good news* about assembling, leading, and maximizing the kinds of teams that will not only keep you from being an unfortunate statistic but may just turn you into an absolute legend.

WHAT HAVE I DONE?

My name is Brad Callen. Over the past 20 years, I’ve launched, built, and sold handfuls of profitable online businesses and products. Although not every idea I had turned to gold, most of them did.

For example, nearly 400,000 people have explained and marketed their products using my whiteboard animation video software, Doodly. From 2016 to 2020, my company Bryxen released Doodly along with four other successful applications: Toonly, animated explainer video software; Voomly, video and online course hosting software; Talkia, text-to-speech software; and Automatic Script copywriting software.

With each release, we demonstrated incredible speed-to-market, signed up hundreds of thousands of new users, and achieved high levels of customer satisfaction. And over the course of a single year, we generated \$40 million in sales for the five programs combined. In mid-2021, I sold all of these software programs for an amount I literally never dreamt I'd see in my bank account.

But software products aren't the only things I've launched to great success. In my supplement business, we sold more than 200 bottles per day *every day* for three years, and on great days, we sold between 500 and 600 bottles! Hundreds of thousands of people in the health and fitness industry have downloaded my e-books.

And back in the day when I taught SEO (search engine optimization), thousands of people tuned in to my lessons on how to grow followers and profits. In fact, of the 50-some products I've launched online, only two didn't make it to six-figure sales, and average sales across them all are well into the seven-figure range.

The point is, I've made it past the first year (and past the bad news) many times now. But what's most significant about the success I've shared isn't the sales or profit numbers. It's the fact that I obtained those results without ever being in a room with my team. In fact, I did it without ever even being in a Zoom room with them!

From Day 1, every member of the Bryxen team has been an experienced specialist working from a remote location.

Even better, Bryxen hasn't sacrificed quality in our products by using a remote team. Instead, we developed and perfected a system for assembling and managing virtual teams that makes it easier to create vastly better

products and services—in far less time than it takes our conventionally staffed competitors.

I'd even go so far as to say that because of the way we've organized things, our team gets more done in a week than most companies accomplish in a month. I've become so adept at riding this process to success that I've hired a team of digital dynamos to roll it all into a game-changing new app. It's called Teamly, and it's designed to help other entrepreneurs manage their teams the exact same way.

And in case you suspect I have some kind of superpower that you don't when it comes to influencing, motivating, or directing people, you should know that nothing could be further from the truth. In fact, I am an off-the-charts introvert. Put me in front of more than three people, and I'll start to sweat. Every single time.

(And in case you also think I'm some kind of coding genius who was building software in the fifth grade, think again. I have no idea how to code *even the simplest software*. More on that to come...)

I wrote this book because traditional leadership books and programs failed me. The idea of leading groups of people through daily meetings and brainstorming sessions and team-building activities was simply out of my realm. But despite being wired in a way that's the absolute opposite of what all the experts claimed I needed to be, leadership and team-building have become my secret weapons for digital domination.

I haven't just gotten by with remote teams; I've *thrived*.

The experts will tell you that leaders must be charismatic.

That they should be motivational smooth-talkers who were born to captivate a room.

They'll tell you that great leaders have staying power and they dedicate all their time, energy, and focus to the people who choose to follow them.

That they create the kind of great big visionary direction and one-of-a-kind quirky corporate cultures that make work fun and exciting and inspire people to incredible innovation and dedication.

I wrote this book because I wanted to share the good news: none of that is true.

In fact, what I'm about to show you is that regardless of how you're wired—or where you feel you're lacking as a business owner or founder—you *can* build and lead a remote team that will take you first over the finish line, every time.

I've seen this system work for business owners who are driven by their own visions of the future but are seriously challenged with day-to-day management.

For those who are flummoxed by numbers or financial concepts.

For those with zero business acumen or experience.

For outstanding starters who stink at follow-through, and amazing executors who stink at planning.

I've watched it work for business owners who prize freedom and a low-key lifestyle, and for entrepreneurs passionately committed to scaling and selling.

That's why I want you to know that whether you're getting ready to add your first team member or your hundredth, you can do it from a distance and get everything you need DONE...on time *and* in line with your expectations.

I wrote this book because once I came to enjoy a life of abundance, personal freedom, and daily joy as the leader I thought I'd never be, I wanted to share it with as many people as I possibly could.

LET ME SHOW YOU HOW IT'S DONE

The problem with so many books on teams and leadership is that they're based on an entirely unnecessary concept: employees working together in a physical space. I'm going to show you how I built product after product and assembled winning team after winning team without ever having a corporate office, a group meeting, or even an onboarding call.

I'm going to show you why culture-building and group contests and rah-rah sessions are a waste of time and money, and how you can lead a team to digital victory even if you're a loner who's painfully shy, a big-picture thinker who gets lost in the details and can't remember deadlines, or a misfit who can't stand the idea of workplace "culture," let alone create one.

