OVERCOMING THE LEADERSHIP GAP

31 PROVEN WAYS TO ELEVATE THE WAY YOU LEAD YOURSELF, YOUR BUSINESS AND YOUR TEAM

Trailblaze Partners
Overcome Your Current Limitations by Building a Leadership Foundation You Can Scale On
THIS BOOK IS FOR YOU

If you are a home services or trades business owner who is committed to overcoming your current limitations so you can achieve greater business growth, freedom, and success.

If you want practical strategies and tactics to develop your leadership skill set and mindset so that you can become the powerful leader you aspire to be.

If you are ambitious and have big dreams for your business but are struggling to grow as fast and as profitably as you want.

In this book, we will show you how to elevate the three critical pillars of becoming an extraordinary leader with an exceptional business. The three pillars are your ability to:

1) Lead Yourself

2) Lead Your Business

3) Lead Your Team

Imagine these pillars as a constant progression loop. You are always working on each of them to create greater forward momentum. As your leadership ability increases in one pillar, so does your capacity to lead and achieve more.

This book will show you how to improve, expand, and transform your ability in all 3 Pillars through 31 actionable steps. Through that, you will learn to leverage yourself, your business, and your team in new ways. It all starts with you right now.

We hope you enjoy and benefit greatly from this information. To support your learning and help you achieve results we’ve created a Leadership Workbook to accompany the actions from each section. You can download it in our Facebook Group: Home Services Huddle.
**TRAILBLAZE PARTNERS: FROM CULTURE TO PROFIT MANIFESTO**

**Our mission is to make work, work better.** For everyone: Business owners, Leaders, Employees, Customers, etc.

We believe business is a human endeavor, so you need **people** to operate and grow your business. The **secret** is to build a team that cares about your business as much as you do. How do you do that? **Culture**.

Your culture is the **engine** of business growth. Great organizations pay as much attention to their culture as their P&L, because they understand that **culture drives performance**.

This belief permeates everything we do at Trailblaze Partners.

**What we believe:**

- We believe that developing the **right** workplace culture for an organization leads to greater financial success.
- We believe that a highly engaged team can turn a good strategy into sustained business growth.
- We believe it's more rewarding to grow your business with a team that cares as much as you do.
- We believe leaders have a profound impact on workplace culture.
- We believe that high-performing cultures are built on trust and to earn trust, you must extend it to others.
- We believe if you want your people to care about the business, they have to know and feel that the organization cares about them.
- We believe you need to set goals, relentlessly track them, and provide your people with a stake in the outcome.
- We believe that nurturing a culture that encourages the pursuit of learning leads to more ROI for individuals and the organization.
- We believe people deserve to love their jobs.
- We believe if you take care of your people, they will take care of your business and your customers.

These beliefs guide us in helping businesses connect workplace culture to business results. Our goal is to help business leaders nurture a very deliberate culture in their business that leads to high-performance individuals and teams, owner-like decision-making, long term results, and an unbeatable customer experience.
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INTRODUCTION

THE LIFE OF A BUSINESS OWNER

Each of the Trailblaze Partners has owned and operated a home services business and we are not afraid to get our hands dirty. This is why we intimately know the experience of home service business owners. We've lived it!
As an entrepreneur, you’ve got passion, dreams, and an impressive drive to succeed. You’re willing to do whatever it takes to grow your business and make your dreams a reality for you and your family.

You’ve worked your ass off to get where you are today and you’ve carved out your own place in the world. We salute you for that effort!

Even when it’s harder than you ever imagined, you wouldn’t trade it to be an employee of someone else’s business.

Because as an entrepreneur you are a creator and a driver who is inspired by opportunity and freedom. You are constantly motivated to build, problem-solve, innovate, and grow without someone else telling you what to do.

You are often so eager to make things happen that you start out by doing everything yourself. You are at the center of every decision and every action in your business.

Although this control and effort work for a while during the Startup Stage, it also makes you the bottleneck to your business’s potential growth.

In the beginning, your hustle and drive to do it all alone is your biggest asset, but eventually, it becomes your biggest liability.

**Because as long as you are the only person in your business who can complete a task, you will always be the limit on your business's capacity to grow.**

And the truth is, if you stay there you are not really an owner in the purest sense because you are stuck as an operator working overtime. Your business cannot function without you showing up every day to do the work.

You did not start your business to end up trapped in this stage of growth. This is not the best use of your time or energy. It is not the path to the freedom you desire.

**You have reached the limit to your capacity and the only way to overcome it is to grow as a leader.**

The good news is that hitting your leadership capacity is a completely normal part of your development as a business owner. Our natural abilities can only get us so far but when we identify a gap between where we are and where we want to be, that is our opportunity for growth.

Just as our mentors and leaders have shown us the path through our careers, we want to show others that they have greatness inside them too. To accomplish that we are going to share with you proven steps to grow as a leader that has worked for hundreds of entrepreneurs before you.
At Trailblaze Partners we believe that elevating your leadership ability will make you more capable of growing a successful business and living the life you desire. It will take effort, but this book contains the strategies that you can follow to overcome the most common leadership gaps and barriers to growth.

Because the only difference between you and the business leaders you aspire to be is leverage. They are consistently doing the right actions to leverage their time, while you are too busy ‘hustling’ and putting out fires to do the most important things to grow your business.

Are you finding yourself working longer hours but only getting incremental gains in your business? Are you not growing as fast or as profitably as you want or need to?

You may feel stuck, frustrated, or overwhelmed but you can’t figure out another way to operate. If so, you’ve reached a leadership gap and it’s time to elevate your game.

Let’s change that starting today!
EMPLOYEE OR OWNER?

Is your business serving you?

Is it providing the life that you want?

Is it providing the financial return and personal freedom you dreamed of?

**If not, this is your wake-up call.**

It’s time for you to stop trading your time for money! That is the employee mentality, not the owner mindset.

As an owner, you’ve taken big risks and should be rewarded for the results and value you deliver. But the only way to do that is to elevate yourself to the role of CEO / President so you can rise above the daily operations of your business.

**We're sorry to say, but if your business can't operate without you for more than a week you don't have a business that can grant you the freedom you deserve. You still have a job.**

Until you have a team that can operate without you micromanaging, you are your business, and you actually still have a day job that you can’t step away from.

Until you learn to delegate effectively, you will never be able to take the vacation with your family you dream of.
And you certainly won’t be able to sell your business because no one wants to buy a business that depends fully on the person that is leaving.

If this situation sounds familiar, you are still more of an employee and you have a way to go to become a true owner.

**An owner is the person who chooses what they spend their time on, makes the top-level decisions, and benefits financially from the work of their employees without having to put in the same effort they once did.**

To become a true owner is to have control of your time, freedom to do what you want, and a healthy financial return from the years of hard work you put in to get where you are.

For your business to have long term success, eventually it needs to be able to operate without you there.

So answer honestly. How long could your business continue to function in the same way it is today if you were to stop showing up tomorrow?

1 day? 1 week? 1 month?

Gauge where you are today by identifying your current stage of growth:

**Stage 1 STARTUP:** I'm on the job site interacting with my clients and employees on a daily basis. Things inevitably go wrong when I'm not on site. There is no such thing as a day off or vacation.

**Stage 2 GROWTH:** I drop by the job site once every few days when I'm needed to solve problems. My customers still call me most days for sales calls and support.

**Stage 3 OWNERSHIP:** I only drop by a job site when I want to connect with my crew or favorite customers but I'm not needed onsite very often because I trust my team.

**Stage 4 SCALING:** I can go weeks without thinking about the daily delivery of my service but I am always focused on how we can be better 6 - 12 months ahead.

Where are you today and where do you want to be?

This book outlines the 4 Stages of Growth and the specific ways you can overcome the barriers/limitations that hold many entrepreneurs back. You’ll do that by elevating your ability in the **3 Pillars of Leadership: How you lead yourself, your business, and your team.**

Whichever stage of growth you are in and whatever level of leadership ability you have today, we are confident this book will provide you with the tools to go even further.
Before we get to the lessons we want to start by introducing ourselves.

**Trailblaze Partners** is a Vancouver-based business management consulting group led by the partners Rhys Green, Jerry Gratton, Jordan Tait, and Stephanie Hopkins.

We support the leaders of trailblazing service organizations — CEO’s, Entrepreneurs, and Business Owners — to help them turn strategy into results through their team.
We established Trailblaze Partners because we saw the same thing happen time and time again. A great business with happy customers and engaged employees grows. Suddenly what worked, doesn’t work the same way anymore and it needs to adapt.

That is where we come in.

We help our clients take the guesswork out of growth so that they can spend their precious time on the business levers that really matter.

Through our programs, we work with leaders to embrace change and overcome their limitations so that they can achieve more. We focus on developing their leadership abilities so they can elevate themselves, their business, and their teams to new heights. And in doing so, they achieve new levels of success in their business and life.

Great leaders develop themselves and others
and at Trailblaze Partners we develop great leaders.

Our team is uniquely qualified to help the owners of home service and trades businesses thrive.

❖ **PROVEN TRACK RECORD**: Between us, we have worked with some of the world’s most successful brands (1-800-GOT-JUNK?, Outdoorsy, TELUS, IBM, Aritzia, and more). We’ve led thousands of frontline employees, grown rapidly scaling organizations, & built award-winning places to work.

Along the way, we’ve helped hundreds of clients achieve their goals and build the lives they desire. We’ve learned a lot through that experience and we’re here to share it with you.

❖ **ENTREPRENEURSHIP**: We genuinely understand the challenges of business ownership because we are entrepreneurs ourselves. We confidently ride the highs and lows of the entrepreneurial roller coaster and help our clients do the same. And have done so multiple times.

❖ **LEADERSHIP**: We know both the burden and the joy of leadership because we’ve spent our entire careers developing our ability to lead people and organizations. We’ve been very fortunate to work closely with the best in the industry including Brian Scudamore, Greg Kerfoot, Simon Sinek, John Spence, Jack Daly, and more.

❖ **COACHING**: We push home service leaders to get the best out of themselves and their employees through powerful 1:1 coaching and insider programs. We drive accountability and action to create exceptional results for our clients.

❖ **STRATEGY**: We have the roadmap to go from Startup to Growth to Ownership while avoiding the common pitfalls and overcoming the biggest barriers that hold businesses back.
COMMUNITY & SYSTEMS: Our experience in franchising has taught us about the main differences between a franchise model and a solo entrepreneur.

- Franchises leverage proven systems and their franchisees benefit from the shared collective knowledge, experience, and support of a community.
- Whereas, most entrepreneurs feel like they are doing everything alone and have to figure it all out for the first time without a guide.

Unfortunately, most home service and trades business owners have been underserved in the past and their businesses have not grown as quickly as a result.

But no longer! We’re here to serve you!

Our mission is to help entrepreneurs overcome their biggest challenges by sharing proven leadership systems and strategies that enable businesses to scale rapidly, sustainably, and profitably.

We are dedicated to helping you step into your full potential when it comes to growing your business and hitting your biggest goals.

To accomplish that goal we leverage our combined experience building, training, and coaching successful home service businesses in different industries (junk removal, moving, painting, air conditioning, etc) so you can expedite your growth.

But enough about us. We promise this book is not full of sales offers or useless information. We’ve packed it with value and practical lessons that we have learned and practiced our whole careers.

And these lessons aren’t based on theory. They have been battle-tested for years by us and our clients and have generated massive success across the board. But don’t just take our word for it . . .
"Gonna be totally honest this book hit me at the perfect time. I’ve read a lot of leadership books but the advice rarely applied to a startup business of my size (under 10 employees). It grounded me in what is most important in my business today and exactly how I can plan to grow to the next stage faster. Absolutely brilliant!"
Jon Barrows - Owner of WOW 1 DAY PAINTING Kalamazoo Franchise

"I loved this book! It felt like three books worth of information and learning in one. You gave all the goods! Everyone in a home service business should read this!"
Barb Agostini - Recruitment Consultant 1-800-GOT-JUNK?

"Jerry and Rhys are exceptional at what they do. Their leadership and energy were contagious at 1-800-GOT-JUNK? and O2E Brands. Jerry’s the guy you want when it comes to building great culture and Rhys is an operational wizard. They know how to build a business the right way — take care of your people and they’ll take care of your customers and your business."
Brian Scudamore - Founder & CEO of 1-800-GOT-JUNK? & O2E Brands

"I have had the distinct pleasure of working with Rhys for the past six years. It’s difficult to highlight Rhys’ greatest strength as he has many to choose from. He has a unique ability to identify an operational weakness, take a step back, and create a solution. Combining his operational expertise with a strong background in sales and customer experience makes him a candidate to lead any organization in any industry. I look forward to the opportunity to work with Rhys again."
Michel Falcon - Entrepreneur, Best Selling Author of People-First Culture & Global Keynote Speaker

"I have had the pleasure of working with Rhys for over 5 years. Rhys has helped me scale my companies and has provided me with valuable insight on how to best operate our business and execute on our business strategy. Rhys is a very intelligent and strategic person who creates great relationships with the people he works with. Rhys does a great job listening and asking the right questions to help understand how he can best coach you and your team on how to improve the business. If you’re looking for a partner in your business to accelerate growth and create great new strategies, I highly recommend Rhys Green to make your business better."
Josh Herron - CEO of Southwind and Entrepreneur with an empire of home service businesses doing over $40,000,000+ annual revenue

“Jerry is a legend! He has been the driving force behind the amazing culture at 1-800-GOT-JUNK? and the parent company O2E Brands. The programs that Jerry implemented and the learning environment he fostered across the leadership team cascaded down through the organization. This enabled the rapid company revenue growth ($100M to over $300M) and the successful addition of three brands. His balanced approach also supported the achievement of world class CX, EBITDA and an award winning culture (multiple time top company to work for award winner). Jerry’s
ability to build teams, inspire others and drive to the right results enabled those on his team and around the organization to realize more of their potential each day. The most amazing thing about Jerry is his ability to connect with every member of an organization and provide council from CEO to the frontline. Jerry connects quickly and makes a difference as he is always willing to dive in, making him an asset to startups all the way to mature companies alike.”

Evan Hopkins - Vice President Global Sales & Customer Operations at Outdoorsy

“Jerry is a true business and franchise expert who talks the talk and walks the walk. Meeting him for the first time caught me off guard as his ability to share knowledge of what’s worked for him was AMAZING and refreshing. Listening to Jerry speak was a consummate of all his strengths from branding and entrepreneurship to franchising and human resource. It was one complete package. If you are looking for a franchise opportunity, Jerry is your guy!”

Carley Bakker - Award-Winning Marketer / Live & Virtual Events Speaker

“I have had the extreme pleasure of working with Jordan Tait for close to 3 years, and he is a phenomenal coach and mentor. His genuine concern for others is second to none and he finds a great balance between motivating and pushing for top notch results, accountability, and a sincere understanding of the many challenges that business owners face. Jordan is extremely intelligent, very patient, and someone who will no doubt make you and your team MUCH BETTER.”

Kevin Knight - Owner of WOW 1 DAY PAINTING Camden County Franchise

“Jordan Tait was instrumental in helping me start up my first business. As a coach and trainer he is incredibly knowledgeable, patient and understanding and always available to help when I needed him. Launching a new business is a daunting task and one that shouldn't be taken on without support. Thanks to the support I got from Jordan I was able to start things up quickly, grow fast, and put a team in place that allowed me to focus on growth.”

Casey Renkema - Owner of WOW 1 DAY PAINTING Fraser Valley East Franchise

“Jordan has been fundamental in my own personal and professional development over the last 5 years. Jordan’s ability to help you work out a situation even in the face of adversity is highly commendable and his advice is always followed. I’ve worked with Jordan on growing my business since my very first day as a business owner and I have always had him as a pillar of support throughout my career. Jordan will help you grow your business on all fronts and always with a friendly smile no matter what the situation. I would highly recommend Jordan to anyone who wants to get the leg up on their competition by strategically and tactfully growing their business into its best version.”

