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**WORK LESS**

**MAKE MORE**

The counter-intuitive approach to building a profitable business, and a life you actually love

# CHAPTER 3

## FOCUS AND THE POWER OF 64:4

Thomas Jefferson once said, ‘There is nothing more unequal than the equal treatment of unequal people.’

When it comes to business, there’s nothing more unequal than the equal treatment of unequal business activities.

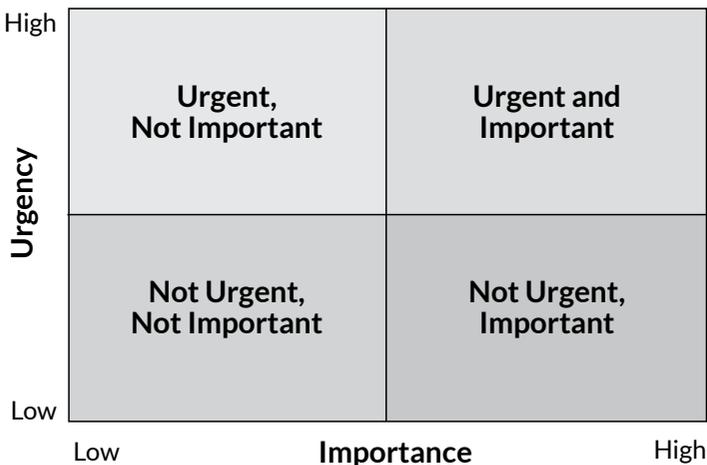
When you make a to-do list, you’re treating all your business tasks equally. You’re saying that ‘create content’ is just as important as ‘develop sales offer’ when in fact one of them could reward you significantly more. (The second one, in case you’re wondering.)

With regular to-do lists we tend to gravitate towards the easiest tasks. We want that little dopamine hit of crossing them off. But the easiest tasks are seldom the most rewarding for our business.)

**Beware of the unweighted to-do list.**

Here’s what you should do instead.

I mentioned Eisenhower’s Urgent/Important Matrix in Chapter 2.



Here's how you use it:

Start by sketching the matrix up on a large sheet of paper or a whiteboard.

Next, write each task on your current to-do list on a separate Post-it note.

Now stick each Post-it note (task) in the most appropriate quadrant on your sheet of paper or whiteboard.

Did you find most of the tasks on your to-do list are neither urgent nor important? Most people do.

Finally, peel off the Post-it notes one at a time and put them into a pile with the highest impact tasks on the top.

To me, this is the most effective way to prioritise tasks. It also encourages the long-lost art of single-tasking.

## **If you only have one thing to do, doing it becomes easier**

As I said earlier, one of my favourite techniques for getting the highest impact results for my coaching students is to give them one thing to do per week. During our weekly check-in call, I ask whether they did that one thing, and what they're going to do next week.

Doing it 50-odd times a year gets some serious results.

Single-tasking is incredibly powerful, as is being able to filter what we're doing and focus only on what will have the greatest impact at that moment in time.

When I was a debt collector, I used a program that displayed only one customer at a time. I'd call the customer, make a note of what happened, and then hit Enter to bring up the next one. I could make 170 phone calls per day using that system.

Set up your workflow and environment so you can only work on one thing at a time. And then reward yourself as you move along the track.

If you focus on creating something for 50 minutes, do a non-work activity as a reward. Fifty minutes of focused creation a day adds up to more

than 25 hours a month. Given you're probably spending zero hours on truly focused work right now, 25 hours is a significant improvement.

## Introducing 64:4

According to the Pareto principle (aka the 80/20 rule), 20% of the invested input is responsible for 80% of the results obtained.

If you take it one step further and apply the rule to itself, 4% of what you do generates 64% of your results.

How wild is that?

Isn't it liberating to know you can coast by doing very few things **as long as they're the right things and you're doing them well?**

Most of my clients are working more than 60 hours a week when they first come to me. We usually discover they can immediately reduce that to 30 hours a week and still make the same income. They're relieved when I help them identify what they can do *less* of, rather than what they should do *more* of.

That was certainly the case with Jarrod.

## A 64:4 case study

I met Jarrod Robinson in 2015 and was immediately impressed. He's a very switched on guy. He was highly motivated and very hard working—much like the person I expect to be reading this book.

I'll never forget sitting with Jarrod as he told me everything he was doing.

He was a full-time Physical Education (PE) teacher and had a website/blog called The PE Geek. He started monetising the site by selling an e-book. Then he made this connection:

*If one product = good  
Then many products = better*

So he went from one e-book to eight. He got each one translated into three languages, giving him 24 e-books all up.

Then he started building iPhone apps. One app quickly became 60. He turned 20 of them into Android apps. While some did well, most didn't. But Jarrod didn't care because:

*Many products = better*

You'd think that 24 e-books and 80 apps would be enough. But not for Jarrod. He built four software-as-a-service (SaaS) products, each requiring a minimum investment of \$30,000.

He also had a workshop product that was popular around the world. He'd fly overseas on weekends to deliver his workshop, and then fly home in time for school to start on Monday.

Are you tired yet? Because Jarrod wasn't.

He produced ten video courses.

He launched a podcast and quickly reached 40 episodes.

He created a t-shirt range because ... well, why not? Teachers need t-shirts, right?

He created a comic book.

Finally, he created his pièce de résistance—a music album. For teachers.

And he did it all while working full-time as a PE teacher—a job that involved a four-hour daily commute.