I'm about to show you how to turn a group of disconnected specialists into a *specialized team*. One that's perfectly suited, in every moment, to solve the unique problems and challenges of *your* business. A team that's fluid and dynamic and supple enough to bend without breaking in the heavy winds of online business storms (and one that won't break your bank account). A team that succeeds—not because of *who you are*, but because of *what you do*. And I'm going to give you step-by-step instructions on how to do it.

BEEN THERE, DONE THAT?

If you're still reading, chances are this book was written with you in mind. But just in case you're not sure, let me be ultraclear. This book is for you if...

- You own a business that sells products or information online.
- You're looking for a way to save the money, time, and frustration that's so often associated with human resources.
- You'd like to put together a team of five-star specialists and top-notch talent that helps you sail right past the competition.
- You're skilled at some things (not so much at others), and you're looking for the perfect people to fill in the gaps.
- You've reached a point in your business where any of these apply:
 - You're doing everything yourself and feeling burnt out or overwhelmed.
 - You've made some early hires, and it's not going the way you hoped it would.
 - You've built a moderately successful team and desire to take it to the next level.
 - You have big office overhead and a daily "show-up" requirement that feels like a ball and chain.

This book is for you even if you know you *need* a team, but you don't *want* one. (Or the idea of running one makes you break out in hives.)

This book is probably not for you if...

- You thrive on in-person contact, and a workplace social network is part of what makes business ownership worthwhile for you.
- You have a retail or service operation that requires employees to show up every day in a physical space and deal with customers in person.
- You always dreamed of having a big office filled with mahogany desks, juice bars, and ping-pong tables, or an office softball team that wins the industry league.
- You love to lead big in-person meetings and staff training events or want to closely control (and perhaps even micromanage) the people who work for you.

Can you be an extrovert and still win with my approach to getting things DONE? Yes, you can. I'll even introduce you to a couple of extroverted founders who've done just that, by building what they needed right into the system.

If all this sounds too good to be true, you may be falling prey to some of the most crippling myths business owners have about hiring and managing outstanding talent, which include:

- **MYTH:** Building a team is complicated, expensive, and difficult.
- **MYTH:** I need to know every role I hire or lead, so I can tell people exactly what to do.
- **MYTH:** I need a sophisticated system to manage all the tasks I've assigned to my team.
- **MYTH:** Leadership requires constant oversight and tough conversations.
- **MYTH:** I have to develop people while enticing them with elaborate incentives.

- **MYTH:** I have to motivate, hand-hold, and “get personal” so people will follow me.
- **MYTH:** I have to show up all day, every day and be out in front so I can set an example.
- **MYTH:** I need to find people who are loyal, committed, and have certain personality types that complement mine.
- **MYTH:** I need to employ people full-time if I want their full attention.

If you believe any of these things, it’s no wonder you wound up here. And I bet this isn’t even your first book (or course, conference, mastermind, or system) dedicated to helping you “master” leadership or team-building principles.

Not to put too fine a point on it, but if the idea of hiring and leading a team makes you uncomfortable, I am super excited about how this book might just change everything for you.

“EASIER SAID THAN DONE,” YOU SAY?

I know what you’re thinking right now. Not because I’m psychic, but because I’ve heard it from so many people about online business success.

“Brad, this kind of stuff never happens for normal people. You must be an incredible overachiever. Or some kind of digital prodigy or business savant.”

I want you to know that nothing could be further from the truth.

My first job was working as a cubicle jockey at a Fortune 500 casket company. Yep, truly. They hired me because I’d interned there for two summers when I was in college, and I’d only done that because the Chief Technology Officer was a family friend.

The truth is, I was a terrible employee. Also, it was pretty easy to be a bad employee there. Although technically I held the position of computer programmer, in reality, all that meant was that I churned out daily casket sales reports using JD Edwards, a clunky third-party program.

Oddly enough, nobody seemed to know or care what I did all day, and since those reports only took about an hour to create, I typically had seven hours of “free time” every workday to either stare at my cubicle walls or try to come up with something to do that mattered. And as a 22-year-old kid fresh out of college, one thing mattered to me more than anything else: money. So it should come as no surprise that I spent my free time on that.

It wasn't long before I started supplementing my income on eBay. I sold professional sports cards and software and other miscellaneous stuff that I'd bought at a discount, and I carried these to the post office in manila envelopes every day so I could score an extra \$500 each month.

Fate intervened when I stumbled upon *The Garage Sale Cookbook* during one of my many internet searches. As you might have guessed, it was a book that taught you how to make money with garage sales. That said, it wasn't a book in the traditional sense. It was something called an e-book, short for “electronic book.” While e-books are pretty common these days, they were just starting to become a thing back in 2003.

So I paid \$10 for *The Garage Sale Cookbook* and was taken to a web page where I could download it. Within seconds, I received the e-book automatically, without the author doing anything at all. That absolutely blew my mind.

She didn't have to create a listing, like I'd been doing every day on eBay. Nor did she have to stuff an envelope or drive to the post office to send something in the mail. She wasn't even trading her time for money (like I and most everybody else in the world was doing). From where I was sitting, it looked like she'd found a pretty easy way to make \$10...which is why I immediately latched on to it as my “next big thing.”