Lee Miller - General Manager of WOW 1 DAY PAINTING Vancouver Franchise
WHY WE WROTE THIS BOOK & WHAT YOU WILL LEARN

"Unless you try to do something beyond what you have already mastered, you will never grow." - Ronald E Osborne

You’ve heard it all before:

“You need to work smarter, not harder.”

“You need to run your business instead of letting it run you.”

“You need to work on your business, not in your business.”

These are all absolutely true and important pieces of advice for any owner, but none of them tell you the HOW.

That’s why we wrote this book.

We’re tired of reading leadership and business advice that points out opportunities but doesn’t deliver the specific direction and action that entrepreneurs crave.

We know how busy you are and we know leadership can be incredibly challenging and lonely. Entrepreneurs often feel like they need to have all the answers even when they don’t.

We want to help you find some of those answers. We’re going to show you how you can overcome the common challenges and limitations that all business owners face so that you can become an exceptional leader.

A leader who is better equipped to serve themselves, their employees, and their customers. An extraordinary leader who is capable of growing an amazing business.

We’re going to share a leadership development framework to take your business from Startup to Growth and from Growth to Ownership in less time than you thought.

Our goal is to help you establish a foundation of leadership ability that will enable you to truly accomplish whatever you want in life, while paradoxically having to do less work than you are today.

We know it sounds too good to be true but this book lays out the practical steps you can take to get there and includes actionable tactics for every stage. We know that in the modern world where information is available everywhere, implementation is what actually makes the difference in your success.

If you want a get-rich-quick scheme we’re not the ones to help you. But if you want to learn from the cumulative experience of hundreds of successful businesses before you and if you are ready to do the hard work to improve yourself, we can help.
BOOK SUMMARY

This image summarizes what you will learn in this book.

THE PATH FROM STARTUP TO SCALE

STAGE / SIZE OF BUSINESS

STARTUP

OPERATOR

LEAD YOURSELF

GROWTH

MANAGER

LEAD YOUR BUSINESS

OWNERSHIP

CEO / LEADER

LEAD YOUR TEAM

SCALE

LEADERSHIP ABILITY

We will explain the common traps / plateaus where entrepreneurs find themselves stuck as their business moves through the 4 Stages of Growth.

The main plateaus occur between the transition from one business stage to the next. To make the transition you must overcome your current limitations and to do that you must transform as a leader.

Because all home services are really people development businesses that are ultimately limited by their ability to attract, train, and retain good people through their culture.

That’s where the 3 Pillars of Leadership Development come in and why we share 31 proven steps for elevating your leadership ability in each of the pillars in the latter half of the book.
In this book we are going to cover:

- The 4 Stages of Growth and how to know which stage you are in.
- The 3 Pillars of Leadership Development and what to focus on in each.
- The common plateaus of business ownership and why they hold you back.
- The biggest transformations all leaders must go through to reach the next level of their business and potential.
- The skillset and mindset that all great leaders must develop to lead others effectively.
- The strategies, systems, structure, and support your business needs to reach the Owner Stage faster.
- 10 strategies and tactics to improve your ability to lead yourself.
- 10 strategies and tactics to improve your ability to lead your business.
- 10 strategies and tactics to improve your ability to lead your team.
- 1 bonus strategy that will exponentially increase your results and growth.
- The 6 steps to effectively delegate a task or responsibility.
- How to establish your vision and mission statement so that you can inspire others to join you.
- How to align your why, with the why of your business and employees so that everyone is working towards the same goal.
- How to leverage yourself and your team to maximize your efficiency and output so that you are delivering the most value for your business.
- How to effectively motivate your employees so that they take ownership of their responsibilities.
- How to bring out the full potential in your employees through coaching and training.
- How to attract, onboard, train, and retain the best people for your business.
- The golden question of leadership you should be asking yourself each day.
- And so much more.

We wrote this book because we believe that whatever you want to accomplish in your business is only limited by your ability to lead yourself and others effectively.

Which is why we have three promises for you.

1. Implementing these actionable strategies and tactics will immediately impact your ability to lead today.

2. Learning these practical lessons will benefit you for the rest of your life and will transform the way you operate your business forever.

3. Growing into the leader your business and team requires will enable you to achieve the growth, success, and freedom you dreamt about when you started your business.

So let’s jump in!
PART 1

THE BUSY TRAP = A LEADERSHIP GAP

“Rowing harder doesn't help if the boat is headed in the wrong direction.”
- Kenichi Ahmae

The central role in any organization is the leader. Without good leadership, a business will inevitably stumble and hit barriers to further growth.

Your job as a business owner and entrepreneur is to become the powerful leader your company requires so that you can achieve the vision you have created.

The main challenge is that leadership is a huge responsibility and a difficult collection of skills to develop, let alone master.

If you are reading this, we are confident you have opportunities to improve your ability and efficiency as a leader.

This is your call to action: It’s time to start showing up differently as a leader and take your business and team to a new place

We want to help you elevate your game.

We want to help you to gain control over your time, energy, and impact. To do that you need a systematized, scalable business that efficiently leverages your time through your team.

This means, the bigger you grow, the more you need to delegate your responsibilities so that parts of your business can eventually operate without you.

To get there you need to learn to stop asking, “How much can I get out of myself each day,” so you can instead ask, “How can I enable my team to do more today and how can I best support them?”

In the long run, your success is determined by how you choose to invest your time and energy as the owner of your business. It requires you to learn how to maximize your output and the value you deliver each day through leverage.

Our guess is that today you’re not satisfied with how you are spending most of your daily energy on your business. In fact, you probably feel like you don’t even have much of a choice. You’re feeling forced into the daily activities just to keep your business going and rarely have time for what matters most.
You are stuck in the daily grind of operations, juggling every ball, putting out every fire, and never catching up on your growing to-do-list.

You are an operations manager, salesperson, marketing coordinator, bookkeeper, administrative assistant, and customer service representative all wrapped up in one.

You’re tired of having all that responsibility but you are also struggling to let go. You’ve probably thought, “Nobody else can do this work as well as me.”

Or said, “I can’t afford support so I’ll just teach myself how to do x, y, or z.”

Or told yourself, “They’re not as fast as me so I’ll just get it done myself.”

Or even felt guilty about delegating a difficult or unpleasant task.

These are common excuses that keep entrepreneurs stuck in the busy trap, working 80 hours a week with no end in sight and no plan for how to change.

What is the busy trap?

It’s the plateau where you have reached the capacity / limit of what you can do in a day, week, or month but your business has stopped growing.
To overcome it requires you to learn an important lesson in business leadership:

You'll never do your best work if you are trying to do it all. As a business owner just because you can do anything does not mean you should do everything.

The main concept of this book is that when you hit the busy trap plateau you'll never grow beyond your current capacity until you learn to grow as a leader.

And that is exactly what we are going to teach you to do.

_ACTION:

Reflect on how you are feeling after reading this section. Do you agree with our ideas or are you pushing back in your head? Think about the things you have been telling yourself that are keeping you stuck in the busy trap. Once you recognize the voice in your head it becomes easier to override it.
YOUR LEADERSHIP ABILITY IS YOUR LIMIT

“If your business is to change — as it must continuously to thrive — you must change first. If you are unwilling to change, your business will never be capable of giving you what you want.” - Michael Gerber

The capacity for your business to grow is limited by your capacity to lead.

Take some time for that to sink in because this is the hardest lesson you’ll ever learn in business. It may come as a shock and your first reaction might be, “This doesn’t apply to me”. But just hear us out.

No matter how naturally talented an owner is to begin with, every entrepreneur faces the same growing pains eventually.

Every business owner reaches a point where there is no amount of hustle or drive that will get them beyond their current capacity to lead the business forward.

If you are feeling stuck, overwhelmed, or frustrated, what your business is missing most right now is not better employees.

It’s missing a better leader.

Because the reality is, you won’t get better employees until you become a stronger leader who people actually want to work for and follow.
In all businesses, the leader’s role is to influence / inspire followers and to help them develop their potential. Regardless of the service you provide, your business grows based on your ability to develop your team and to build a culture that attracts and engages great employees. But you can’t do that until you have developed your own potential first.

As the leader of your business, your capacity to grow as an individual defines the growth capacity of your business. Because you are the force that drives it all - your business, your team, and your clients.

Therefore, the higher you want to climb in life and in business the more leadership ability you need to develop.

**To do that you must learn to go from doing everything to delegating. And that requires you to consistently elevate the way you operate as a leader.**

Too many entrepreneurs hit the ceiling of their current leadership potential in their business and don’t know how to change the situation. They continue to push, to struggle, and to overwork themselves trying to find a way through. When what they really need to do is elevate their ability so that they can overcome their gap and lead their business and team to the next level.

**Everyone hits these natural barriers to their growth but only the most successful leaders do the necessary work to overcome them.**

Why is that?

Because leadership is a complicated combination of skills and attributes that take significant effort to learn and improve. Learning to master leadership is a lifetime commitment.

It’s especially hard when you are juggling everything in your business. It takes serious focus and discipline to prioritize your own development when there is always something more urgent to do.

It’s too easy to get caught up in the busy trap of daily operations to just keep the business going. But we are here to tell you that elevating your leadership ability is what will get you out of that role and back in control of your future.

It will take you from operator to owner and will serve you in every realm of your life and business.

**ACTION:**

Write down the biggest reasons you think your business is limited right now and look for the underlying leadership gap behind them. This will help you identify how you can take responsibility for overcoming them.
DEFINING GREAT LEADERSHIP

“A good leader inspires people to have confidence in the leader, a great leader inspires people to have confidence in themselves.” - Eleanor Roosevelt

Before we get into the 4 Stages of Growth, the 3 Pillars of Leadership, and the 31 steps to elevate your leadership ability, we’re going to set the baseline by sharing our ideas about what defines great leadership.

Simply put, leadership is your ability to influence people to willingly follow you.

If you cannot get people to follow you, you are not an effective leader. If that’s the case for you right now, it’s ok because this book will help you get there.

Here’s another definition we like:

Leadership is the ability to inspire and organize other people to achieve a shared goal or vision.

The mark of a great leader is that they motivate action, responsibility, and accountability in their team.

Their vision for their future is clear and they consciously work on making it a reality every day. This clarity and direction enables leaders to push through chaos and crisis by keeping their sights on what’s really important.

Powerful leaders are masters of their time and focus. They take charge of their schedule and priorities so they can constantly increase their capacity. They are confident, strategic, and disciplined, and they take charge by acting decisively.

They communicate impeccably and will always take the time to connect with their employees. As a role model, they demonstrate what great looks like and inspire others to want to do the same.

They know that they are responsible for leveraging themselves and their employees in the most valuable and impactful way possible. Ultimately, they are highly focused on adding value to their life and even more so, to the lives of the people they lead.

These are the business owners and leaders we all look up to. The ones who have it all together. The people who run multimillion-dollar businesses while still having time to enjoy each day of their lives.

You can’t imagine how they hold it all together without frantically running around all the time. But it’s really no mystery.

They guard their time and constantly ask themselves, “Who is the right person for this task?” Instead of “How am I going to find the time to do this myself?”
They let their team know what needs to be done and they trust that their employees will follow through because they have set clear expectations and goals.

Because in order to lead a growing business effectively you need to be focused on business development and strategy, instead of daily operations. That requires you to find and inspire good people so that you can delegate and focus on being the decision-maker / CEO.

To accomplish that, you must become a mobilizer of others by promoting motivation, direction, and belief in themselves.

Take a minute to reflect on your definition of leadership.

Think about the best leaders you’ve known in your life. It could be a boss or manager you’ve worked with, a teacher, a family member, a coach or teammate in sports, a politician, or a personal mentor in your life.

What made them such a powerful leader? What words come to mind when you think about that person?

Confident, decisive, charismatic, inspiring, motivational, visionary, connection, assertive, communication, respect, trust, daring, discipline, strategy, etc.

Now think about yourself as a leader. How do you compare to the powerful leaders you are inspired by? What words come to mind when you think about your current skills?

Think about the example you are setting for your team. How are you role modeling excellence each day?

It’s ok to admit if there’s a gap between who you are today and the leader you aspire to become.

That is your opportunity for growth and that is what we want to help you develop through the lessons in this book.

**ACTION:**

Write down the words that people would currently use to describe you as a leader. Then write down the words you want people to use when they describe your leadership ability. These are some of your opportunities to develop your ability.
THE TRUTH ABOUT ‘NATURAL’ LEADERS

“Leaders aren’t born, they are made. And they are made just like anything else, through hard work. And that’s the price we have to pay to achieve that goal, or any goal.”
- Vince Lombardi

Do you believe that strong leaders are just naturally born that way?

We don’t.

Sure, some people are born with more natural talent for leadership. They may even have enough to make it look easy, but the best leaders don’t stop there. They are constant learners who work hard to bring out the best in themselves and others.

No leader is born with everything they need to succeed. They know it’s a skill like anything else and that it takes focus and commitment to develop.

Everyone has to learn, improve, and evolve to become a great leader. As the image above demonstrates, we see ‘Natural’ leaders at the top of their game but don’t see the steps they took to get there. They just make it look easy because you don’t see the work they put in to get where they are. You don’t see the books they’ve read, the seminars they’ve attended, or the years of practice they’ve invested.

If you were to ask them about how satisfied they are with their current leadership ability they would surely tell you they have a lot they still need to work on.
So don’t discount your ability to grow into the leader you want to become just because you think you are lacking the ‘natural’ skills you wish you had. Instead commit to developing those skills for yourself, your business, and your team.

**We firmly believe that as a business owner, leadership ability is the most important thing you can focus on elevating. Because the journey of leadership development is the path to achieving your potential.**

At first, you will probably focus on strengthening your natural talents but to become a well-rounded leader you must also address your weaknesses and limitations or they will always hold you back.

Addressing your shortcomings leads to true growth. The further you push yourself outside your comfort zone the more you will grow and the more valuable your lessons will become.

Once you are aware of a leadership gap you can either start to overcome it or hire someone who is better suited to fill that specific role in your business.

The challenge of learning and mastering leadership is that it is not one cut and dry thing. It’s a dynamic, ever-changing meta-skill made up of a combination of dozens of other skills and habits. It’s not taught in school but is learned through practice, coaching, and constant self-reflection.

The fact that you’re reading this book right now demonstrates that you are committed to improving your ability to lead.

Remember *that* before you make the excuse that you don’t have what it takes to be the leader you want to be.

**ACTION:**

Write down your top 3 natural talents as a leader and the top 3 leadership abilities you want to start developing.
LEADERSHIP VS MANAGEMENT

“The manager administers; the leader innovates. The manager has a short-range view; the leader has a long-range perspective. The manager asks how and when; the leader asks what and why. The manager has his eye on the bottom line; the leader has his eye on the horizon. The manager accepts the status quo; the leader challenges it.”
- Warren G. Bennis

The two words are often used interchangeably but as this quote demonstrates, there is a big difference between the roles!

Leaders provide vision, direction, and strategy to keep themselves and their team moving towards a clear destination.

Whereas a manager is the person who oversees and drives the specific daily work to achieve that vision. They help the leader maintain direction but they don’t change it.

A good manager fully owns a segment of your business (sales, operations, marketing, etc), including all of the tasks and people that are required within it.

Their focus and attention enable them to perform daily tasks better than you could with your divided attention. And if they are really great they will help you create the systems, processes, and tools that are needed to further streamline their responsibilities.

To grow a successful business you need to be both a leader and a manager at different points, but eventually, you must separate the roles because they require different skillsets and mindsets. In the long run, to create more freedom for yourself in your business you need to become the full-time leader.

We wanted to make that distinction clear before moving on because it’s an important lesson in learning to become an effective leader and owner.

