LABOR-TO-PROFIT SELF-CHECK · MMM TRAINING

What Your Labor Is Actually Buying

90 SECONDS

Six questions about the return on your biggest expense. Tick what you can answer.

You know what labor costs. The harder question is what it produces.

TICK ONLY WHAT IS TRUE TODAY — NOT WHAT YOU INTEND TO FIX

- [ ] **I know revenue per employee and whether it's rising.**
  If not: you can't tell whether growth is making you more efficient or just bigger.
- [ ] **I know which roles generate revenue and which enable it.**
  If not: cost decisions get made on salary size rather than on contribution.
- [ ] **I know what percentage of paid hours are productive hours.**
  If not: the gap between paid and productive is where margin quietly disappears.
- [ ] **Adding a person last time produced a measurable return.**
  If not: hiring is relieving pressure rather than creating capacity, which doesn't compound.
- [ ] **I know what it costs when a role sits vacant.**
  If not: vacancy feels free and hiring feels expensive — which is exactly backwards.
- [ ] **I could tell you our most and least profitable service line.**
  If not: you may be growing the one that costs you the most to deliver.

Now count the boxes you left empty.

Labor efficiency isn't about working people harder. It's about knowing what your hours produce, so you can buy more of what works.

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0–1 blank
You have visibility
You can see your labor. Most owners at your size cannot.

2–3 blanks
You're paying for guesses
Some of this is recoverable within a quarter, without cutting a single person.

4–6 blanks
Your largest cost is unmanaged
Labor is usually the biggest controllable number in the business. This one is running itself.

WHAT THIS USUALLY COSTS

Growing the wrong line costs twice.

Once in delivery and again in the capacity it consumes. The People Operations Review connects your labor cost to what it actually produces.

People Operations Review
From $1,500
Book at mmmtraining.org

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