I emailed the author of *The Garage Sale Cookbook* to learn more, and a day later she emailed me back with a recommendation. She suggested I take a course about how to sell information products online, exactly like she'd been doing. Although it was a big investment for me at the time, I forked over \$250 for the course she recommended, confidently (or maybe just naively) assuming that at a minimum, I'd make my money back.

I followed the process outlined in the course to write my first e-book, *Ultimate Weight Loss Revealed*.

Now, let me be clear on something. I am not the most talented writer in the world. I scraped by with a B- in my college English class. Nor do I have any background in graphic design. But I learned the minimum amount of Photoshop required to do a pretty basic (but bad) design job. And—because back then none of the simple drag-and-drop programs for website building existed yet—I learned some basic coding and created my own website. What I developed was pretty dodgy quality by all accounts, but I let go of judgment and chose *doing* over thinking about it.

In short order, I realized that it wasn't enough to just create the site; I also had to drive people to it. And they had to be the *right* people: the ones who were already looking for the kind of information I was offering. So I completely threw myself into SEO, because ranking high on Google was the key to being seen by the right people. I bought a course, followed the instructions to the letter, and stuck with it day after day.

Before too long, the focus paid off, and I showed up in the rankings for literally every major weight-loss term on the web. I was #1 for “lose weight” and “lose weight fast” and “weight loss programs” and “weight loss tips.” Even for the term “weight loss” itself, I was ranked #2! (And—when I wasn't at my desk at the casket company—I did it all with an old school 56K dial-up internet connection, from my tiny duplex rental home.)

With my SEO process, I'd created my first real workflow, and I put in the time every day to do the manual steps required to get buyers to my website. A **workflow** refers to the series of sequential tasks that a team performs to accomplish a specific objective. In plain English, that means projects consist of tasks that need to be performed in a certain order.

I also started connecting with a community of people on Yahoo Messenger who were selling weight loss and fitness products online. During one chat, I met a woman named Melanie Mendelson, who owned a website called PracticalWeightLoss.com at the time. Melanie mentioned to me that she had gone to a site called RentACoder.com (which is now Freelancer.com)

and hired someone to create a program that automated a bunch of steps in a manual process.

I'd been able to follow the most basic instructions to develop my website, but I was by no means a coder. And it *blew my mind* that you could go to this site, post a project, and pay a developer from anywhere on the planet do whatever you asked them to do!

So I went to the site, described what I wanted to automate, and was connected with a developer. I showed him every step in the manual workflow I'd created to secure my high rankings on Google. And guess what he did? He wrote a program to automate it!

The program was genius, and it worked like a charm. I knew it had value and that I should share it with other self-starters who were playing the SEO game like me. So I took everything I'd learned about how to sell things online with my weight loss e-book, and I launched my first software product for sale.

I called it SEO Elite.

And it blew up.

DONE.

SEO Elite was responsible for my initial income, my audience, and my reputation. Hundreds of thousands of people used it and experienced success. And while I'd created the process that got them the rankings they sought, the software that made it simple and quick was created by someone else entirely. Someone across the globe who I'd never even *met*.

LET'S GET 'ER DONE.

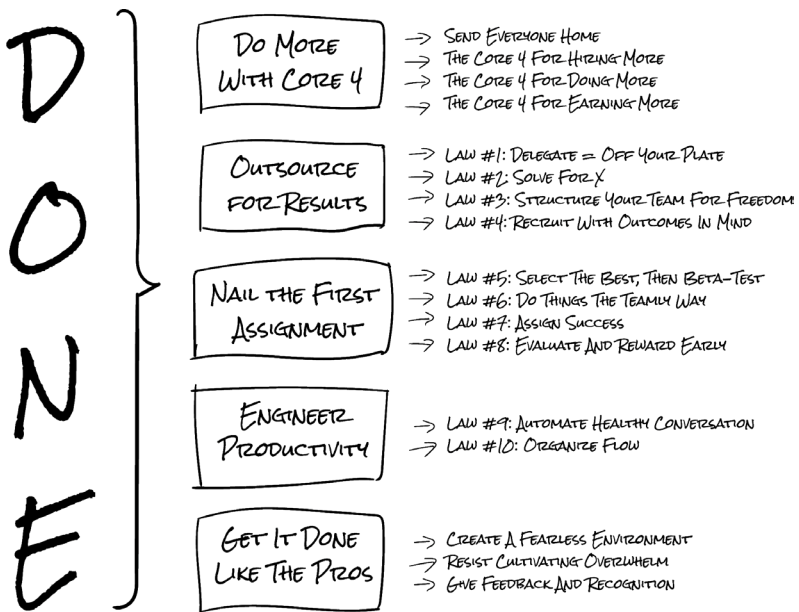
Since those early days of SEO Elite, Bryxen has experienced rapid growth and a series of repeated successes with varied products and services. I've launched 50-some different products and hired thousands of team members. But the one thing that's remained constant is the fact that *I've never met any of my team members in person.*

Over two decades, I've built a system to attract exceptional talent, facilitate outstanding work, and generate a competitive advantage and great margins, while managing everything with minimal time and energy.

