

The Titan Times Newsletter

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Masterful Quotes

Remember, a real decision is measured by the fact that you've taken new action. If there is no action, you haven't truly decided."

- Anthony Robbins

"You can't overestimate the need to plan and prepare. In most of the mistakes I've made, there has been this common theme of inadequate planning beforehand. You really can't over-prepare in business."

- Chris Corrigan

"We are told that talent creates its own opportunities. But it sometimes seems that intense desire creates not only its own opportunities, but its own talents."

- Eric Hoffer

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Delegation and The 4-Stage Apprenticeship Model

Once a business owner/manager/etc has decided that certain tasks and responsibilities should be delegated to others within the organization, quite often the next step is to learn how to effectively transition the new person into the role of handling those tasks. One very effective way to make the transition is to use the "4-stage apprenticeship model" outlined below.

	<u>Stage 1</u>	<u>Stage 2</u>	<u>Stage 3</u>	<u>Stage 4</u>
"Master"	Do the task	Do the task	Help with task	Observe
"Apprentice"	Observe	Help with task	Do the task	Do the task

In stage 1, the Master performs the task or executes the action while the apprentice observes. The observation by the apprentice should include taking notes, asking questions, and using critical thinking skills to understand why a task or job is done in a certain way. There should be dialogue between Master and Apprentice throughout the stages.

In stage 2, the Master still performs the task or executes the action, but this time the apprentice takes a more active role in helping, or doing some of the minor parts of the task if the task can be broken up in such a way as to allow this. Again, there should be note taking, questions, and critical thinking during this stage.

(continued)



Upcoming Federal Tax Deadlines

July 2022

- No due dates

August 2022

- 1st | Annual return/report of employee benefit plan
- 1st | Second quarter payroll taxes due

September 2022

- 15th | Third quarter estimated tax due date
- 15th | S corporation income tax return extended due
- 15th | Partnership income tax return extended due date
- 30th | Trust income tax return extended due date

October 2022

- 15th | Individual income tax return extended due date

In stage 3, the Apprentice takes on the lead role of performing the task or executing the action while the Master becomes the less dominant participant and acts in a support role. In this stage the Master might offer assistance and perform some of the minor parts of the task if possible. In this stage, however, the questioning is reversed and the Master is asking the Apprentice to explain why the task is important, why it is done in this way instead of some other way, and so on in order to gauge the apprentice's level of understanding of the task or action.

In stage 4, the Apprentice performs the task or executes the action while the Master observes. The observation by the master may include taking notes and asking final clarifying questions to ensure that the apprentice has internalized the task and taken ownership of it. At this point the final and permanent assignment can be made from Master to Apprentice of this task.

Following this 4-stage model can help ensure a smooth and successful transition of task(s) from Master to Apprentice.

The business environment continuously grows in complexity and at a rapid pace.

When you run out of time in a day to “learn while doing,” or when the margin of error for learning from your mistakes is gone, you look for expert help to provide guidance and work through complex problems quickly.

Enter the Business Coach.

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Ten Ways to Help Prevent Fraud

Review Monthly Bank and Credit Card Statements. If possible, do not send your bank or credit card statements to your business address if you don't have a Bookkeeping/Accounting Department with good internal controls in place. Have them sent to your home address. If available, review each check (or picture of the check) both front and back for payee, signature, and endorsement. Scan the statement for large, recurring or unusual amounts.

Do Not Let Anyone Misrepresent Themselves as You. Do not let employees use your password, sign your name, use your credit card, or fill in a blank check or sign checks with a rubber stamp. . . ever. Reimburse them for their out-of-pocket expenses. If you allow your employee to sign your name even on credit card purchases, it could compromise your legal recourse in case of fraud or embezzlement.

Reconcile Bank and Credit Card Accounts Monthly. Make sure all bank and credit card accounts are reconciled monthly. Do not let an employee do this who also has access to the checks or records transactions. Take time to review every reconciliation report. Notice stale checks or deposits that have not cleared the bank. Check for missing deposits. An increase in the number of reconciled items may also reveal mischief.

Authorize All Transactions: Inspect original supporting documentation before signing a check. This documentation should include the bill, the packing slip, proof of receipt and perhaps a purchase order. Mark these documents as paid so they cannot be resubmitted for payment. Occasionally verify the employees on your company's payroll and your suppliers in your vendor file.

Establish Accounting Controls. Segregating duties between staff members and/or outside accounting professionals and yourself makes fraud more difficult. Insist employees take annual vacations. Establish budgets and compare them to your actual performance. Write policies and procedures including job descriptions for each employee. Establish a monthly closing procedure that involves reviewing the balances in each account and reconciling them to the supporting details.

Restrict Access in Your Accounting Software. Set up Users in the software to protect your data when you have employees that access to the software. The first person to set up the software is by default (continued)

assigned as Administrator. This role has unique permissions. So the administrator should be the owner, not an employee. Make sure that every user is set up separately and that passwords are used. Lock down permissions to change or delete transactions. **Especially important:** Use passwords for closing dates to prevent posting to closed periods. We can help you put these controls in place.

Use the Audit Trail and Voided/Deleted Transaction Report. Review these reports from time to time. They can be extremely helpful if a fraud investigation is required.

Numerically Control All Transactions. Use a numerical sequence for all transactions. Invoices, bills, and checks which are numbered fall in a logical and chronological order. This helps you identify missing documents. Run the missing checks report and look at the bank statement for any large gaps. Keep blank checks locked up. If you keep voided paper checks, remember to tear off the signature area to keep it from being misused.

Review Receivables and Payables. Look for adjustments to **Receivables** or **Payables**. Such adjustments could indicate diverted payments or vendor checks.

Back up Your Data. Use multiple backups as a contingency plan for disasters of all sorts. Make scheduled copies. Rotate the media (tape drive or portable storage). If you use CDs, buy the read-only variety. Store your backups at another location away from your business and computers. Such diligence can come in especially handy if there is a disaster. In some fraud cases, the bookkeeper may delete all of the data files to avoid detection. Be smart; back up. It only takes a few minutes.

It's Not Unusual ...

Many business owners specialize in their craft or trade and have a specific set of skills. They learned to do what they do - they didn't go to school to master business nor did they spend their career analyzing different business models and techniques.

That's where we step in.

Let us help apply the right approaches and show you what you need to know to succeed in business, so you can focus more of your energies doing what you specialize in.



The image shows a business card for Titan Business Development Group, LLC. The card has a teal background with a yellow and black geometric logo consisting of two overlapping semi-circles. The text on the card reads: "TITAN Business Development Group, LLC", "coaching | consulting | results!", "(973) 601-3275", and "www.TitanBDG.com".