**ACTION:**

Reflect on the percentage of your time that you currently spend leading vs managing. If the balance is not where you want it to be write down how you will change that moving forward.
PART 2

THE 4 STAGES OF GROWTH

Now that we’ve unpacked the challenges you face as a leader and why they’re holding you back, let’s look at where you are today and where you want to go.

This image highlights how many businesses make it to each stage and the critical importance of elevating your leadership ability along the road from Startup to Scaling. If you don’t grow as a leader, you will inevitably hit growth plateaus before transitioning to the next stage. This section will explain in more detail.

Here is a brief summary of the 4 Stages of Growth and the way you are likely spending your time as the leader in your business.

Note: We will only discuss the first 3 Stages in detail because the Scaling Stage is beyond the scope of this book and requires a completely different set of skills and strategies. We also consult with large organizations so if you are currently at or approaching the 4th Stage, contact us to learn how we can support you.
The Startup Stage ($0 - $750,000 annual revenue) is where the owner wears all the hats and does almost everything themselves. You are the primary technician / operator of your business and if you take a day off everything basically stops working. Your skills and knowledge in your industry have helped you establish a new business. You are leading yourself and a small team of 4 - 8 employees.

The Growth Stage ($750,000 - $2 million annual revenue) is where the owner starts to learn to share the load with others and build systems to increase productivity and output. You are the manager of your business but are still integral to most functions. As your team grows, so does your responsibility to lead them effectively.

The Ownership Stage ($2 million - $10 million annual revenue) is where the owner is leading a systematized business with a team of managers who are in turn leading their own teams. The entrepreneur finally learns to separate the hours they work from the growth and success of their business. Only when their business can operate without them around have they become the true Owner / CEO / President.

The Scaling Stage ($10 million+ annual revenue) is a dramatically different business where the owner is leading a highly structured organization with an executive team of leaders supporting them. The company is one of the dominant players in the market and the leader’s job is to continuously expand the opportunity for their business by setting the long term vision and strategy for others to execute on.

Each stage of business requires a transformation of the leadership ability of the owner to overcome the gap between where they are today and where they want to go next. Until they elevate their ability they will be stuck at a plateau.

First, you must learn to lead yourself. That is the beginning of your journey as a business owner in the Startup Stage.

Then you must learn to lead your business. The Growth Stage brings greater rewards and opportunities but as your business grows, so do the complexities and the challenges.

Next, you must learn to lead your team. To grow a sustainable business through the Ownership Stage, where you are truly the CEO / President, you must learn to leverage your time through others and inspire followers. This is the place where your business has the systems, strategy, structure, and support that enables it to function and scale without your constant input.

And if you are one of the most elite leaders you may reach the Scale Stage where you lead a team of high performing leaders, but that is a topic for a different book.

This book is about the path from the Startup Stage to the Ownership Stage because that is what all entrepreneurs dream about when they start their business.
It is where you earn the most money, have control of your time, and gain the freedom you desire. It’s where you can make money while you sleep and can finally take vacations without the wheels falling off.

Unfortunately, very few businesses ever make it past the Startup Stage, and even fewer reach the Ownership Stage because they get stuck at common barriers along the way and don’t know how to move forward.

The reason for this is:

At each stage, your responsibilities continue to add up but you don’t get more time in a day. Therefore the only way to grow is to become more efficient with the time you have by learning to leverage the support of others.

**As your business grows, your number one job as an entrepreneur / leader is to learn to maximize your efficiency and productivity by putting the resources you have to their best use. That requires a different focus at each stage of business.**

We’ll show you how to do that shortly, but first, let’s dig deeper into why it’s so difficult to change.

**ACTION:**

Write down the Stage of Growth you are in today, your goal for where you want to go next, and how long you think it will take.
WHAT GOT YOU HERE, WON’T GET YOU THERE

“If you do what you’ve always done, you’ll get what you’ve always gotten.”
- Tony Robbins

Inevitably in business and life, you hit growth plateaus that require you to change how you operate if you want to overcome them.

As we’ve explained, the plateaus and the reasons for hitting them are the same across all businesses and industries, and we believe that they indicate a gap in leadership ability.

Every single entrepreneur hits them someday. We’ve seen it hundreds of times with the businesses we’ve worked with.

The main plateaus occur between the transition from one business stage to the next. To make the transition you must overcome your current limitations and to do that you must transform as a leader.

Sadly, most business owners never make it past the Startup Stage and even fewer graduate from the Growth Stage. Too often business owners get stuck before transitioning to the next stage because they don’t have the knowledge or skills that are necessary to make the leap.

Ideally, that is where a coach or mentor comes in. A coach is a person who leverages the knowledge and experience of other businesses to help you overcome your current limitations. They help you identify the gap between where you are today and where you want to go next so that you can create the strategy for how to get there.

That’s what we’ve done throughout our careers as leaders and business coaches. We’ve helped other business owners elevate their skills so that they can overcome their current limitations to achieve more.

We are committed to helping entrepreneurs through difficult transitions by offering them the tools, support, and guidance they need to grow personally and professionally.

You don’t need to reinvent the wheel to transform your business. You just need to learn from others who have made the same leap before you.

For most dedicated business owners it will take at least 2 years to reach the Growth Stage and another 5+ to reach the true Ownership Stage.

Like anything, they exist on a spectrum and it’s even possible to move backwards if things fall apart in your business.
However, we have seen entrepreneurs go from the Startup to Ownership Stage in as little as 2 years with the right focus, commitment, and leadership.

They are the outliers who have naturally higher leadership ability or previous experience leading and scaling businesses.

We are sharing this to demonstrate that it doesn’t have to take 10 years to go from Startup to Ownership. The biggest factor is your leadership ability and how fast you can develop it so that you are capable of handling a bigger business.

This is when you have to learn one of the most commonly stated but critical lessons in business: What got you to where you are today, won’t get you to where you want to go next.

Simply put, to keep growing your business you must elevate your game and transform the way you operate at each step of the way.

Counterintuitively, over time success often makes business founders less qualified to lead their company rather than more. As the business outgrows their abilities.

The trap is that as long as what you are doing is pushing you forward, it is human nature that you will keep doing the same thing and expecting the results to continue.

But we all know that business is hard and it requires constant growth, adaptation, and transformation for it to continue to succeed.

Over time the things you are doing start to have diminishing returns until you hit the wall and ask yourself, “How did I get here? Why isn’t it working anymore? What can I do next?”

The lesson is, when you hit your capacity / limit, the things that got you there are now preventing you from making the leap to the next level.

Now instead of continuing to push in the same way you need to stop, reassess, and shift your direction so that you and your business can keep evolving.

If the natural skills you started with got you to running a business with 5 employees that is doing $500,000 each year, you will need to learn entirely new skills to push your ability further so that you become capable of leading 10 employees and doing $1 million per year.

But too often we see business owners hit the limit of their ability to lead and the busy trap sinks in. They get frustrated, things stop moving forward and start going wrong, and they start blaming it on their market, or their employees, or the weather...

And often they burn themselves out from trying to work harder without changing how they operate.
Instead, they should be looking inside and realizing it’s their leadership gap that is holding them back.

This is a tough pill to swallow, but by acknowledging and accepting your limitations you can start to learn how to overcome them. And when that happens your business will be able to grow again.

Eventually, it will hit another wall and you will need to do the work to change and grow once more.

**It’s a repeating cycle and the limiting factor at each stage is your leadership ability.**

If this cycle sounds familiar to you that’s ok. It’s completely normal and everyone experiences it on their path of leading and growing a business.

**There are countless problems you must solve on the road to true ownership. But you won’t experience them or be capable of overcoming them until you have first learned how to effectively lead yourself, your business, and your team.**

Time and time again we’ve seen businesses continue to scale and overcome the barriers to growth through strong leadership and a commitment from the owner to continuously elevate their game.

We’ve also seen too many businesses get stuck because the leader is not able to manage more than a few employees effectively.

That’s where the major difference between a struggling leader and a successful one comes into play. This quote by Simon Sinek (what a legend!) sums it up brilliantly:

> "Great leaders don’t blame the tools they are given. They work to sharpen them."

So if you are ready to become a great leader let’s start by identifying where you are today so we can strengthen the foundation and start sharpening your tools!

**ACTION:**

Write down the activities and responsibilities that are keeping you stuck in the busy trap and commit to changing how you operate moving forward.
THE STARTUP STAGE

YOU SPEND MOST OF YOUR TIME WORKING AS AN EMPLOYEE / TECHNICIAN / OPERATOR and your business is doing $0-$750,000 in annual revenue.

You hustle, push, and do it all yourself until you reach your maximum capacity / leadership limit.

If you are in the Startup Stage and have survived the challenges of launching a new business off the ground, we want to say congratulations on making the leap that so many others never do. You are an entrepreneur and you are courageous!

You probably started your home service business because you are highly skilled and experienced in a specific industry. That skill is generally enough to get you some customers and the work you do for them is very high quality because you are an expert at providing the service yourself.

Your business is pretty simple at first. Your focus every day is to find and serve your customers. You do most of the work yourself and enlist the help of a few employees.

It’s disorganized and inconsistent but you are able to hold it together for the most part and your customer service is quite strong.

Inevitably your demand grows, your team grows, and your goals grow. Suddenly you’re getting bigger opportunities and starting to think about the future potential of your business. You’re attracted by dreams of more money, more control, and more freedom.

**You want to make the leap from Operator to Manager to CEO / President.**

But just because you have a dream doesn’t mean you know how to make it a reality.

The main reason business owners struggle so much in the Startup Stage is that the skills that helped them start the business do not translate into how they will lead others. That’s because being great at a specific skill and being a great leader are two entirely different abilities.

It’s time to transform how you operate and lead so that you can take your business to the next level.

**Before we move on we need to make a public service announcement:**
The most important thing to keep your business going in the Startup Stage is growth, profit, and good cash flow management. The harsh reality is if your business does not produce enough profit to pay the bills and keep a roof over your head then it will not last very long. Even if it’s profitable but you can’t balance your cash inflows and outflows, you will be in serious trouble.
We’ve unfortunately seen too many entrepreneurs with great potential fail because they weren’t focused enough on profit and cash flow from day one. They work incredibly hard but don’t know where their money is going and at the end of the day, there is nothing left for them. Don’t be this person!

So if you are in this stage this is what you should be doing from day 1:

1. Track your profits every day on every single job so you can analyze what is working and what is costing you too much money.

2. Find ways to increase profit over time. Quite simply, charge more money and become more efficient with your labor and supply cost.

3. Keep your initial business expenses low. Don’t buy a shiny new truck and office space until it is absolutely critical to your daily operations.

4. Learn to track and manage your cash flow with precision. Don’t just run your business based on the current size of your bank account. You should have a running list of how much money is coming in / when you can collect, and balance that against how much money is going out / when it’s due.

Your first job as the leader and owner of a business is to keep it alive! And the first test of that ability is how closely you manage your finances.

**BONUS:** If you are unsure of how to do any of the steps mentioned above (track daily GPM and cashflow) we are happy to share some basic financial tracking tools and advice for you. Our contact information is at the end of this book so please reach out!
THE STARTUP PLATEAU

In its purest, simplest form a business is a system to leverage the output of a group of people in order to produce wealth.

If you are a business owner doing it all yourself with no control of your time, you still own a job, not a business.

If you are a business owner who controls your time through delegation and direction, you are a leader.

The majority of business owners get stuck in this phase because they never learn to stop doing everything themselves. They never learn to lead anyone except themselves.

They say they own a business but really they own a stressful, often physically taxing, more-than-full-time job. And they have no way out. Their technical skills, expertise, and hard work have trapped them in the employee mentality.

When you hit the Startup plateau, it never feels like there are enough hours in the day and you can’t see how you can take on more work and grow without burning out. You end up feeling stuck, ineffective, overwhelmed, and may even want to quit.

You are riding a constant rollercoaster of emotions as you fight every day to get your business off the ground. You know that the risk is high in this stage because a few bad months could wipe you out financially.

You have a small team and are learning to leverage their time but the business still can’t function without you there every day. As a result of your poor leadership ability, your employees don’t have autonomy and can’t make decisions for themselves.

You are still juggling every ball and doing every job. You are an operator / technician, a bookkeeper, a recruiter, a marketer, a salesperson, an administrator, and more. And while it’s necessary for you to do as much as you can in the beginning, you are far from an expert at any of those roles.

In fact, you probably hate some of the tasks you have to do each day, which means you probably put things off that are important but not urgent.

There are big gaps in your business but never enough time or expertise to fill them.

The problem is, as your business grows it’s not sustainable for you to make every decision and to oversee every task.
If you try to retain control at the micromanaging level your business will plateau when you reach your personal capacity.

You get to this place because your business has limited resources to begin with so you have to do almost everything yourself. But the only way to grow further is to invest in additional employees and introduce systems to free up your time.

Every investment you make to grow your business should have a significant ROI at this stage. At your current size, each additional employee should increase your potential revenue by at least 10% or more. Every dollar you spend on marketing should return at least 3-5 times in profit. Now you are creating leverage and growth!

Everyone has a different personal capacity for how big they can grow their business while doing almost everything themselves. We've seen people max out at $300,000 and we've seen the highest performers make it to $1 million through sheer effort and determination (not to mention 16 hour days, 7 days a week...).

Ultimately, everyone hits the limit of their personal capacity and the only way to move beyond it is to learn to lead so that you can start to grow through others.

**To overcome this barrier you have to transform the way you run your business by learning to lead yourself so that you can leverage your time better.**

The goal is to get your business out of the Startup plateau so that it can gain momentum and start generating more revenue and profit.
THE STARTUP TO GROWTH TRANSFORMATION

At this stage, your goal is to take a step back from the everyday operator to the manager role so the business can continue to grow.

When you’re ready to transition to the Growth Stage there are three critical transformations you need to make to become the business manager.

1. **Learn to Lead Yourself**  
   Start by identifying your biggest strengths, weaknesses, pain points, and opportunities so you can fill the gaps. Learn to manage your time and priorities so that you are not doing everything yourself.

2. **Leverage Your Time Through Systems and Support**  
   Begin to implement systems, structure, and support to streamline your operations and free up your time. These will greatly increase your efficiency and capacity.

3. **Doing to Delegating**  
   It’s time to stop neglecting your role as the leader of your business and start learning to delegate. Just as you learned to master your specific industry, you need to start to master your ability to manage and lead a great team. Because your business is only as good as the people who work in it.

These three transformations are just a starting point in learning to create leverage.

Later in this book, we will go much deeper into the 31 strategies, tactics, and skills you must learn to elevate your ability to lead yourself, your business, and your team. Those abilities will help you transcend the Startup plateau.
THE GROWTH STAGE

YOU SPEND MOST OF YOUR TIME WORKING AS A MANAGER and your business is doing $750,000 - $2 million annual revenue.

You continue to work hard but you are working smarter and building a team to help you grow.

Once again, if you have reached the growth stage we want to celebrate your accomplishment because only a small percentage of businesses ever get here.

The next step to grow beyond $1 million in annual revenue is to build a foundation of structure, systems, and support. You will focus on adding people and processes to increase capacity, efficiency, and profitability.

This foundation will improve the predictability of your business so that you can strategize and plan for further growth. You can really start to generate momentum from the work you've put in to get here.

At this stage, you must go from doing everything to delegating as much as possible. Your role goes from everyday operator to full-time business and people manager.

Your workload is still significant each day but your focus is shifting from prioritizing your own output to increasing the output of the team around you.

Your business is getting more complex and organized but there are still some major gaps. You’ve got a few supporting managers who you can depend on and they are lightening your load by taking on more responsibility.

You’re making progress but it can feel like you’re taking two steps forward and one step back. Most days you’re still juggling more balls than you can handle, putting out fires and stepping in to fix daily operational problems as they arise.