This is not a book about how to develop yourself as a leader, create an HR department, or build a corporate culture. It's a book about getting things DONE. Because, as obvious as this may sound, the key to taking your business where you want it to go is *doing* the things you need to do every day.

Look...you and I both know there are a lot of things to do inside any successful enterprise. And no matter how hard you dig in your heels, it's just not possible to do it all yourself. Nor should you. Not if you want to have both a business and a life.

So in the coming pages, I'm going to share with you my DONE Doctrine. This system involves 10 immutable laws, each of which pertains to a specific factor for remote team success. I'll lay out those 10 laws for you in five phases.



- **Do More With Core 4**

In the first phase, you'll learn the fundamentals of the DONE Doctrine.

- First, Send Everyone Home
- The Core 4 For Hiring More
- The Core 4 For Doing More
- The Core 4 for Earning More

- **Outsource For Results**

In the second phase, you'll learn laws 1 through 4, which cover the ins and outs of outsourcing what you need to get DONE. I'll slay some myths and point out some real problems with the more traditional way of hiring and filling roles. You'll learn...

- Law #1: Delegate = Off Your Plate
- Law #2: Solve For X
- Law #3: Structure Your Team For Freedom
- Law #4: Recruit With Outcomes In Mind

- **Nail The First Assignment**

In the third phase, you'll learn laws 5 through 8: how to hit the ground running with every new person you hire. Because setting boundaries, standards, and expectations early on is absolutely critical to long-term success, I'll focus on:

- Law #5: Select The Best, Then Beta-Test
- Law #6: Do Things The Teamly Way
- Law #7: Assign Success
- Law #8: Evaluate And Reward Early

- **Engineer Long-Term Productivity**

In the fourth phase, you'll learn laws 9 and 10: how to bring new hires into the team, and how to create systems for your team members to make magic together—even though they're apart.

- Law #9: Automate Healthy Conversation

- Law #10: Organize Flow
- **Get It Done Like The Pros**

In these last few chapters, you'll get the inside scoop on some practices that will get you to DONE sooner and in a more satisfying fashion.

 - Create A Fearless Environment
 - Resist Cultivating Overwhelm
 - Give Feedback And Recognition That Moves The Needle

The laws of the DONE Doctrine will transform your business. Even better, they work whether you have a team of three people or 300 working for you. Plus, inside each law, I'll share the science behind it or stories to illustrate why it works, detailed steps for implementation, and best practices for long-term success.

Along the way, I'll introduce you to a cool bunch of ultra-successful digital CEOs who currently lead all-remote teams. They'll also share their insights and Pro Tips for getting things DONE.

And because perspective is everything, I'll also introduce you to some of my past and present team members—from a wide array of roles, backgrounds, cultures, and skill sets—who will share how they get things DONE more effectively (and with much greater satisfaction) when the laws are followed without fail.

By the time you're DONE with this book, you'll be building your very own success machine.

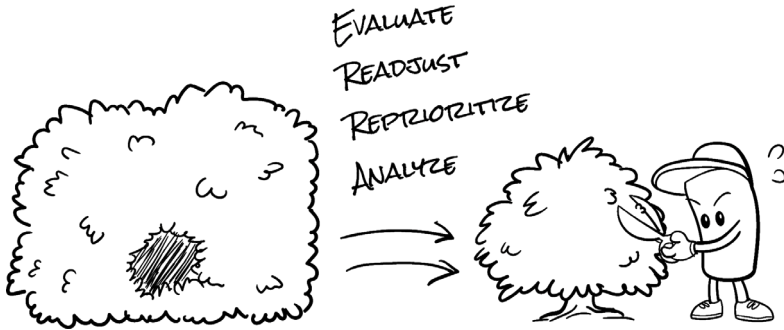
FOR THOSE CEOS WHO ARE FURTHER ALONG

I wrote this book so someone just getting started could have the help and guidance they need to succeed from the moment they hire their very first team member. But it will also apply if you already have a team, even if you're years into the process.

When online businesses take off, they grow fast. It's pretty common for CEOs to sort of “tape things together” in order to keep up.

And before you know it, they have a whole bunch of freelancers or agencies or a great big team of employees...and there's no time to eliminate redundancy or maximize processes. Essentially, there's a whole lot of waste and inefficiency.

I sort of look at it like this:



There were five shrubs in front of my childhood home. They grew fast, and if my parents didn't trim them regularly, they would continue getting bigger and bigger. If a few months passed without a regular trim, bad things would happen. From the outside, the shrubs looked fat and healthy, but on the inside, a large hole would appear in the center because the middle branches weren't getting enough sun.

When the shrubs grew unfettered, they would essentially start to die from the inside out. However, if my parents trimmed them once every few months, the branches on the inside would get sunlight—giving them a chance to fill out and thicken.

The same thing holds true for businesses. If you want yours to grow in a healthy fashion, you've got to trim it regularly. You have to shed light on every little branch. That means evaluating how people are doing, readjusting expected results, reprioritizing projects, and analyzing whether your workflows and systems are actually leading to the outcomes you seek.