When he finished telling me all this, he looked at me expectantly. I guess he was waiting for the same response he always got: 'Whoa man, that's incredible.'

What I actually said was, 'Jarrod, you need help.'

And I didn't mean the 'you need a team' kind of help I'm going to break down in the next chapter. No, I meant he needed someone to rein him in.

Fortunately for Jarrod, this was my speciality.

First, we calculated his EHR. He was making \$250,000 a year from this 'side-hustle' of his. Not bad money, right? The thing was, he was working

5,000 hours a year to make it.

Five. Thousand. Hours.

That's an EHR of \$50/hour, which seems okay until you realise he was working literally every waking hour.

#nolife

So, how did we 64:4 Jarrod's business?

## 1. Challenged assumptions

Jarrold felt he needed to keep working as a PE teacher because it gave him credibility with the people he was servicing. I asked him to consider whether he'd have a more positive impact on those people's lives if he got out of the classroom. Getting rid of his teaching job immediately gave him 60 extra hours a week.

Next, I asked Jarrod why he needed to limit the class sizes of his live workshops to 20 people. Those live workshops were his most lucrative product, and by capping the class sizes at 20 he'd put a ceiling on the income he could make from them. To fix this, Jarrod opened up 20 more spots in each workshop. And he sold them all. So he was now making twice as much from his workshops.

Finally, I asked Jarrod why he thought he was the only one who could deliver this live training. Yes, there was a certain amount of expertise only he could bring to the table. But when he hired other experts to deliver his training he realised they had levels of expertise he didn't have. They could give workshop attendees the same positive impact but in a different way.

## 2. Hit the delete button

We drilled deeper into Jarrod's various offerings and worked out the EHR of each one. Some of them had a negative EHR and were actually costing him money. Getting rid of those products and services was an easy decision to make.

In the end, we got rid of everything except the stuff that was providing the most value—both to Jarrod and to his audience.

### **3. Amplified the things that worked**

Jarrold's live workshops were his best leveraged and best EHR product. How could he amplify their effect?

I've already mentioned one way—delivering them to 40 people at a time rather than 20.

Next, he identified his most highly engaged followers around the world and emailed them to see if they'd be interested in him running a workshop at their school. The result? An all-expenses-paid world tour where he delivered workshops in more than ten countries over six months.

From there, it was an easy jump to run the first ever Connected PE conference.

### **4. Used proven frameworks**

There's a proven framework for pretty much everything out there. I've included several in this book. If you find one that works, by all means, use it. Just make sure you're allowed to use it. (Never steal someone else's work.)

One day, Jarrold decided to copy a sales template I shared in the SuperFastBusiness community. (I'd given permission for others to use it.) And when I say copy, I mean it took him five minutes to change certain elements for his needs and press 'Send'. The result? He immediately secured a \$10,000 sponsorship.

When something's worked for other people, there's a good chance it will work for you too.

### **5. Stopped selling one-time products**

It's always hard to leverage selling one-time products. Why? Because you're often selling to a new person every time. (I'll cover this in more detail in Chapters 7 and 8.)

It's been that way for me, Jarrold, and countless others.

But when we combined our products for a given type of customer into a membership where people paid a monthly or yearly subscription,

everything changed. It meant we could focus on providing excellent value to our current (and best) customers instead of chasing after new ones.

## **6. Let go of things he did well**

Jarrold was very good at delivering his live workshops. Was he the only one who could deliver his workshops at his level? Yes. Did attendees need someone who could deliver at that level? No.

One thing a lot of business owners struggle with is letting others do the jobs they do well—especially when they enjoy doing them.

But doing those jobs yourself rather than outsourcing them to others stops you from:

- doing your highest-level work (i.e. the work literally no-one else can do)
- being able to do things like go on holiday and have a life.

Hiring other people to deliver his workshops didn't mean Jarrold *couldn't* deliver them himself. It just meant he didn't *have* to, which gave him freedom to explore other opportunities for his business (and his life).

## **7. Used EHR as a filter for future projects and opportunities**

The craziest thing Jarrold told me was that he was knocking back the chance to deliver live workshops because he didn't have the time.

Those live workshops had an EHR of around \$1,500. And yet he was turning them down in favour of work with an EHR of \$50 or less.

Jarrold now uses EHR as a highly effective filter. He measures any new opportunity that comes his way against a benchmark of \$300/hour. If it doesn't stack up, he doesn't take it on.

## Summarising the power of focus and 64:4

Today, Jarrod makes more than half a million dollars a year, and works around 25 hours a week. His current EHR is \$380. He has a lot more leisure time at his disposal, and can actually enjoy the money he's making.

Even better, he and his partner have just had a baby and he gets to be highly present in the early months of his first child's life. That's a privilege most new fathers only dream of.

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### ACTION ITEMS TO INCREASE YOUR EHR

1. Calculate your overall EHR (if you haven't already done so).
2. Calculate the EHR of each of your business activities/products/services.
3. Identify your 4% activities/products/services.
4. Identify the activities/products/services you need to delete.
5. Identify activities you like doing, but could realistically be done by someone else.
6. Identify the EHR you'll use to filter all future opportunities and ideas.
7. Apply that filter to all future opportunities and ideas.

### MORE READING/LISTENING

Visit [jameschramko.com/books](http://jameschramko.com/books) for a secret bonus chapter plus a list of recommended resources and additional notes that expand on this topic.