This is an exciting stage of growth but also an overwhelming one if you are not prepared to be the leader your business and team needs you to be.
Entrepreneurs get stuck in this stage because at this point your business has totally outgrown your natural talents as a leader. You’ve hit another leadership limit and the problems are bogging you down again. You will be stuck here until you continue to elevate your abilities to the next level.

The three main reasons for reaching this leadership plateau are:

1. **PEOPLE PROBLEMS**
   You’ve learned the lesson that finding, engaging, and retaining good employees is the hardest part of growing any business.

   You managed fine with 5 - 10 employees but now there are so many more moving parts and personalities. Your leadership ability is strained by managing managers and trying to oversee 10 - 20 employees.

   You have some good employees who are pushing the business forward with you but there are also a few that aren’t helping at all. They’re not bought in and engaged - maybe because they’re not the right people, or maybe you aren’t delivering an employee experience that is motivating to them - nevertheless it’s leading to stagnation and struggle in your business.

   It’s most likely because your team has grown to the size that you don’t have time to have a personal relationship with everyone and can’t be there to constantly direct them or develop their individual skills.

   You also don’t have a consistent system to attract, onboard, train, and retain the right people for your business, which means you don’t have a predictable way to grow further.

2. **SCALING BY LEARNING TO BALANCE THE THREE FUNNELS**
   Consistent and predictable business scaling is based on your ability to grow your marketing, sales, and production funnels in unison. When your business is struggling to grow sustainably it’s because you haven’t figured out how to balance the three key funnels.

   As the leader, you need to know which funnel to focus on depending on your current limitations and opportunities.

   Here is a basic breakdown:
   - The marketing funnel is the flow of leads into your business. Marketing is your business’s ability to attract new prospects based on your marketing tactics, spend, demand, etc.
The sales funnel is the flow of customers into your business. Sales is your business’s ability to qualify and convert your prospects into paying customers based on the number of sales calls/estimates, pricing, conversion, follow-up, etc.

The production funnel is the flow of services and people in your business. Production is your business’s ability to efficiently deliver your services based on systems, team size, capacity, recruiting ability, etc.

Until all three funnels are systematized and streamlined, one of them is always going to hold you back. But how do you know which one and what should you do about it?

Reflect for a moment on which funnel is limiting your growth the most right now and hold that thought because we’ll cover how to overcome it in the next section.

3. FEAR / HESITATION TO INVEST IN GROWTH
Throughout the Startup and Growth Stages, you have had to bootstrap and get by with whatever resources were available at the time. You didn’t have enough money to invest in all the things you wanted so you kept things fairly simple.

You probably couldn’t afford the most talented employees or managers.

You probably didn’t have an office or many vehicles.

You probably didn’t have the best technology or business services to support you.

You probably struggled to spend on marketing consistently.

But in order to make the leap to the Ownership Stage your business will require further investments in systems, structure, and support to keep it growing.

This is another area where your leadership ability will be tested. Because your job as the leader is to know which investments are required and when. And to do that you need a clear strategy around how to best leverage your time, resources, and team.

A few of the most common mistakes we see owners make at this stage are:

1. Not investing enough in their employees
2. Not investing enough in marketing
3. Investing too heavily in the wrong areas without proof of ROI

Here’s what we believe:

If you are paying the lowest wages possible, you will only attract the bottom of the labor market.
If you think marketing is an expense rather than an investment, you will limit your growth severely.

If you overinvest in unproven tactics without effective testing / validation first, you will miss better opportunities to generate a larger return.

The biggest lesson you need to learn in the Growth Stage is:

Making money is important, but using that money to buy back your time so that you can live is even more important. Don't forget that!
THE GROWTH TO OWNERSHIP TRANSFORMATION

When you’re ready to transition to the Ownership Stage there are three critical transformations you need to make to become the business CEO / President.

But first, you need to know why you are making them and if you are truly committed to continuing to push for growth. It’s not an easy path but the reward is well worth the effort in terms of increasing your potential for profit and freedom.

To grow a business beyond $2 million annual revenue requires a foundation of systems and employees that cost a significant amount to upkeep. There are added levels of complexity and stress that come with leading a multi-million dollar business.

We feel it’s important to say that there is no shame in building a business to the Growth Stage and not pushing further. We’ve worked with many successful business owners who consciously decided to stop scaling their business because it didn’t align with their goals or priorities.

So before you decide to pursue more growth this is a good point to ask yourself if it aligns with your personal goals and whether the additional effort and risk will get you closer to achieving your dreams. It doesn’t matter what other entrepreneurs are doing, you started the business for a reason and you should either hold onto that or be able to acknowledge when your priorities and goals have changed over time.

If you’re still committed to going for more, then here are the three critical transformations you need to make on the path to true ownership

1. **Learn to Lead Your Business**
   
   You must focus on establishing strategy, systems, structure, and support to keep it growing efficiently. That requires you to pull your head out of the daily operations so you can think long term and chart the strategic path forward.

   You also need to start identifying potential leaders and managers who you can share your load with and raise up through training and coaching. Always start by looking within your current team before looking outside. Who is your best / most responsible employee right now? They can likely be coached into a new role with more responsibility and upside for them as well.

   A key hire you can make at this stage is an administrative / office assistant. They will be one of the best possible investments to gain back your time and will enable you to continue to shift your focus from daily operations to strategic growth priorities.

2. **Build a Company Culture That Empowers Your Managers and Employees**

   Once you learn to let go of trying to do it all yourself, your role becomes about elevating everyone else’s ability further, while actively nurturing your company
culture. Empowering your employees comes from learning to motivate and trust your team to deliver results without you being closely involved.

To do that, you need to ensure your current culture is right for your business and is generating the desired results and accountability. If it’s not where you want it to be, you shouldn’t push for more growth until you have created a work environment that you and your employees are excited about. Otherwise, you may waste time and money investing in growth for a broken system.

Never underestimate the impact of your company culture on your overall success. We believe it is absolutely critical to your long-term growth and have seen too many examples of bad culture bringing down a business.

3. **Systematize and Align the Three Funnels for Scaling**

Your job as the leader is to identify the funnel that is currently limiting your growth so that you can systematize and improve its efficiency. Then rinse and repeat until you have created three stable and consistently growing funnels. These funnels should each be managed by different people on your team.

Here is how you know which funnel to focus on first:

- **Your marketing funnel is limiting your growth** if you have an empty sales calendar and employees who are not operating at full capacity. To grow the funnel you need to increase your market demand by investing in marketing to drive more leads. This will require a marketing plan and coordinator.

- **Your sales funnel is limiting your growth** if you have tons of leads coming in but are not landing / converting enough customers to fill your production schedule or keep your crew busy. To grow the funnel you need to increase your sales efficiency by improving your ability to convert leads to customers. This will require a consistent sales process and team.

- **Your production funnel is limiting your growth** if you are fully booked with customers for more than one to two weeks straight. To grow this funnel you need to increase your production capacity by hiring more people and / or increasing the efficiency and output of the employees you already have. This will require a training plan and operations manager / recruiter.

Once you can effectively balance your funnels, your business is a persistent and predictable growth machine ready to scale!
THE SECOND OPTION

There is another way to expedite the process of going from Startup or Growth to Ownership in less time, but it requires a very different approach (which is not the focus of this book). That is by hiring a General Manager who will take the role and responsibilities of the business leader. WARNING: This strategy requires careful consideration and planning or it can lead to significant problems.

A good GM with solid leadership ability and drive for success can take your business to exciting places. Of course, it’s an incredibly difficult person to find and the risk is high if they don’t work out. Additionally, it’s a tough role so they should be motivated by the growth of your business through incentives and ownership opportunities.

You will lead them and make sure they have what they need to succeed, but will otherwise step back from being involved in the daily operations. However, in exchange for your time and freedom, you will have to give up a good chunk of your profit and income while the business is growing. It all depends on your goals, priorities, and timeline.

If you’re interested in pursuing this option, we highly recommend you consult with a professional. Our founding Partner, Rhys Green, has successfully done this before with his own business and advised other businesses through the transition. He is happy to discuss the pros and cons with you and can be contacted by email at rhys@trailblazepartners.com.
THE OWNERSHIP STAGE

YOU SPEND MOST OF YOUR TIME WORKING AS A CEO / PRESIDENT and your business is doing $2 million - $10 million annual revenue.

This is where everything changes. This is the dream of every entrepreneur when they first start their business. Too many business owners lose sight of it and stop believing it’s even possible after getting stuck for years pushing hard and not getting further.

The Ownership Stage is where you can make great money, have control of your time and energy, and can actually take a two-week vacation without the wheels falling off.

Just because you’ve reached the Ownership Stage doesn’t mean that you are done developing as a leader. In fact, this is when your abilities will be tested the most. This is when you truly must embrace leading through others.

The hard work does not end here, it just changes in scope. Further growth requires a strong leader who is continuously pushing themselves and their teams to think bigger and achieve more. It depends on a culture of development and accountability.

Your role goes from business manager to leader and people developer. The faster and better you can develop your employees’ performance, the more outstanding your results will be.

To get here requires vision, strategy, structure, and a strong support system. With those in place, you can sustainably scale well beyond $2 million per year. You are the captain of the ship setting the strategy and direction for the future by identifying which problems are the biggest and prioritizing how you will solve them.

You’ve built the foundation and elevated your skills to make your business more efficient. You’re in charge of a large and growing business that has a lot of moving parts. You are leading a team of managers who in turn, are leading their specific segments of the business (sales, marketing, operations, etc).

Even though the business is quite complex, it’s more fun for you because you get to choose how you invest your time and energy. You get to lead a team of inspired and motivated people who provide an exceptional experience for your customers.

You’re not hands-on involved in everything but your job is to keep the managers on your team as focused, efficient, and effective as possible. You’ve learned to delegate, motivate, and empower your team to be productive without your constant oversight.

You are surrounded by an engaged team of people who own their roles and responsibilities so that you can focus on guiding the direction of your business.
You have predictable systems for getting more leads, more clients, and more employees on demand. And you've automated as much of it as you can. That means you can more accurately predict which investments will lead to more growth.

It’s also the stage where your business may become attractive to other entrepreneurs to buy.

From the buyer’s perspective, the difference between the Growth Stage and Ownership Stage is that if they buy a business in the Growth Stage, although it will be cheaper, it will require a lot more work and management from them. Whereas, a business in the Ownership Stage can be bought by investors and should continue to function without the original leader driving it.
THE SCALING STAGE: KEEPING UP MOMENTUM

Once you’ve reached the Ownership stage, your business is stable enough to weather some ups and downs and you are probably eyeing continued momentum by either going deeper in your current market or expanding into new areas. Reaching the Scaling Stage is the hardest transition of all because the requirements of the leader are dramatically different.

Here are a few priorities to keep your business scaling on the path to 8-figures:

❖ **Continue to Optimize and Automate Your Processes**
   As you scale, every additional percentage of gross and net profit you generate is worth tens of thousands of dollars. Therefore you can go deep into your expenses, marketing conversion, sales conversion, labor efficiency, and more to add additional efficiency wherever possible.

❖ **Focus on Long Term Strategy and Planning**
   While everyone else on your team is focused on delivering your service at the highest level each day, you are thinking 3 months, 6 months, 1 year, and 3 years ahead to chart the course for your growth.

❖ **Increasing the Investment in Marketing**
   To continue to grow you need to grow your brand awareness and get in front of a wider audience. At this size, your marketing campaigns will start to utilize more expensive tactics including billboards, radio, and potentially TV.

❖ **Innovating How You Deliver Your Service**
   Your entrepreneurial side is able to flourish because you have more capacity to innovate and create in order to stay ahead of your competition. You should always be thinking about how to enhance your customer experience.

❖ **Growing Your Team by Building a Culture That Attracts Great People**
   You’ll need systems, tools, training, procedures, standards, and more, that make it far easier to attract new employees and get them up to speed quickly. And your business should have developed a name and reputation in your area, not just as a great service brand, but as a great **employer** brand, which naturally attracts better people. A positive culture is the key to your ability to continuously find and hire the best people for your business.

To make it this far, you need to master your ability to lead yourself, your business, and your team, in order to establish a leadership foundation that you can scale on. You will achieve that through detailed vision, strategy, systems, and support so that your business can grow without you there every day. You see the path forward and the future is bright!
PART 3

OWNING YOUR LEADERSHIP DEVELOPMENT

"Unsuccessful people make decisions based on their current situation. Successful people make decisions based on where they want to be."
- Lewis Howes

At this point in the book, your head is probably spinning with ideas.

We hope that the information we’ve presented so far is landing for you and sparking some thoughts, emotions, and goals to reflect on.

Our suggestion is to take some time to pause and to really ask yourself whether you’re operating where you should be as a leader and entrepreneur right now. Self-awareness is a critical skill for all successful leaders on their path to growth.

Look at yourself and your business today and assess if you are on the path to where you want to be so you can identify where you need to make adjustments. The journey of leadership development requires you to be intentional about how you focus your energy on the activities that will have the greatest impact.

The first step to change is to decide you’re not willing to stay where you are.

The second is becoming aware of your problems, gaps, and opportunities.

The third is deciding what you need to do to overcome them.

The fourth is accepting that you need outside help to get you there faster.

The secret is, improving your leadership ability is like investing. It builds on itself and compounds over time, but success does not happen overnight. It requires a constant commitment to self-improvement and consistent daily actions.

When you invest in your leadership development the inevitable result is growth. And the amazing thing is that it will continue to grow for the rest of your life!

That is how you unlock exponential growth and become a truly extraordinary leader.

So what is that growth worth to you?

We know you started your business for a reason.
You want to make great money.
You want more control of your time and priorities.
You want the freedom to choose how you spend your time and to take vacations whenever you like.
You want to become a strong leader.
You want to build a respected business and develop a great team.
You may even want an exit strategy where you can sell your business or step back while continuing to make money.
Regardless of your reasons, our questions are:

What are you willing to do to make that a reality?
What are you willing to invest?
What are you willing to sacrifice?
How far are you willing to push your growth?

The rest of this book will take you on the journey to elevating everything about the way you lead.

ACTION:

Write down why you are committed to your leadership development and what it is worth to you and your business.
THE 3 PILLARS OF LEADERSHIP DEVELOPMENT

*The single biggest way to impact an organization is to focus on leadership development. There is almost no limit to the potential of an organization that recruits good people, raises them up as leaders and continually develops them.*

- John C. Maxwell

Now that we’ve addressed the Stages of Growth and why the common plateaus happen, the next question is:

“What can I do to overcome the barriers to growth that all businesses face?”

The answer is simple. By elevating your leadership ability in three critical areas:

1. **How you lead yourself**
2. **How you lead your business**
3. **How you lead your team**

If you can successfully develop all three pillars and continue to grow them with focus and energy, you are well on your way to growing a multi-million dollar business that can eventually run without you.

It sounds straightforward, but there’s a lot to unpack here and that’s what the rest of the book will focus on.

Think of each leadership area as a pillar. A successful business is built on a stable foundation of all three pillars working together. When one pillar is missing or weak, the business is on shaky ground and its growth is restrained.

Furthermore, as you elevate your ability in one pillar it will also benefit your ability in the others. This is how you create a cycle of constant progression and growth!

That being said, there is a specific reason for the order that we describe these areas.

**Before you can learn to effectively lead your team, you must first learn to lead yourself.**

That requires a clear vision of who you are, what you want, and how you will get it. Without that clarity, your business and your employees will struggle.

Your business is the vehicle for achieving your vision and your employees are the team that will help you make that vision a reality.
When you can confidently lead yourself, you can shift your focus to leading your business. Now you will identify the systems, structure, and support your business needs to succeed in the next few years.

Lastly, you will focus on the most challenging pillar of all, leading your team. In the long run, the biggest barrier to growth and gaining back control of your time is your ability to build an engaged team. Only when you reach your potential as a leader can you help your team reach theirs.

Therefore, you will learn how to manage, engage, and retain the best people for your business so that you can start delegating to gain back your time.