So I recommend that you read along and implement the DONE Doctrine by pruning the hedge as you go. You might even be surprised at what a green thumb you have.

IF YOU WANT IT DONE RIGHT, HAVE SOMEONE ELSE DO IT.

Not too long ago, I was sitting in a mastermind group meeting, and an uber successful online entrepreneur, a woman I respect and admire completely, said something I've heard a million times before, and I bet you have too.

“If you want a successful business, you'll have to sacrifice.”

She went on to say that you couldn't have a business that made a ton of money and still be in great shape, have low stress, enjoy lots of family time, and maintain a bunch of friendships. Essentially, she said we can't have it all...that as entrepreneurs, we should be prepared to give things up if we want to grow and scale.

I looked around the room and, in every direction, I saw heads nodding in empathy and agreement. And I thought to myself, *I don't want to say this out loud because I don't want to insult her (or jinx myself), but I have a successful business and I haven't sacrificed any of those things.*

In fact, I know it's possible to have it all. Because I believe I do have it all.

That said, I'm grateful for everything I have, and I don't want to come off as arrogant or dismissive. I know the whole concept of a “self-made man” is a farce, and that I didn't build my success on my own. Far from it. I've been presented with opportunity and privilege, and graced by the presence of strong, talented, supportive people in every aspect of my life. But I also know something that everyone else in the room seemed to miss that day: the trick to getting what you want in business isn't giving up the things you enjoy. It's giving up the *work* you don't want to do.

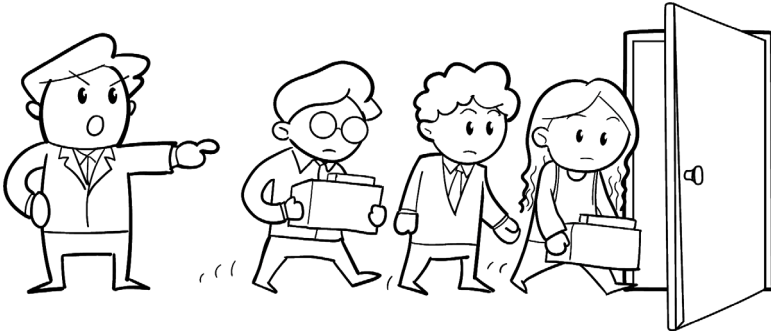
The trick to having it all is recognizing that you're not a unicorn. In fact, there are professional, experienced contractors out there who already know how to do some things way better than you. All you have to do is stay out in front and clear the way for their success.

So what are you waiting for?

PART I:

**DO MORE
WITH
CORE 4**

FIRST, SEND EVERYONE HOME



“To me, business isn’t about wearing suits or pleasing stockholders. It’s about being true to yourself, your ideas and focusing on the essentials.”

—Richard Branson, Founder of Virgin Group

CHAPTER I

When I launched SEO Elite, I was still working at my J-O-B at the casket company. That is, until I got a better offer...

I had a friend at the casket company who was super smart and great at programming. He was a consultant there, employed by an outside firm that specialized in the JD Edwards computing system we used. (Remember that clunky program I mentioned where I churned out reports for a whole hour each day?)

When my friend’s contract at the casket company ended, he got a new contract at a scrap metal company, and he asked if I’d like to come along with him and be a consultant for the JD Edwards system there.

I would be employed by a third-party firm but spend my days in the office at the scrap metal firm. And I would be making more money. My wife, Amanda, and I had no kids at the time, and we were both down for an adventure, so we packed up and moved about three hours away to Fort Wayne, Indiana.

It turned out to be a smart move, since my new job was even better than the casket company for growing my small business. This time, I sat in an office with five other IT pros. And none of us did anything all day!

During the hours they paid me to consult, I found the time and energy to turn SEO Elite into a real income-earner—while launching a whole series of ancillary products that made the program even more powerful.

I share these stories not because I want to brag about being a slacker, but because in both situations, I was part of a conventional team whose members regularly collected paychecks for doing next to no work. Frankly, we were as inefficient as a team could be, set loose with little direction and even fewer expectations. And because no one ever gave me a single meaningful or critical thing to do in what amounted to nearly five years of employment, I never took a bit of it seriously.

While my outsized distaste for inefficient work environments may have been unfairly shaped by my limited experiences as an employee (I've never had another job since), I'd be willing to bet that most people who've worked anywhere at all have seen something similar to what I encountered.

Imagine the money my previous employers would have saved in salaries and office space rentals—and how they could have used our know-how to their advantage—if they'd hired us as individuals who were highly specialized in our fields. They could have hired us on-demand, paying only for the hours we actually spent completing their tasks, while working from a distance in our own space. And for even greater output, they could have evaluated us by the results we achieved rather than the time we put in.

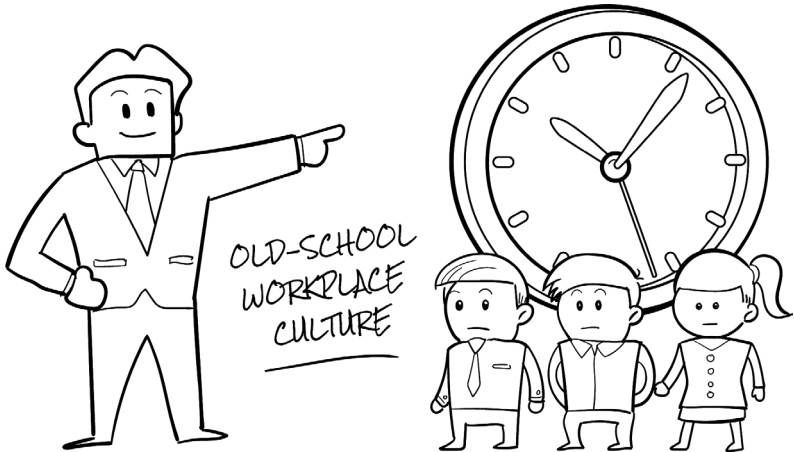
WORKPLACE CULTURE IS DONE FOR

Until early 2020, you could have been a fly on the wall in management meetings worldwide and heard countless human resource strategies being devised and implemented around two core beliefs:

- People need to be present and supervised in order to work.
- The more hours employees put in, the more work gets done.

The amount of money that's been invested in commercial real estate and corporate culture in service of those two beliefs is immeasurable. But what those of us who've become experts at getting things DONE have known forever (and what COVID has proven to everyone else) is that

people may need great buildings and elaborate workplace cultures to be enticed to stay at work all day. But they don't need to *come* to work in the first place.



In fact, if you strip away all that unnecessary workplace stuff, people will achieve greater results in less time. Businesses are actually more competitive when people work remotely and independently.

In traditional nine-to-five, on-location work scenarios where people spend half their waking hours together in close quarters, it makes sense that business leaders want to encourage strong relationships among team members. So there, the emphasis on company culture is understandable. And leadership sure has emphasized it! So much so that if you went to Amazon right now and searched for “company culture,” you’d find more than 30,000 book results! Unfortunately, these books simply don’t reflect today’s reality.

Most companies today, whether they’re viewed as online businesses or not, are managing at least part of their workforce from a distance. And company culture, as it’s traditionally defined, doesn’t carry over to the digital world we’re all beginning to inhabit.

Back in the day (and regrettably, even still) companies would offer up all kinds of arguably cheesy games, activities, and perks in an effort to create

what they understood to be the ideal company culture. Stuff like in-office massages, allotted nap times, pet-friendly offices, team workouts, office potlucks, ping-pong tables, and on-site video games.

Now don't get me wrong, I like potlucks and video games as much as the next guy, but not at the expense of productivity, customer satisfaction, and business success—which I would argue lead to a much happier team in the long run. And no amount of money will convince me that our scrap metal team would have been more productive if there'd been more options for fun inside our workspace.

In case my experience as a 22-year-old cubicle jockey isn't enough to convince you that remote teams are a business advantage, take it from Siemens. It's a German company that sells household appliances. It's also one of the largest corporations in the world, with 380,000 employees. Siemens describes itself as one of the world's biggest producers of energy-efficient, resource-saving technologies. And humans are the greatest resources of all, aren't they?

In 2021, the managing board of Siemens put out a statement about its new “mobile working model.” This model calls for employees to work from home two to three days a week, and it mentioned that the company's new culture will feature...

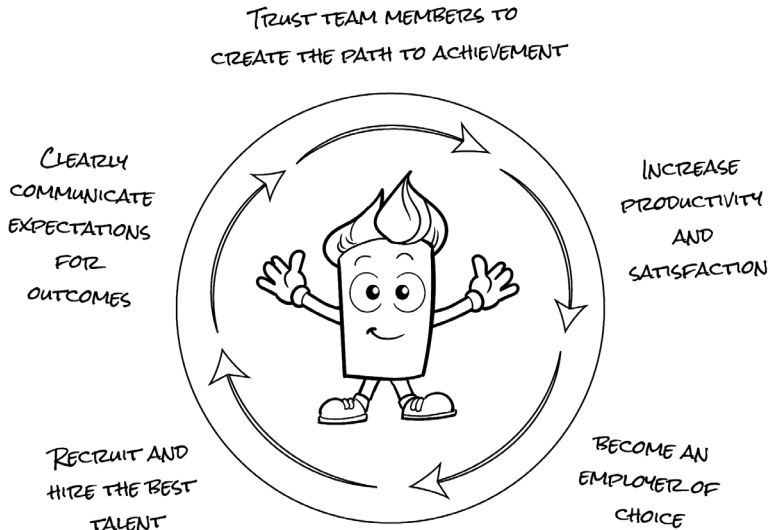
...a different leadership style, one that focuses on outcomes rather than on time spent at the office. We trust our employees and empower them to shape their work themselves so that they can achieve the best possible results. With the new way of working, we're motivating our employees while improving the company's performance capabilities and sharpening Siemens' profile as a flexible and attractive employer.

Think about that.

- Our new corporate culture is that employees don't need to show up.
- We're going to focus on *outcomes* rather than time worked.

- We can *trust* people to shape their own work.
- And when we do, they'll be motivated to do better.
- These changes will help us attract the best talent.
- So we can be an even better business.