Of course, you need to be able to lead yourself, your business, and your team to some degree at all stages of growth. But to truly overcome the barriers we’ve highlighted, you need to achieve a certain level of competence in each area before shifting your focus to the next pillar.

This is why we’re going to address each leadership pillar separately and share 10 actionable steps to improve your ability to lead for each one.

But first, we’ve got to dig deeper into what has prevented you from making these changes in the past. The elephant in the room. Your fear and doubt.

**ACTION:**

Identify the pillar you feel you need the most work on today and commit to prioritizing growth in that area.
OVERCOMING FEAR & DOUBT

“We need to accept that we won’t always make the right decisions, that we’ll screw up really sometimes - understanding that failure is not the opposite of success, it’s a part of success.” - Arianna Huffington

It’s time for a pep talk and some inspiration.

If you’re wondering where your greatest opportunity for growth lies, it is in the thing that challenges or scares you the most.

Growth comes from overcoming fear and getting outside our comfort zone. If we never tried to change or overcome fears we’d be stuck doing the same thing forever.

We know that with any significant change there is always fear and doubt that we must overcome or let go of. We’ve all experienced some version of this and it’s held us back again and again.

If you’re reading this book you know that to achieve more you have to work on your ability to lead. It’s not easy by any means. To do it you have to push to overcome your fears, limitations, and weaknesses.

“Can I really do this?”
“Will anyone listen to me?”

“Is this the right move at the right time?”

“Shouldn’t I just wait 3 more months until things calm down?”

“I don’t have all the answers yet.”

“What if I fail?”

These are all normal thoughts that everyone has, but the difference between people who stay stuck and those who keep growing is that the latter group still take action despite their fears. Not because they aren't afraid, but because they aren't willing to stay where they are forever.

**So don’t fear failure. Fear being in the exact same place next year as you are today. Complacency, doubt, and inaction are what hold us back. And saying you’re too busy is just an excuse so you can avoid the discomfort of doing what truly matters.**

Yes, leadership is hard!

It’s hard to inspire followers.

It’s hard to make important decisions when you don’t know everything.

It’s hard to admit when you’re wrong.

It’s hard to push yourself and others to be better every day.

But it’s also courageous, empowering, and impactful!

When you step up to become the leader you and your team need, you unlock the ability to go further than you have before. You’ve got to keep going until you reach your potential. Because as the leader, you are the integral centerpiece of your business and you have a lot of responsibility.

**Are you ready to be stronger than your strongest excuse?**

**ACTION:**

Before we get into the specific steps to improve your leadership ability, take a moment to answer these questions honestly:

1. How would you rate yourself as a leader today out of 10 and why?
2. What is going well and where are you missing?
3. What are you the proudest of as a leader?
4. What do you struggle with the most?
5. What is your biggest failure and what did it teach you?
6. What kind of leader do you aspire to become?
7. What are the characteristics you want to develop to get there?
8. What do you want to achieve in your business and your life?
9. What is the cost of staying stuck by not elevating your leadership ability?
10. What fear or doubt is holding you back right now?

These are the types of questions we love to ask as coaches and leaders because they uncover what truly matters and where we can find the most growth.

Now that you’ve taken a moment to establish where you are and where you want to go, it’s time to look at how you will accomplish your goals.
ELEVATING YOUR LEADERSHIP ABILITY

“Every day is an opportunity to be a better version of ourselves. Progress is more important than perfection.” - Simon Sinek

Here are thirty proven steps to improve your ability to lead yourself, your business, and your team. This is the practical section of the book that will highlight where you have the most room to improve as a leader and provide actionable steps for you to follow.

As you go through these steps, remember the constant cycle of leadership development and how each pillar supports the others.

ACTION:

Write down your top ideas or actions for each pillar and commit to them by scheduling time in your calendar. We recommend you take each step slowly and write down your answers and actions so that you can come back to them frequently.
10 STEPS TO ELEVATE HOW YOU LEAD YOURSELF

“If your actions inspire others to dream more, learn more, do more and become more, you are a leader.” - John Quincy Adams

Leadership ability starts with how you lead yourself. That includes your unique vision, skills, character, and focus. Once you have first learned to elevate your ability to lead yourself, you can then apply what you learn to your business and employees.

These 10 steps will help you regardless of where you are in your business ownership journey but are especially important to focus on at the Startup Stage of your business when you are doing pretty much everything.

1. KNOW YOUR WHY

Your why is your purpose and guiding star. It is the reason you get out of bed and go to work leading your business every day. It’s what keeps you going even when you hit a plateau or challenge. That is the reason it is so critical that you are clear on your why and that you remind yourself of it often.

Knowing your why starts with knowing yourself. It requires self-awareness about your inner dreams, drivers, and desires. It requires deep reflection and honesty about what matters most in your life.

QUESTIONS:

Why did you start your business in the first place?

What are your biggest dreams and goals? Where do you want to be in 1, 3, & 5 years?

What is driving you to lead this business each day?


What excites you the most about your life and business in the next 10 years?

If you could be doing anything what would it be?

How would your friends, family, or employees describe your why?

ACTION:

Decide what you want to strive for the most in your business and life. Write it down and share it with everyone you know. Get input from the people closest to you who know you best.

Work on it every single day and say no to everything that doesn't help you get there.
2. SKILLS INVENTORY
Every person has a unique combination of skills and characteristics that define them. Before you can lead others you need to be self-aware of your strengths, weaknesses, opportunities, and challenges. This knowledge will help you identify where to focus your energy to achieve the most growth and leverage in your life. One of the best things about being a business owner is that you can create the job you most want by focusing on your personal skills. You don’t need to go find it, but you do need to create and prioritize it!

QUESTIONS:
What are your major strengths / what are you the best at?
Where can you deliver the most value in your business? What results can you drive?
What do you enjoy doing the most?
What are your weaknesses?
What have you done to overcome them?
What is holding you back the most right now and why?
If there was one skill you could learn to master immediately what would it be?
What is your leadership style?
How do you role model leadership in your business?
What goals do you have for yourself as a leader?

ACTION:

Complete an honest SWOT analysis of yourself:
❖ Strengths are what you do best
❖ Weaknesses are what you need to work on
❖ Opportunities are external possibilities you have
❖ Challenges are external limitations that are holding you back

Review it with a mentor, coach, or close friend to get their feedback.

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3. TIME & PRIORITY MANAGEMENT

Your business will be limited until you learn to protect your time and focus through priority management. Leaders are constantly planning, preparing, prioritizing, and completing different tasks at any point in time. It takes discipline to do what you will say you are going to do and to prioritize the tasks that are important rather than just urgent.

You should always think about the value of your time on a per hour basis and weigh that against the tasks you could be focused on.

Ask yourself, just because I can do something, should I do it? Or is there a person who is better suited? Ultimately, your job is to prioritize the tasks in your business that only you are capable of doing and that deliver the most value.

QUESTIONS:

What is your time worth per hour?

What activities do you do each day that generate the most return?

What activities do you do each day that generate the least return?

How often do you review your priorities and make decisions around them?

What deadlines are you committed to?

Are your priorities aligned with your personal, strategic, and business goals?

What daily tasks should you stop, start, or continue?
What if you could only work on your business two hours per day? What would you focus on?

What important tasks have you failed to prioritize for too long?

How can you become better at making time for them? What time of day would be best?

Do your tasks feel like you have to do them, or you get to do them?

**ACTION:**

You’ve likely heard of or completed the famous Eisenhower Matrix exercise before, but it is a truly integral practice for all leaders to return to frequently. Reflect on your current responsibilities, tasks, and projects and sort them into the following segments. Then shift your priorities and focus to achieve the goals described below.

- **Q1 Important / Urgent** - Deadlines, emergencies, critical functions, etc.
  - The goal is to quickly do or manage anything in the first quadrant.

- **Q2 Important / Not Urgent** - Planning, development, strategy, projects, etc.
  - The goal is to schedule / focus as much time on this quadrant as possible!

- **Q3 Not Important / Urgent** - Interruptions, emails / calls, basic tasks, etc.
  - The goal is to delegate or limit anything in the third quadrant.

- **Q4 Not Important / Not Urgent** - Distractions, time wasting, etc
  - The goal is to eliminate or avoid anything in the fourth quadrant.

The Eisenhower Matrix for time and priority management.
4. ACT DECISIVELY

It takes confidence and courage to make decisions even when you don’t know all the answers, but that is the role of a leader. When you act quickly and decisively you’ll get faster results in your business.

The way you make decisions is the way that other people will make decisions for you. That means that if your employees know what is important to you and how you would act in a situation they are more likely to respond in the way you would expect.

QUESTIONS:

Do you have a process for making big decisions that you are confident will lead to the best results with the information and time you have?

When was the last time you had to make a big decision?

How quickly did you make it? Did you second guess yourself at all?

What influenced your decision-making process?

What do you do when you don’t have all the information you need to make a decision?

What percentage of the time do you feel you make the right decision?

ACTION:

Reflect on the times you’ve made hard decisions that have had positive outcomes. Learn to trust that you are able to make good decisions like that again. Be willing to take risks and learn from them. Don’t second guess every decision because it will slow you down and prevent you from moving forward.

Write down one decision you are struggling with right now and without a second-thought write down what you think the solution is. Now go follow through.
5. CONSISTENCY OF CHARACTER

People are attracted to good leaders, therefore in order to attract the best you have to become the best you can be. It starts with setting high standards for yourself and being a positive role model / example for others.

You need to establish trust as the foundation of your leadership. Trust is built on consistent character, action, admitting your mistakes, and putting people ahead of yourself. It is earned, not bought or given. Once trust is broken, you must repair it before moving forward because if your team doesn’t trust you or your word they will not follow you.

QUESTIONS:

What words do you use to describe your character as a person and leader?

What characteristics do you aspire to be described as by others?

What are the most important values that you base your actions on?

How can you inspire people to trust and follow you?

How can you be a better role model for your employees?

How often do you act ‘out of character’ and what do you do when that happens?

What characteristics are you working to change in yourself?

Have you broken trust with anyone on your team recently? What can you do to repair it?

ACTION:

Write down your core 3 - 4 values that define you and how you want to be perceived. These core values will become the basis for your business values as well. Share them with someone close to you for feedback. Then share them with your team and ask them to hold you accountable for demonstrating those values each day. This will inspire trust and loyalty.

Write down characteristics you are not proud of or that are not serving you. Commit to working on them with your team or accountability partner.
6. ADMITTING YOUR FAILURES

“That which you hide, will hurt you. That which you share, will serve you. When you share your insecurities, they lose power.” - Ray Dalio

Everyone makes mistakes but good leaders learn from theirs and become better as a result. It’s important to honestly acknowledge your mistakes just as much as you celebrate your wins and share the lessons with your team. By setting the example, you can then ask them to do the same. This also encourages you to practice humility.

QUESTIONS:

What was your last failure?
What happened differently than you intended?
How did you respond? Who did you tell?
What did you do to correct it?
What is the failure you fear right now?
How do you react when an employee makes a mistake?

ACTION:

Identify your most recent failure and address it with whoever was involved. Own what happened and share your plan to ensure it doesn’t happen again. Encourage your team to do the same because failures only hold us back if we don’t learn from them.
7. LEARN TO LISTEN

As the busy leader of a business with so much on your mind, it’s sometimes easy to dominate a conversation and to struggle to give the other person an opportunity to speak. However, effective listening will help you connect more and learn from your employees.

The most important part of learning to listen is practicing presence and focused attention. This is something everyone needs to work on in our hectic daily lives because often we are not fully present for the conversations we are having. We’ve got other things on our mind and we may start to nod along and tune out the person if we don’t prioritize this conversation.

Another key to effective listening is checking that you have correctly understood the person by playing back what you’ve heard from them before moving on. A playback is simply summarizing what you have heard them saying so far to confirm you’re on the same page. For example: “What I am hearing you say is . . . Is that correct? Have I missed anything?”

All it takes from you is checking in from time to time to ask how they are doing, if they need anything, if everything is going well, what they are working on, etc. Ask good questions to open them up, hear them out, and support them. Listening is about you demonstrating to them that their voice is heard and matters by being present and focused on their needs.

**Remember: Asking better questions will get you better answers.**

**QUESTIONS:**

- How would you rate your listening ability out of 10?
- How could you improve your rating? What could you do differently?
- How often do you check-in and give others the opportunity to speak their mind?
- How could you encourage your employees to speak openly more often?
- What questions could you ask your employees to understand them better?
- How can you get better at asking good questions?

**ACTION:**

Write down 3 ways you can improve your ability to listen and practice them. Write down questions you will start asking your employees to connect on a deeper level.

Practice deeper, more present listening in your next conversation with your employees. Notice how they respond when you give them space to speak their mind.
8. NEVER STOP LEARNING

"Leadership and learning are indispensable to each other." - John F. Kennedy

It’s no secret, leadership is practiced and perfected over time. The best leaders we have known in life and business are constantly self-educating, practicing, and improving their leadership ability. They never stop reading, they work with mentors and coaches, they put themselves in situations that require them to step up, and they reflect on what is working.

A true leader will always say they have a long way to go to become the person they want to be. They always aspire to be better and that is why they inspire others to follow them. They are role models who motivate others around them to want to contribute and grow as well.

This is our personal learning loop which summarizes the 4 step process to learn and improve at anything. Combine this process with the Leadership Skill Development Tool (included in the free bonuses found in our Home Services Huddle Facebook Group) and you will unlock the ability to rapidly learn new skills.

QUESTIONS:

Look around you for other leaders that you admire in business and life and ask them how they got to where they are.

Ask them what they struggled with the most.

Ask them for advice on developing leadership ability.

What was the last book you read on leadership development?

What have you learned or done recently to develop your ability to lead?

What can you do this month to learn to improve as a leader?

ACTION:

Write down 3 leaders who inspire you. Write down the leadership qualities you see in them. Write down what you need to do to become more like them. Then go do it.

Make it a habit to read books, listen to podcasts, observe, and study other leaders around you. Surround yourself with people who inspire you to be better.
9. FOCUS ON FEEDBACK

No matter how self-aware we are, there are always blind spots in our understanding and feedback can help us identify those opportunities. Being open to criticism is how you will learn the most. That’s why seeking and encouraging input from others is the mark of a respected leader. By encouraging open conversation and accepting feedback from your team they will feel heard and valued. That requires actively listening to suggestions, ideas, and feedback from other people, and being willing to work on them.

The other side of feedback is how you provide it to your team. There are only two purposes for giving feedback:

1) Improving behavior / making it better - “Here’s an opportunity for you to improve.”
2) Reinforcing behavior - “Keep doing what you’re doing!”

Helpful feedback empowers a person to be better the next time, rather than criticizing their poor performance. That’s why three critical parts of providing helpful feedback are:

1) Ask for permission first: “Are you open to some feedback?” / “Can I give you some advice?” / “Can I make a suggestion?”
2) Confirm how they like to receive feedback: “How do you like to receive feedback?” / “Do you want me to sugar coat it or jump straight to the point?”
3) Use the SBI Model: Situation, Behavior, Impact. Describe the specific situation (place and time) and behavior (action) you want to correct by explaining the impact it had on you and your business.

QUESTIONS:

When was the last time you received hard or critical feedback?

How did you take it? What did you do with it?

How open are you to criticism?

How do you respond to criticism?

How do you respond to suggestions and ideas from your team?

How often do you request feedback from your team or customers?

ACTION:

Contact 5 of the people who know you the best in life / business to ask them for their honest and direct feedback. Ask them for feedback on how you are performing as a leader. Ask them what they admire about you. Ask them what you could improve the most. Your first instinct will be to explain or refute their feedback but it’s important that you sit with it and grow from it.
10. FIND A COACH OR MENTOR

“Each person holds so much power within themselves that needs to be let out. Sometimes they just need a little nudge, a little direction, a little support, a little coaching, and the greatest things can happen.” - Pete Caroll

Most people have no idea what they’re doing wrong, which is why they can’t fix their own problems. That’s why another ability that separates great leaders from the pack is that they know when to ask for help.