And the board didn't even mention the cost savings!



Now, if you're already leading a small, lean, digital organization, I've got some seriously great news for you. You're poised to do a way better job at implementing the type of culture associated with a mobile working model than the people at Siemens. In fact, your business was made to thrive with this strategy.

For years, I've gotten things **DONE** with a business that behaves like an automated machine, pumping out great results for our customers. My emphasis as a leader is on learning how to ensure speed, quality, and efficiency rather than learning what makes each individual on our team happy. As a result, more time is spent *doing* than talking.

When **DONE** properly, this staffing approach allows everyone in the business to put in fewer hours, accomplish more, and keep potential

workplace drama to a minimum. It allows for all of our team members to decide how they want to spend their lives outside of work and keeps our days free from office politics, hierarchies, cultural clashes, workplace harassment claims, and the other risks related to cramming a whole bunch of unique individuals into a shared space day after day.

I love the way James Schramko puts it. He's a digital entrepreneur who wrote the book *Work Less, Make More* and the founder of JamesSchramko.com, an online coaching platform for online businesses. James has deep and unique experience outsourcing work to large teams in the Philippines, and I've included some great tips and perspectives from him throughout this book.

When I asked James what he'd share with you as you're considering a remote team, he said this:

It's a very good time for this book. Two of my business partners are people I've met in the surf [*yes, James surfs nearly every day*] who had corporate jobs but quit and now have their own businesses. It's a growing trend. It's a whole new world.

I've been playing in that world for so long and the rest of the world's just figuring it out. So I'd say my advice would be that everyone's going to be doing this to some extent. The question is, do you want to be in front of it or behind it?

“Everyone's going to be doing this to some extent. The question is, do you want to be in front of it or behind it?”

—James Schramko, JamesSchramko.com

Bottom line? I'm not trying to eliminate company culture. Far from it. But I do want to redefine it, so that the purpose of culture is to amplify the quality of the products and services we deliver to our customers rather than the workplace experience we deliver to our team members.

GET MORE DONE, NOT LESS

But what about this idea that people need to be supervised? That they won't do what they're supposed to do unless you watch over them every minute? If you ask the workers, 77% of them will tell you they're more productive working from home. And 99% of them would choose to work remotely for the rest of their lives, even if it was only part-time. If the whole idea of workplace culture investment is that happy people are more productive, then it sure sounds like we should send them all home.

To validate the point even further, 64% of recruiters say they can more easily pitch positions to high performers if there's an option for them to work remotely. The best people don't want to come into the office, and that's especially the case with young people. Not only did COVID give them a taste of freedom from office life, but this generation, more so than any other, doesn't want to be tied down to one location. In fact, according to Sarah Mikhitarian, a senior economist at Zillow, "Young adults are more mobile today than they have been over the past nearly sixty years."

For you as an employer, all of this means that if you insist on making people come to an office, you'll have a much smaller pool of high-performing job applicants. But if you cast your net wide and encourage remote work, you'll find it's that much easier to attract the best and brightest workers (who, by definition, get more DONE).

If you don't want to take it from the workers, take it from independent researchers. A study by Stanford of 16,000 workers showed that people were 13% more productive working at home. Not only did they get more done, they also took fewer breaks and had fewer sick days. Plus, attrition was reduced by 50%!

And according to a survey by Connect Solutions, 77% of those who work remotely at least a few times per month show increased productivity, with 30% doing more work in less time and 24% doing more work in the same period of time. The study even showed that people working from home are more productive when they're sick.

I AM SO DONE WITH COMMERCIAL RENT

Worker satisfaction, workplace productivity, and an increased talent pool should be enough to convince anyone about the benefits of a remote workforce. But if you need even more evidence, consider the overhead you'll save by eliminating or reducing the size of your office space.

When I looked into renting a 2,000-square-foot commercial office space, the cost was \$7,500 per month, and I had to make a five-year commitment! To make matters worse, not only was it an ugly office, but it didn't even have a kitchen or a bathroom.

In contrast, I found a high-end apartment located just 15 minutes from our family home that has a bedroom, a bathroom, a full kitchen, a large living area, and floor-to-ceiling windows offering great views. I was thrilled to discover that it was just \$1,800/month. It's from that location that I'm running my business and writing this book.

Wanna know the best part? I have zero long-term commitments here. I can leave whenever I want. This low-rent option is yet another advantage my company has over traditional businesses: I'm saving \$68,400 a year, on top of all the benefits I just mentioned.

DONE DIFFERENTLY

A fully remote virtual team also allows you to participate in the gig economy that became popular in the late 1990s and exploded in 2020. This worldwide marketplace of independent workers gives you unprecedented access to experienced, highly skilled and talented workers who are available for project-based, temporary, and specialized work.

Even better, this growing trend toward self-employment is expected to continue. For example, Statista projects that by 2027, freelancers will make up the majority of the workforce. And because freelancing is becoming increasingly popular, tons of online platforms are dedicated to connecting business owners with talent for hire.