It doesn’t matter how good we are at helping others, sometimes we also need outside guidance. That’s why we all benefit from mentors. A business coach or mentor will save you from wasting years of learning the hard way by helping you learn from the experience of others before you. They will listen to your problems and provide guidance to help you overcome them.

Coaching is never an expense. It’s one of the smartest investments any owner will make when it comes to building a successful business and it should return value many times greater than the cost. Especially if you consider the opportunity cost of not overcoming the challenges you face and the missed revenue you are leaving on the table every month. With the support of someone who has the experience you want you can achieve things faster than you ever thought possible.

QUESTIONS:

Do you have a business mentor or coach who you speak with regularly for guidance? If so, how has working with them helped you develop as a leader?

If not, have you ever considered the value of working with a coach?

Who do you go to when you need help or advice? Are you learning from the best?

How do you think you and your business could benefit from working with a coach?

What is the biggest challenge or barrier to growth you are working on overcoming right now?

ACTION:

Reflect on the mentors you already have in your life or the people who you would like to approach to help guide you. Connect with them to establish a regular routine of meeting (in person or virtually) to work on your leadership development.

If you’re interested in learning more about how we serve our clients and what we can help you achieve, you’ll find our information at the end of the book (HOW CAN WE HELP section).
10 STEPS TO ELEVATE HOW YOU LEAD YOUR BUSINESS

“Personnel determine the potential of the organization. 
Relationships determine the morale of the organization. 
Structure determines the size of the organization. 
Vision determines the direction of the organization. 
Leadership determines the success of the organization.”
- John C. Maxwell

Leadership ability underpins each of the areas mentioned above and when you can effectively connect all five of those things in your business you will have something truly amazing.

That is what this section sets out to help you achieve. Once you have learned to lead yourself you will have more time and energy to focus on your business. And once your business has more structure and systems your team will be able to perform better as well.

1. KNOW YOUR BUSINESS'S WHY / MISSION STATEMENT

Just as you went through the process of identifying your personal why it’s critical that you connect your business to a greater purpose as well. You need a mission statement to provide direction for yourself and your team.

One of the most powerful tools for attracting, motivating, and retaining good people is sharing a strong mission that inspires others and makes them want to be a part of your business. It creates a deeper connection with your employees and customers.

Mission, purpose, and vision are commonly confused terms so here is the distinction. Your mission statement / purpose focuses on today and what you do, while your vision statement focuses on tomorrow and what you want to become / achieve. HINT: Vision statements about making money are weak. People are motivated by the things money can do, buy and give them, but not by the money itself.

Example: IKEA’s mission and vision statements:

**Mission:** Offer a wide range of well-designed, functional home furnishing products at prices so low that as many people as possible will be able to afford them.

**Vision:** To create a better everyday life for the many people.

Here are some examples of powerful mission statements from home service brands:

**O2E Brands:** Making the ordinary business of junk removal, painting and house detailing, exceptional.
WOW 1 DAY PAINTING: WOW 1 DAY PAINTING is revolutionizing the way homes are painted – minimizing the disruption to homeowners by painting homes in just one day!

Schuck & Sons Construction Company: To be the most honest and ethical trade partner of choice. To provide superior carpentry labor and building components to the residential and commercial construction industry. To foster a work environment that encourages new ideas, new innovations and growth.

Summary: Mission = Purpose = What you do and why you do it

QUESTIONS:
What service does your business provide for customers and how does it impact their lives?
What problem does your business solve?
What makes your business unique?
What is the purpose of your business? Why does it exist?
What bothers you about your industry that you would like to change?
Does your business have a greater cause beyond the service it provides? Service / Charity? Community?
Do you have alignment within your team on your business mission and why? How do you communicate your mission to them?
What is the story you tell when you describe your business to others?
What story do you want people to tell when they talk about your business?
Why do people want to work for your business?

ACTION:
Write your business’s mission statement by answering these questions.
Who do you serve?
What do you do?
How do you do it?
Why do you do it?

Share it with your team for feedback and suggestions. Or even better, write it with their direct input! Once you have a final version share it publicly on your website and social media.
2. VISION

A vision statement focuses on tomorrow and describes where your business aspires to go. The vision statement is your dream for the future and your compass. The more clarity you have on where you are going and why, the easier it becomes to make decisions because anything that doesn't align with it can be easily avoided.

Throughout our careers, we've had the extreme pleasure of working closely with Brian Scudamore, the founder of 1-800-GOT-JUNK? And O2E Brands. He is an extraordinary visionary leader who has inspired thousands of people to follow him on the path to creating the future he envisions.

Every 5 years Brian writes an incredibly detailed vision of the future which he calls his ‘Painted Picture’. He has found that when he shares an inspiring vision that people believe in it becomes much easier to make it a reality.

If you want to learn more and get some inspiration you can find his explanation here.

**Summary:** Vision = Future = Where you are going

**QUESTIONS:**

What are your hopes and dreams for the business?

When you imagine your future business how does it look and feel?

If you could do and achieve anything, what would you focus on?

Does your current business model serve your vision?

Are there changes you believe your organization can make in your community?

Is your vision exciting or inspiring enough to engage others?

Have you stopped yourself from dreaming big enough because of self-doubt?

**ACTION:**

Write your own Painted Picture describing in as much detail as possible what you want your business to look like in 3 - 5 years. Reflect on the questions above and schedule time to daydream freely without distractions. Do not worry about how you will make it happen, just focus on what you dream of building without judgement.

Make it inspiring, share it publicly then find a team or people who want to help you make it a reality. The best visions are shared and reviewed often.

To support you with this important task we've included a helpful Home Service Leader Vision Guide for free download in our Home Services Huddle Facebook community. Join today and find the guide under the Units Section.
3. STRATEGY

“The essence of strategy is choosing what not to do.” - Michael Porter

The larger your business grows, the more your job becomes about leading through mission, vision, and strategy. Think about the highest-paid CEOs and leaders in the world. They spend almost 100% of their time thinking about the future and getting other people to make it a reality. Once you’ve established a clear mission and vision you can define your short and long-term strategy to achieve them.

Strategy requires focused time to reflect on your mission / vision / goals to decide where you are going and how you will get there. The best businesses and leaders spend multiple full days a year dedicated purely to their strategy.

Your strategy is contained in your business plan. The annual strategy is the most important place to start and then you break it down into quarterly and monthly strategy from there. The bigger the goal, the more time you need to dedicate to achieving it.

Once you’ve established your strategy, the next step is committing to reviewing your progress at regular intervals. This can be completed during weekly, monthly, and quarterly review sessions depending on the size of the goal.

**Summary:** Strategy = Plan = How you will get there
QUESTIONS:

Are you more present or future-focused?

How focused are you on long term strategic decisions?

Do you have a clear operating plan for the next 6 - 12 months that moves your strategic priorities forward?

What are your specific goals for the business?

How are you going to get there?

Is it realistic? Is it thinking big enough?

What could prevent your strategy from working the way you intend?

How often do you review your strategy?

ACTION:

1. Review your business plan for this year along with your mission and vision statements. What are the main goals you are working towards?

2. Start by identifying your top 3 high-level strategic objectives for your business. These are the most crucial priorities that will inform your direction.

3. Now break those objectives into specific and detailed plans to be executed through the year. Include information around cost, timelines, deadlines, risks, opportunities, and who will be responsible. Remember your job as the leader is to set the vision and direction and delegate to your team to make it a reality.

4. Track and measure your progress on those plans consistently to ensure you keep your business on track.
4. SET THE STRUCTURE

With the mission, vision, and strategy in place, you can turn your focus to establishing the organizational structure that will support your goals. Your organizational structure is the relationship between positions in your business and your job as the leader is to lay this out clearly for your team.

Structure depends on knowing where you stand today, where you want to go, and what roles you need to add to get there. Hiring is challenging, especially when you look for more skilled positions. That’s why it is critical that you identify the gaps you need to fill ahead of time and plan to recruit leading up to when you need them.

QUESTIONS:

Do you have an organizational structure written down or built?

Do you know what positions you need to hire for next?

Does your business have the right structure for continued growth today and in the future?

How many employees will you need to do $1 million, $2 million, $5 million in revenue?

Which managerial and leadership positions do you need to prioritize hiring?

How often do you discuss the structure of your business with your team?

Do your employees know the potential career path or ladder in your business?

ACTION:

Based on your business goals, build an organizational structure for 6 months, 12 months, and 2 years in the future. For each key role describe the specific responsibilities, goals, and potential salary for each position. The more specific you can be the better.

This is best created in Excel or Google Sheets and there are plenty of examples of different structures online.

Now you have a plan and a recruiting timeline to follow. Review your plan with an advisor to ensure it makes sense.
5. CREATE / DOCUMENT SYSTEMS & PROCESSES
For your business to operate consistently on all fronts you need clear procedures for your employees to follow. As the business grows, you should take the time to record, test, and improve your systems so that new employees can learn how to handle different situations correctly with less direct support from you each time. Eventually, your managers will be responsible for helping build and document systems as well.

Clear and repeatable systems / processes are critical to your long term success. As a service business, you need to be able to deliver a consistent product for your customers every time. You also need to be able to delegate responsibilities efficiently by sharing the information the person needs to follow through.

The good news is that you don’t need to reinvent the wheel. It’s very likely that the systems and processes your home service business requires have already been established and perfected by other people in your industry. That’s where collaboration, community, and coaching can really help you, as you can learn from what’s already working instead of spending years trying to learn for yourself.

QUESTIONS:
How focused are you on improving your systems and processes?
How consistent is your team in delivering your service to customers?
How do you currently manage the training and delegation of your systems?
What processes are missing in your business today?
What processes do you have in place that aren’t working well enough?
Who on your team is detail-oriented and experienced enough to help you create and document your systems?

ACTION:
Create a consistent system for recording and documenting the processes that will streamline your business operations. Start by creating a list of any part of your business or service that follows the same order of operations every time. Especially prioritize processes that are not happening consistently right now. Describe the order in simple, easy to follow steps. Share it with your team for feedback and edits.

They don’t need to be fancy, just informative, and you can use powerful online tools that will assist you in creating them. We recommend you pick one of these options:

1. Record everything in Google Docs and Drive so you can easily share them with your team as needed.
2. If you’re willing to spend some money and want to make it even easier to create your systems use an online tool like Trainual.
6. TASK AUDIT
When you start your business it is common that responsibilities get picked up by whoever is available or capable at the time and they are not necessarily distributed in an organized manner. But as you grow, it becomes more important to delineate clear responsibilities for each person and role in your business so that there is no confusion or opportunity for things to slip through the cracks. This becomes especially apparent when a long-time employee or manager leaves and suddenly no one knows what to do or who should own the tasks they used to complete.

With your organizational structure built and a clear strategy for the future, you now have a perfect opportunity to audit who is doing what and to clear up the roles moving forward. The task audit requires you to speak with each person in your business to understand what they currently understand their responsibilities to be and to line it up with their intended responsibilities based on your structure.

QUESTIONS:

How often do your employees drop the ball on a key responsibility and what happens when they do?

How do you correct the situation currently?

Does each person on your team have a clear written job description, including their daily responsibilities and the goals they are working towards?

Do you have anyone on your team who is involved across multiple areas of your business and juggles a wide range of responsibilities?

Is there any way you can redistribute or delegate some of their responsibilities to employees who are better suited and who should already be focused on those tasks?

ACTION:

Speak with each of your employees about their current role, responsibilities, and daily tasks. Write down what they are doing on a daily and weekly basis. Then compare that list to your key role descriptions from your organizational plan.

The goal is to line up the specific responsibilities and goals for each position by redistributing and delegating anything that was being missed or managed by the wrong person. The sooner you complete this step in your business the better because it obviously becomes more challenging the bigger you get.

BONUS: If you’d like help with this action, contact us and we can share a simple tool to streamline your task audit by tracking all your roles and responsibilities in one place.
7. MAKE TIME TO LEAD
As mentioned in the time and priority management section, a big part of leading a successful business is deciding what you should be focusing your attention and energy on. As we all know, there is never enough time in the day or week to complete all of the tasks and responsibilities that you have as a leader. Therefore the only way to accomplish the things that matter most (long-term strategy, planning, projects, etc) is to schedule time to focus on them.

As an entrepreneur, you own your schedule. To be the most effective you can be, you need to protect your schedule from urgent / unimportant things that will disrupt or slow your ability to complete your priorities. The leaders who always seem to have it all together and are never in a rush become that way because they control their schedule with military precision. You should do the same.

QUESTIONS:
How often do you schedule focus time to work on your business without distractions?
What’s currently holding you back from managing your time the way you want to?
What would an ideal day look like?
Where do you do your best focused work?
What time of day do you do your best focused work?
What important work do you consistently intend to complete but always end up putting off until later?
What could you achieve with 1 full day of focused work per week?

ACTION:
Block at least 1 full day per week to lead your business. Don’t make sales calls during this time and don’t go to a job site. Sit at your desk and do the important work to push your business forward. If you can’t commit to 1 full day, split it into 4-hour blocks over multiple days.

The critical thing is that you make the time to focus on what matters most in your business and you don’t allow your busy work to interfere. This commitment will transform the way you operate.
8. MEASURE RESULTS DAILY
As the leader, you need to be tracking and reviewing your business numbers every day or at least every week. Your key performance indicators (KPIs) are the quantifiable facts about your business that give you immediate insight into what is working and what is not.

If you don’t know your numbers you don’t know where you are going and you can’t make informed decisions to grow. Closely tracking your progress against your goals enables you to more accurately predict how your business will perform in the short and long term.

Here are some examples of the most critical KPIs you should be tracking in your business:

Revenue, sales, growth %, gross profit %, marketing spend %, sales conversion, net profit %, cashflow, average job size, leads, labor efficiency, cost of goods sold, employee turnover rate, average employee tenure, revenue per employee, revenue per vehicle, revenue per route, revenue per hour, NPS, employee engagement score, complaint %, jobs with deficiencies, etc.

What you prioritize tracking will depend on your business and what you want to improve.

QUESTIONS:

What results are most important to your business?
How do you track your results?
What KPIs do you track daily?
What KPIs do you track weekly?
What KPIs do you track monthly?
How aware are your team of the results they are responsible for driving?
How do you balance short-term results with long-term success?
What do you do when your business does not hit a goal or KPI?

ACTION:

Identify the top 5 - 7 KPIs you will track every day to ensure the success of your business. They should directly impact your ability to achieve your mission and strategy. Create a simple tracking sheet to review them for 5 minutes each day and start sharing your results with your team to get their buy-in.
9. REVIEW FINANCIAL RESULTS REGULARLY

Financial literacy is a critical skill for all business owners that is, unfortunately lacking for many entrepreneurs. The problem is if you don’t know your daily profit and cash flow you don’t know if your business is working efficiently and can’t make smart decisions. It doesn’t take much to educate yourself but it is one of the best investments you can make in your development as a leader.

The foundation of your business’s success is built on its profitability and cash flow. Without those numbers moving in the right direction you are in grave danger of failing. Your peace of mind depends on knowing that your business is operating efficiently and producing the income that you need to survive or thrive.

QUESTIONS:

How often do you review your financial statements?
How frequently do you measure your profit on jobs?
How do you track the financial results of your business?
How confident are you with understanding those results when you review them?
Do you know how much money you make on every service you complete?
Do you know how many services you need to complete in one month to break even?
Do you currently have a bookkeeper or accountant?
If not, how confident are you in your ability to accurately track your financials?

ACTION:

If you are not reviewing your financial statements (P&L and balance sheet) on a monthly basis, you need to start right now!
If you are not tracking your gross profit on every single job, you need to start right now!
If you don’t understand how the cash inflows and outflows of your business are managed on a daily or weekly basis, you need to start right now!
If you don’t know your business’s break even point each month, you need to start right now!
Get on the phone with your bookkeeper or accountant and start learning how to understand and manage your finances right now!

If you need help with your finances we offer a [Home Services Financial Training Package](#). This package includes all the training, templates, and tools you need to confidently measure and manage your business financials so you can increase your profit and peace of mind.
10. LEARN FROM COMPLAINTS & REVIEWS

“In today’s world, meaningful differences between businesses are rarely rooted in price or product, but instead in customer experience.” - Jay Baer

As a home service business, you know how picky customers can be about their home and you know how important it is to impress them. Your reputation is everything and reviews are one of your most powerful sales and marketing tools.

Too often business owners love reading positive feedback and instantly disregard any negative feedback they receive. But as a business leader, you need to understand that your failures are your biggest learning opportunities. Every complaint is an opportunity to improve your service for the next customer. It represents a gap in expectations, training, or delivery that was missed by your team. So your job is to address it immediately with your customer and your team to fix the situation. Each complaint should actually result in your business becoming better.

Another strategy is to look at what customers are saying about your competitors online to help guide you on how to be better than them. Both the negative and positive experiences can inform ways you can make your business different for the better.

QUESTIONS:

How do you collect feedback from your customers and how often do you review it?

What is your current rating on the primary platform you collect reviews? What would you like it to be?

How many reviews do you have compared to your competitors?

What percentage of your jobs result in a review?

What common complaints do you receive and what do you do when you get them?

How can you change the way you operate to prevent them from happening again?

How do you share complaints and reviews with your team?

What do your customers love about your service and how can you deliver more of that?

ACTION:

Read all of the reviews your business has received in the last year. Record how many are positive, how many are negative, and how many are average. Write down the top words that appear the most in each of those reviews. Those words demonstrate trends in what your customers love or dislike about your service.

For every negative review, write down the reason for the complaint and what you can do to correct it in the future. Share this information with your team for feedback.
10 STEPS TO ELEVATE HOW YOU LEAD YOUR TEAM

“Those who build great companies understand that the ultimate throttle on growth for any great company is not markets, or technology, or competition, or products. It is one thing above all others: the ability to get and keep enough of the right people.”

- Jim Collins

It’s not enough for you to be a successful leader. To win, you also need your team to be successful. And to accomplish that you must be committed to finding and developing a team that you trust to handle your business when you are not around.

There is no doubt that people are your biggest asset and lever for success because the quality of your business is directly influenced by the quality of the people that are working in it. Adding to your team is the most efficient way to grow and increase your business’s output. Not to mention the only way to create capacity for you to focus on different tasks as the leader! And the best way to scale efficiently is through a high retention rate.

At the same time, we all know that finding and managing people is the hardest part of running a business. It is complicated, challenging, and always changing.

Unfortunately, we see too many business owners who dislike or even hate recruiting and people management because of how frustrating it can be to find good people.

We hear you! But the truth is the time you spend recruiting, developing, and leading your team is the most important use of your time each week.

People management and development is a challenging and critical opportunity for you to focus on as a leader. So let’s get into how you can improve your ability.

1. KNOW YOUR EMPLOYEES’ WHY

To lead yourself you need to know your why.
To lead your business you need to know its why.
To lead your team you need to know their why.

To bring it all together and create something special your goal is to align your why with the why of your business and your employees. When they are all aligned you don’t need to be as worried about how to motivate people because they will be invested and driven by the larger purpose of the business. They will understand how they fit in the larger picture and the value of their work.

Leadership is about leading others so that they are motivated to handle the day-to-day tasks that you don’t have time for. It’s about sharing clear vision and values and inspiring / engaging your employees to deliver what’s needed from them. Your job as the owner is to serve the team, and the team’s job is to serve the clients.
You must inspire and engage others and in order to do that, you must understand what is inspiring and motivating to them. Which means you need to connect with them to learn what drives them personally.

QUESTIONS:

How do you motivate your team to be better?

How do you inspire your team?

Are they bought into your vision and mission?

Do their goals align with your business goals?

Can you name one unique thing about each of your employees?

Do you know a personal goal or aspiration they are working towards?

Can you do anything to help them achieve their goals?

Do you know their personal reasons for working for your business?

ACTION:

Schedule time to connect with each employee 1-to-1 over coffee or somewhere off the job site to understand their goals and what drives them. Just taking the time to connect with your team will increase their buy-in to your goals. Seek to understand why they come to work every day and look for ways to make it more meaningful for them.
2. CULTIVATE CULTURE

A good paycheck is not enough to attract the best people anymore. Employees want to join an engaged team that is successful and fun. If you are the leader of a business and want to attract high performers and motivated people you must create a positive culture of growth. People with potential are attracted by growth and by the opportunity to learn from others who are more successful than them. If you can offer that opportunity and deliver on it you will attract and retain the best people.

Your company culture is built first by you and then by you AND your team based on your shared values, mission, vision, and actions. It is your responsibility as the leader to identify what you want your culture to look, act, and feel like and how you will nurture it. All of the other leadership traits and actions we’ve covered so far will contribute to a high-performing and engaged business culture.

We are very strong believers in the role culture plays in your success and enjoyment as a business owner. We've been fortunate to create and lead some of the most celebrated company cultures in North America (1-800-GOT-JUNK? / O2E Brands), so we intimately understand the impact it has on engagement, growth, and success.

QUESTIONS:

Do you have an aligned and engaged team?

How is your company morale?

Do people like working in your business?
Where are there friction points in your employee life cycle?

How do you promote teamwork with your employees?

What do customers say about your team after your service?

When was the last time you took your team out for a dinner or fun activity?

Do you ever do exit interviews?

How do you measure employee engagement?

How would you describe your current company culture? What would you change?

**ACTION:**

Write down the words you would use to describe your current company culture. Then, ask your employees and most loyal customers how they would describe your company culture. Combine your first list with the second list and you have your current company culture.

Then write down some aspiration words you’d like to work towards being described as and find ways to shift your culture in that direction.
3. CONSISTENT COMMUNICATION
Communicating effectively with your team is a foundational pillar of leadership. Although it's easy to drop the ball on communication when you are so busy and focused on the bigger picture of your business, you need to find ways to connect with your team often and in meaningful ways. That includes taking time to listen, showing them respect, and serving them by adding value to their lives.

Like everything in your business, building a system ensures it will happen. Think of communication in this way too - systematize the cadence, themes, and objectives of communication with your company. Have multiple channels or ways that communication flows in your company. Be proactive about encouraging communication and don’t rely entirely on face to face, or email, or slack.

Just because you are the boss doesn’t mean you should be separate from your employees. Think back to when you were an employee in a business and how it made you feel when the boss or leader gave you some of their limited attention. A great place to start is by introducing weekly team meetings, which we cover in more detail in Step 8.

QUESTIONS:

How well do you communicate with your employees?

What is your communication style? Are you authoritative, directive, supportive?

Are you closely connected to your team? Do you speak to them about anything besides their job or current task?

How do you engage, support, and empower your team?

Does everyone have an opportunity to be heard?

Are you transparent with your employees about what is important in the business?

How do you provide instructions?

What are your communication expectations for your team?

ACTION:

Reflect on your current communication style and frequency with your team. Identify two opportunities to communicate more effectively and consistently with your employees. Remind yourself of how impactful it can be when a leader communicates with you in a positive way.
4. ATTRACTING & HIRING THE BEST PEOPLE

The truth is good people are hard to find because every business is looking for them. They are a scarce commodity. Therefore, to attract them you need to stand out and make them feel special and motivated to choose your business.

We always say good people know good people. Which means your best source of new hires is through networking and referrals from your current employees (but only if they are happy!). Therefore, effective recruiting starts with engaging and supporting the people you already have so that they are so happy they tell others about their job. An engaged team who is bought into your leadership and vision will do a lot of the recruiting for you.

Next, you need to get your business directly in front of the ideal candidates you are looking for. To stand out from the competition you need to present yourself differently. The best way to do that is not just to post on craigslist. It’s to identify who you are looking for and where that type of person is most likely to be found. Are they athletes? Are they in university? Are they in local clubs? People want to be part of a winning team so you should promote your business publicly in targeted places to share your success and attract the right people.

Lastly, the most important thing you can do to find the best people is: **Always be recruiting.** Do not stop just because you have enough people today. Good people are hard to find and if you only look once in a while you may miss your opportunity. You will always be able to make room for a new person if they are a good fit for your business.
QUESTIONS:

How many of your employees came from referrals?

When was the last time you had too many good candidates to choose from?

Are you hiring people because they are the best fit or the only one who showed up for the interview?

What characteristics, skill sets, and mindsets are you looking for in an employee?

What is your candidate experience for applicants and new hires?

Is it a streamlined and consistent process?

How fast do you respond to new applications?

How fast do you go from application to interview to hire?

How do you communicate and inform applicants throughout the process?

How many applicants do you need to hire one person?

How confident are you in your ability to lead an effective interview?

How often do you lose good candidates to other jobs before you can hire them?

Do your job posts read like ads or lengthy job descriptions?

ACTION:

Write down your recruiting process from job post to completing the hiring paperwork. How many steps are there? How smooth is the process for your applicants? How long does it take a person to go through it?

You are trying to identify blockers and gaps that are causing friction in your recruiting process. The goal is to create the simplest, fastest, and best recruiting process you can to ensure you don’t miss out on the best people.
5. ONBOARDING & TRAINING

Contrary to popular belief, the recruiting process is not over when you have made a hire. If you stop thinking about your new hire the second they join you, they will not stick around very long. Effective onboarding and training is how you take a good hire and turn them into a great employee by making them feel like they belong.

The purpose of onboarding is to set your new hire up for success by laying out clear expectations, providing the training and support they need, and making them feel welcome on your team. Being the newest employee can be a nerve-wracking experience but onboarding makes it far more comfortable and fun. Great onboarding systems consider how you want your new hire to feel as well as what you want them to know during their first days on the job.

The real success of that new employee will be determined by how they are onboarded, trained, and managed in their first three months. If it’s common for you to lose one (or more) out of every three hires you have a turnover problem! Most new hires leave in the first 90 days due to poor onboarding, training, and support. Therefore, until you spend the time to develop a positive employee onboarding experience you will always be stuck in the turnover trap.

By investing the necessary time to train someone upfront you dramatically increase their long-term output and chances for success. People don’t like being incompetent at their job so if you can provide the right direction and attention from day one you have a far higher chance of keeping them long term.

Each role / position in your organization will require a different onboarding plan and tools but there is likely overlap with some steps and tools that you can repurpose for everyone. Start with the positions you hire for the most then continue up the ladder. Again, we recommend using a tool like Trainual to streamline this process.
QUESTIONS:

Are you setting your new hires up for success from day one? Is their first-day welcoming, fun, and exciting or overwhelming and disappointing?

What do your orientation and onboarding look like over the first few weeks?

Is there a system or is it random? Who owns it?

What tools do you use to successfully train people?

What are the learning outcomes you set for new hires?

How long does it take for a new hire to get up to speed?

How often do you take time to get to know your new employees? How do you form relationships with them?

What’s missing in your onboarding process that would change the experience?

What can you do to make them say “WOW!” after their first week with you?

ACTION:

Just as you did with your recruiting process, write down your onboarding experience for new employees from their first day of orientation through to the end of their first 90 days. What are the key touchpoints? Who is leading this process? How are you making new employees feel valued and supported from day one?

These are all things you need to figure out on the path to improving your onboarding experience. Schedule a meeting with your managers to discuss your onboarding program and delegate responsibilities.
6. COACHING & RETAINING

“A good objective of leadership is to help those who are doing poorly to do well and to help those who are doing well to do even better.” - Jim Rohn

The most profound mark of a great leader is the positive impact they have on others. When you share your time, knowledge, skills, and experiences with your employees you empower them to be better.

Coaching is the process of guiding and training a person to achieve personal or professional growth. You got to where you are because you developed a valuable set of skills and your job as the coach is to pass them along to your employees so they can grow too. Coaching is by far the most effective way to develop your employees because it enables you to lift up everyone around you. Additionally, it leads to improved performance, increased productivity, and better bottom-line results.

The message here is, for your employees to stay invested in your business you need to invest in their development. Let them know there is room to grow and show them the path to get to where they want to be. Just as you need to know your own strengths and weaknesses to grow, you also need to learn your team’s unique abilities so you can best utilize and nurture them.

Why is this important? Because the key to sustainable growth is retention. If your employee turnover is higher than 33% (you lose 1 out of every 3 employees each year) you will have an incredibly hard time scaling because you will always be replacing instead of adding new team members. And we know that the key to retention is impactful coaching for employee development.

QUESTIONS:

How motivated are you to help your employees learn, improve, and change?

What are you doing to consistently develop your employees?

Is there room for growth and are there frequent opportunities to step up?

How do you drive high performance from your team?

How much autonomy do you give your employees?

Do you help your employees create development plans for their skills and careers?

How can you improve your employee productivity this week?

ACTION:

You are responsible for the performance of your team. If you are not already coaching your employees regularly, it’s time to start today and it doesn’t have to be complicated. Identify
people on your team who have opportunities to improve and schedule time to work with them one on one to develop their abilities. To get started, instead of telling your employee what you think they need to do better, learn to ask them, “What do you need to do your job better and how can I help?” Make time to support them and make it about them and their personal growth. When you do that you will have an engaged, productive, and loyal employee.

The most impactful coaching happens during consistent one on one meetings which we will describe in a few steps.
7. DEVELOP OTHER LEADERS

"Leaders don’t create followers, they create more leaders." - Tom Peters

Leaders bear a burden of responsibility and must sacrifice a lot to grow the business they dream of. The secret is, your growth and freedom will skyrocket when you are not the only leader in your business. That happens when you have identified leadership potential in your employees and learned to nurture it so that they can also elevate their game. When you can achieve that you’ll gain loyalty and trust.

Good leaders are hard to find and harder to keep. To keep them onboard you need to pay them well, invest in their development, and provide them the opportunity to continue to grow with you instead of leaving for better opportunities. They need to know that there is a path ahead of them if they stick with you and how you plan to develop their abilities.

It’s your responsibility as the leader to elevate those around you. To call them forward to a higher potential and to support them on the path there. When you are effectively elevating the game of everyone around you, you have created the foundation for exponential growth.

QUESTIONS:

Have you developed leaders before?
Are you confident that you know how to do it?
How did you learn to lead effectively?
Which of your employees has demonstrated leadership potential before?
What were the signs that they could be a leader?
What makes them different from your other employees?
How can you nurture those abilities to elevate them to a new level?
What responsibilities can you share with them to provide an opportunity for growth?

ACTION:

Identify potential leaders in your current team and tell them that you see room for them to grow and take on more. Pump them up and push them to achieve more than they think is possible. If they are interested in growing with you, provide a path of progression for them over the next 3 - 6 months, with clear steps along the way. Work with them closely to develop them and provide the coaching they need.
8. PERSONAL 1-to-1s & TEAM MEETINGS

Hosting recurring 1-on-1 and team meetings are the best way to communicate effectively, connect with your team, and create coaching opportunities as your business grows. We've seen many examples where a positive team culture is established through a simple one hour team meeting once per week.

Personal meetings should be focused on managers and leaders in your business to maximize your time. These are regularly scheduled 1-on-1 meetings where the time is dedicated to coaching and supporting the employee. These meetings help you deepen your relationship, develop trust, and push the employee forward each week. It’s been proven that 1-to-1 meetings are the most impactful way to improve a person’s performance.

Team meetings are an opportunity to bring everyone together and share wins, lessons, goals, and updates. They should have a simple agenda that you can hit every time and it works best when you get other team members taking responsibility for different parts of the meeting.