Additionally, it's a lot easier to pay independent contractors than it is to pay employees. *Provided you meet the state and federal laws* governing subcontract work, you're not responsible for paying unemployment taxes or

FICA taxes, or withholding taxes from contractors' compensation. (I'm not an employment tax expert, so please see an attorney or tax professional about your own situation.)

Plus, when you work with remote freelancers, no long-term commitments are required. So not only can you hire them for one-off projects; you also have the opportunity to try them out for a time before committing to longer-term work.

A team of freelancers will often cost far, far less overall than traditional employees would. For one thing, there are plenty of highly talented overseas workers who charge way less than what you can expect to pay domestically. Plus, if you hire independent contractors, you're not responsible for paying employee benefits, which can drive up compensation by as much as 30%.

WE'RE NOT DONE YET...

Worker satisfaction, a wider talent pool, increased productivity, and lower overhead are only the beginning when you consider the advantages of all-remote teams. There are tons of additional benefits.

Flexibility

Prior to COVID, it was almost impossible to imagine a requirement that people steer clear of the office. Yet since the start of this global epidemic, a number of state and local ordinances have forced employers to allow their employees to work from home. And unfortunately, many of those businesses were ill-prepared for that reality.

By employing a remote team, you have a safeguard against unexpected events, like power outages, blizzards, or floods. And, should the worst occur, your business can continue to carry on as usual. There were zero negative consequences for my business during the COVID pandemic. ZERO.

Less Time In The Car

According to the most recent census report, the average American spends an hour a day in the car going to and from work. And 57% of those workers leave the house between 6:00 and 8:00 AM!

When you manage a fully remote team using my DONE Doctrine, you can sleep in. And so can your team members. Imagine how much healthier you'd be if you spent that drive time on the treadmill or doing yoga. Or how much healthier your business would be if you spent that time reading business books, taking classes, or interacting with other CEOs.

I feel incredibly grateful that I have the time to get my kids ready for school, work out, and go on a daily morning walk—all before starting work. In fact, most days I don't even get to the office until 10 AM.

Better Quality Of Life

Life is easier (and far more enjoyable) when you have a virtual team to rely on. Rather than killing yourself to handle all your business responsibilities single-handedly or showing up in the office to build and manage “culture,” you find more moments to relax, spend time with your family, and even tackle some of your non-professional goals. I can breathe easier knowing that my team's got everything under control, from wherever they are.

ALL DONE

As you can see, the data supports the fact that this really is the way to go. There's no need for your team members to get all done up and commute to the office. The reality is, they'll get more DONE—and so will you—when they work from a distance.

But how do you manage a whole bunch of people you can't *see*? (Let alone, people you've never even *met*?) Well, it helps if you hire the *right kind* of people.

In the next chapter, I'm going to introduce you to exactly who they are and what makes them ideal for getting things DONE remotely.

☆ CHAPTER 1 HIGHLIGHTS ☆
FIRST, SEND EVERYONE HOME

- Leadership requirements and challenges are shifting as the world's best talent prefers to work remotely
 - Traditional approaches to corporate culture are no longer relevant
 - A successful new model for business culture must include:
 - The opportunity for team members to work remotely
 - A focus on outcomes vs. time worked
 - Trust that team members can shape their own work
 - Statistics show that productivity increases when workers are mobile and happy
 - The benefits of a fully remote workforce include:
 - Cost savings related to office space
 - Flexibility for owners and team members
 - Less time in the car for everyone
 - A better quality of life for all involved
 - Greater productivity and innovation
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THE CORE 4 FOR HIRING MORE



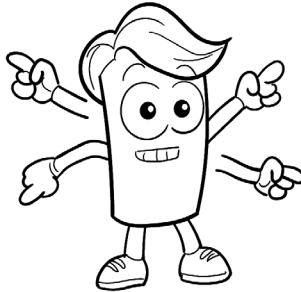
SPECIALIZED

SKILLS AND
TALENTS TO
ACHIEVE OUTCOMES



EXPERIENCED

HAS ACHIEVED
SIMILAR OUTCOMES
IN THE PAST



ON-DEMAND

WORKS ONLY THE HOURS
REQUIRED TO ACHIEVE
THE DESIRED OUTCOME



5-STAR RATED

HIGHLY RATED
BY PRIOR CLIENTS
OR BOSSES

“Investors and buyers—and any real gambler—they bet on the jockey. Because the best jockeys, guess what they’re going to have? That’s right. The best horse.”

—Zane Terance,
Managing Partner of Founders Advisors

CHAPTER 2

Get The Full Book →



I hope you've enjoyed reading the first few sections of my book.

Chapters 2-18 are included in the full paperback edition of DONE, which you can also get for FREE by visiting the official website at www.donebook.com (just cover the shipping) or for a small price on amazon.com, or in any major bookstore (i.e. Barnes & Noble) across the country.

I'm incredibly proud of the book and strongly believe that if you follow what I teach, it can drastically improve the quality and speed at which you and your team "get things DONE".

To get the full paperback version of DONE visit:

www.donebook.com

All the blessings,

A handwritten signature in black ink, appearing to read "Brad Callen".

Brad Callen

Teamly Founder