The frequency will depend on the size of your business and team but at any stage, you should have regularly scheduled touchpoints with your team and individual employees to encourage connection and the generation of new ideas.
QUESTIONS:

How often do you meet with your team and individual employees?

What topics would you cover in a weekly meeting?

Where would you host it?

How would you include everyone?

What can you do to make it engaging and valuable for everyone?

Have you done one to one meetings before? How often and with which employees?

What agenda or routine did you follow?

What pre and post-work did they complete for each meeting?

ACTION:

Schedule a recurring 1-to-1 meeting with your top employees and managers to start consistently coaching them. Your meeting should be focused on them and their performance / development. It should have a simple agenda, some basic prep for both sides, a document for tracking goals and progress, and be focused primarily on short term goals to drive them forward.

For example:

1. Check-in - Connect to re-establish rapport. Are they in the right frame of mind?
2. Review - What happened recently? Focus on accountability NOT punishment.
3. Goal Set - What are they pursuing right now? It must be their goals, not yours.
4. Plan - How are they going to accomplish their goals? How can you help?
5. Contract - The commitment to what they will do differently moving forward
6. Summarize - Review the outcomes and takeaways from the meeting

BONUS: For support in learning the most effective way to lead 1-to-1s, contact us by email or through Facebook to request our Impactful 1:1 Coaching Guide.

If you’re not already hosting regular team meetings, pick an ideal day and time to schedule a recurring meeting and write your first agenda. Typically Monday or Friday mornings are best and where you host it will depend on your team size. Your agenda may include weekly wins, upcoming projects, updates on processes or expectations, sharing reviews and complaints, updates on business performance and goals, presentations about specific parts of the business, requests for input from your team, etc.

Make them informative, make them engaging, and you will be amazed at what it does for your team culture.
9. CELEBRATE SUCCESS

When a person is appreciated or recognized for their work, they feel re-energized, happy, and motivated to do even better work. But too often employees are only spoken to when something has gone wrong and not acknowledged enough for the effort they are putting into your business.

Leaders make it a habit to celebrate small wins and find a way to publicly recognize their employees every single day through group chat, email, text, etc. Bigger wins like positive reviews or hitting goals should be celebrated loudly to encourage buy-in.

Furthermore, incentives are a great way to motivate performance from your team. They don’t have to be complicated or cost too much, but when done right they will increase your team’s success. For example: offering a $10 bonus to employees when they earn a positive review or giving out gift cards when they work an extra-long shift or complete a tough job.

QUESTIONS:

How do you incentivize performance and how do you celebrate wins?

How often do you publicly recognize a team member’s efforts?

How do you positively reinforce the behaviors you want to see?

Do you do it publicly or privately?

Do you ever push your employees too hard or hold them to too high expectations?

How can you motivate increased performance through some basic incentives?

ACTION:

Find at least three opportunities to celebrate and recognize an employee this week.

Incentives for individuals: Introduce a few basic incentives to drive the performance you want to see. Discuss what would be motivating enough with your team and get everyone onboard.

Incentives for your team: Identify a goal that your whole team can get behind and offer a big way to celebrate when you achieve it. That could be a monthly revenue record, a certain number of positive reviews, or a profit goal. The celebration could be taking them to a dinner, a sports event, hosting a BBQ, or letting them off early on Friday.
10. HIRE EXPERTS & SPECIALISTS & LEAD THEM
Generalists who can wear many hats are very useful in the early stages of growth but over time you should prioritize specialists who will increase the output of your business. You typically can’t afford experts early on but as your business grows beyond $1 to 2 million in revenue, you need to find people who specialize in specific areas. A bookkeeper, administrative assistant, sales manager, marketing coordinator, operations manager, etc.

To effectively lead them you need to set goals and expectations, provide direction, and encourage accountability, without micromanaging. Let them excel in their expertise and own their section of the business. Now, instead of you being responsible for every part of your business you have people who can manage them for you and your job is to effectively lead those people.

QUESTIONS:

Do you have any experts or specialists on your team today?

If so, how are they performing, and is it better than you could do in the same area?

What roles are you currently responsible for that you feel underqualified for and would appreciate more support with?

Is there anyone on your current team who could excel if they were given the opportunity to focus on a more specific role?

If you could hire someone today to make any single business challenge go away what would it be and who would you hire?

ACTION:

Based on your organizational structure and current needs, do some research on the approximate cost of hiring specialists for the positions you are missing. Compare their salary to the potential growth and revenue they will be able to generate. Often you’ll find that paying extra for a talented person who requires less training can be well worth the return on investment.
BONUS STEP: FROM DOING TO DELEGATING

“Delegation requires the willingness to pay for short term failures in order to gain long term competency.” - Dave Ramsey

At every stage of growth, learning to delegate is the most critical and challenging of all the leadership skills we’ve discussed. That is why we’ve gone into much greater detail for this step.

Simply put, delegating is assigning a person to do some of the work, tasks or responsibilities that you need to be completed. Effective delegation drives increased results and productivity through others while freeing up your valuable time to focus on more critical priorities.

When you are feeling the burden of leadership and responsibility in your business you should look around you to find others to share some of the load.

Who on your current team has leadership potential? How can you empower them to grow? What kind of responsibilities can they take off your plate?

If delegating is the solution to some of your problems why do so many managers and leaders struggle to delegate effectively? Here are a few common reasons:

- Not wanting to give up control.
- Not trusting that others can do it as well as you.
- Not having the time to train them how to do it right.
- Not knowing the best way to delegate or provide directions.
- Micromanaging how everything is done.
- Not having employees who want more responsibility.
- Not having employees who are skilled enough to handle the task.
- Not having systems or processes to streamline delegating.
- Not having enough people on your team for the current workload.

These are all valid concerns and fears but they will hold you back if you let them.

These challenges are never fully the responsibility of the employees. The problems are caused by a lack of clarity, direction, systems, and processes that let them know what to do, when to do it, and most importantly, WHY they are doing it.

Those are the missing elements the owner / leader is responsible for providing but has been dropping the ball on when they’re too busy or trying to do it all themselves.
To improve at delegating, you have to learn to trust others to do things and you have to be willing to accept that they may not be done to the same level that you could. Everyone has to learn this lesson at some point and until you can stop micromanaging you will be limited. Give your team the opportunity to rise to the occasion.

Proper delegation empowers your employees to utilize their talents, knowledge and capabilities, and provides an opportunity for them to learn and grow. It leads to a transfer of more than just responsibility, as they learn how to manage their own authority within your business.

It is worthwhile to note that tasks can also be delegated externally (outsourced) to consultants, contractors, subcontractors, or freelancers. Outsourcing is best when you require specific expertise or ability that doesn’t exist within your business. However, if it’s a recurring responsibility it is probably best suited for an employee.
THE 6 STEP DELEGATION PROCESS

“Good leadership consists of showing average people how to do the work of superior people.” - John D. Rockefeller

Whenever you delegate you need to provide clear instructions, lay out your expectations, and provide guidance and feedback the first few times the person does the task/responsibility. They can't win if they don't know the rules of the game.

So how do you delegate in the simplest way possible?

1. Identify the specific task or responsibility you want to get off your plate.
2. Identify the best person who can take on the task based on their skills and strengths.
3. Give them clear directions and expectations around:
   a. What you want done
   b. Why you want it done
   c. How you want it done
   d. When you want it done by
   e. What is the final result your aiming for

   For example: “I want you to distribute 30 flyers around the neighborhood of every house we work at so that we can get more customers. It should only take you 10 minutes to run up and down the block around the house you are working at and it should be completed right away before you start work on the service. The goal is to generate one new customer from every job we do. Do you have any questions?”

4. Ask them if they have any questions or need anything from you.
5. If it’s their first time doing it you should provide any necessary resources / information and take the time to demonstrate / role model the task for them.
6. Follow up with them after they’ve completed it to discuss how it went and provide feedback. Recognize their effort and correct any mistakes so they can improve the next time.

That may feel like a lot of time just to get someone else to do something you could have done yourself, but by investing the time to do it right you significantly increase their chances for success. And it’s not about how long it takes to do it once, it’s about how much time you will save by not having to do it yourself the next 100 times. Once the employee has demonstrated their ability to complete the task without your oversight they are ready to own the responsibility.

Go practice this skill today. The sooner you learn to delegate effectively, the sooner you can take control of your time and sustainably scale your business beyond your current capacity.
Eventually, you will have a team of managers who you distribute responsibilities and goals to and they will further delegate to their teams. When that happens you’ve got a well-oiled machine with streamlined operations and higher output. And you have successfully placed yourself in a position to step back from the business.

**ACTION:**

Pick 1 specific task that you should not continue to be responsible for and go through the 6 Step Delegation Process with an employee or manager. What did you learn in the process? What will you do differently the next time?
THE GOLDEN LEADERSHIP QUESTION

“The question I ask myself almost everyday is, ‘Am I doing the most important things I could be doing?’”
- Mark Zuckerberg

That is the golden question!

When you learn to internalize the advice and take action on the lessons in this book, you will be well on your way to mastering your ability to lead yourself, your business, and your team.

From there, you need to ensure that you are always focusing on the most important priorities inside of your business.

The golden question should be written down in a highly visible place in your office, on your steering wheel, on your phone background, etc. so that you can return to it daily.

That is the question that will help you prioritize your time effectively so that you are maximizing the value you bring to each day. And the bigger your business grows the more important this skill becomes.

The thing that sets the top 1% of the most successful business owners apart from the other 99% is how they invest and leverage their time. They work smarter, not harder.

That requires serious discipline and the ability to prioritize the most important thing you can be working on based on what delivers the most value. This question is a simple but effective tool for helping you stay disciplined.

To drive it home further:

“The difference between successful people and very successful people is that very successful people say “no” to almost everything.” - Warren Buffett

So don’t just take our word for it. We recommend you listen to the advice of two billionaires who know a thing or two about how to lead a successful business!

ACTION:

Write down the question: “Am I doing the most important things I could be doing?” in a highly visible place so that you will see it daily.
CONCLUSION

MAKING LEADERSHIP DEVELOPMENT A HABIT

“You’ll never change your life until you change something you do daily. The secret to your success is found in your daily routine.” - John C. Maxwell

We started this book by talking about the struggles and limitations that all entrepreneurs face when learning to lead and grow a business.

Next, we outlined the 4 Stages of Growth and the common plateaus you will hit as a leader on the path to Scaling.

Then we highlighted the 3 Pillars of Leadership you need to develop in order to grow your business.

And lastly, we went deep into 31 steps to improve your ability to lead yourself, your business, and your team.

Now, we want to leave you with one last big idea as we wrap up this book.

Leadership is a muscle that needs to be exercised and honed through daily practice and constant effort. Building a strong business requires the same commitment, determination, and routine as building a strong body. There are no shortcuts to success.

The bigger your leadership muscle grows, the greater your capacity becomes, and the more you become capable of achieving the dreams you’re pursuing.

So take the exercises we’ve given you and create a leadership development routine that you can commit to. Making your leadership development and skills habitual will provide the consistency you need to achieve true greatness as a business owner. Keep putting in your reps. Rest. Then put in more reps. And remember Progress > Perfection!

Mastering the 3 Pillars of Leadership will be the most important journey of growth you undertake in your business and these skills will truly serve you for the rest of your life. Your elevated leadership ability will allow you to create a massive impact for yourself, your business, and your team.

ACTION:

Identify 2 daily leadership habits you want to start building and block time in your schedule to complete them each day this week. For additional accountability set an alarm or reminder on your phone.
"The way to get started is to quit talking and begin doing." - Walt Disney

We wrote this book to provide real value to you and to share strategies and ideas that you could actually use. But this information is of no value if you don’t apply it. Our hope is that you will use this information to take action and create a transformation for yourself starting today.

In 2020, information is everywhere in unbelievable abundance. If information and knowledge was enough to be successful everyone would achieve whatever they wanted. However, what is lacking the most in the world today is the critical step of implementation through action. So we want to help you follow through.

This is your special invitation to join the private Home Services Huddle Community.

Leadership can be lonely, so we created an exclusive online community to benefit you and your business. Join an engaged and authentic group of fellow entrepreneurs looking to share advice, learn from each other, and connect with like-minded individuals.

In this group, we share the systems, strategies, and lessons we have learned through decades of working with home service companies to help you feel connected and supported as you move onwards and upwards in your business.

Just imagine what you can achieve with a community of ambitious owners and experts by your side who have experienced everything you are going through and can guide you along the path to success.

This group delivers: VALUE, GUIDANCE, ACCOUNTABILITY.

You will gain access to: WEEKLY ADVICE, CONTENT, BUSINESS TOOLS, AND CASE STUDIES

Topics covered: LEADERSHIP, PEOPLE MANAGEMENT, STRATEGY, CULTURE, OPERATIONS (and much much more).

**ACTION:**

Click this link to join our group today and find your people!

And as an added incentive for joining, we’ve included a few free bonuses that you can download once you’re in the group. These tools directly support the learning outcomes from this book and provide you with the direction you need to start taking action today. You can find them under the Units tab in the group.

Now it’s time for you to commit to doing the work you know is necessary. Write down your top 3 takeaways from this book and schedule time to take action on them today. Share them with your team. Do it immediately for the best results. And share your takeaways in the Facebook group to create accountability!
HOW CAN WE HELP?

“If you want to achieve your goals, help others achieve theirs.” - Zig Zigler

If any of this has resonated with you we would like to hear from you!

Send us an email, connect with us on social media, or join our community of ambitious home service business owners on Facebook.

We’d love to get to know more about you and your business. We accept any and all feedback with open arms.

Connect With Us:
You can find out more information about us or follow us here:

Follow us on:
LinkedIn: https://www.linkedin.com/company/trailblaze-inc/
Facebook: https://www.facebook.com/trailblazepartners

Contact us by email: jordan@trailblazepartners.com

Learn more about our consulting agency that serves trailblazing companies, CEOs, leaders, and business owners: https://www.trailblazepartners.com/homeservices

If you’ve made it this far we’d also like to believe that you’ve enjoyed the content and are ready to start applying it. Here’s our final sales pitch.

No matter where you are on the path of learning to lead, we can help you grow in less time than you might think. The only thing missing is action!

Leadership is a lifelong skill and an infinite game with no ceiling, but we can help you establish the foundation you need to get to the next level and show you the path forward to mastery.

If you choose to work with us we will teach you the principles and actions that will help you grow into the person you need to be to achieve the goals you have.

Through our coaching practice, we can help you identify your blind spots and fill the gaps so that your organization runs smoother.

Because great leaders develop themselves and others and at Trailblaze Partners we develop great leaders!

If you are committed to growing your business to the next stage and want to develop the knowledge and skills to become a better leader, we can help you.
If you are ambitious and have big dreams for your business but are struggling to grow as fast and as profitably as you want, we can help you.

If you are stuck in the Startup Stage and want to learn how to step back from the tools to leap into the Growth Stage, we can help you.

If you are stuck in the Growth Stage and want to learn how to delegate more to build a business that doesn’t require your input everyday, we can help you.

If you have recognized that you need help and are ready to invest in your development to transform your leadership ability and business, we can help you.

We can help you elevate your ability to lead yourself, your business, and your team to become the true owner of your growing organization.

We strongly believe in the knowledge and support that we can offer you because everything we provide our clients has worked for others before you and paid huge dividends in our own lives.

**GROWTH STRATEGY SESSION**

If you are ready to escape the busy trap by identifying and overcoming your leadership gap, use this link to book a free 45-minute Growth Strategy Session.

On this call, we’ll help you strategize about what’s most important to your business and identify your biggest opportunities for growth. You will leave with concrete next steps to grow your company quickly and sustainably.

We’re ready to commit to helping you transform your business and your life. Now it’s up to you to commit to yourself. Contact us through the links provided above if you would like to learn more.

One last time, we would love to hear from you if you have questions or feedback.

Thank you for reading this book. We wish you and your business the best!
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