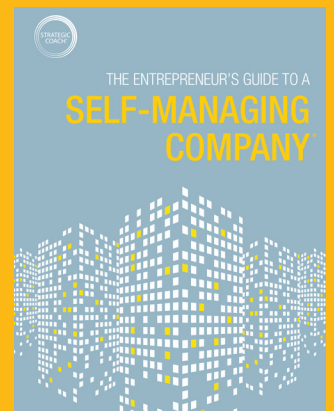
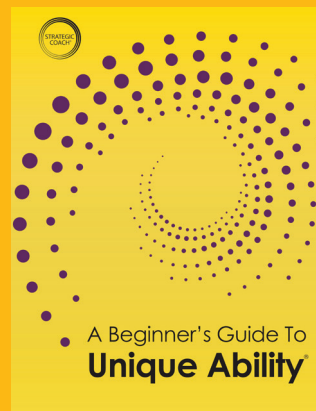




STRATEGIC COACH® COLLECTION

ENTREPRENEURIAL SUCCESS STRATEGIES

4 Guides For Increased Growth, Freedom,
And Success



Thank you for downloading Entrepreneurial Success Strategies, a compilation of some of our favorite Strategic Coach® resources.

What is Strategic Coach? We're an entrepreneurial coaching company that offers a workshop program for successful, ambitious entrepreneurs, where you can grow your success exponentially while simplifying your life.

We know that what entrepreneurs have in common is a desire to create the best possible business and life they can—so they've turned to us to provide them with the thinking tools to clarify their goals and the proven, practical strategies to make those goals a reality.

This package will introduce you to some of those key ideas and provide you with tools to kick-start your thinking in these focus areas, including some action steps you can take right away!

Here are the four areas for you to explore:

- 1. The Entrepreneur's Guide To Productivity**
- 2. The Entrepreneur's Guide To Goal Setting**
- 3. A Beginner's Guide To Unique Ability®**
- 4. The Entrepreneur's Guide To A Self-Managing Company®**

We hope these will help you gain a picture of a much bigger future, one in which you enjoy all the freedom, rewards, and exponential growth of the most successful entrepreneurs.

If you like what you read, get in touch! We'd love to help you achieve everything you want in business and in life.

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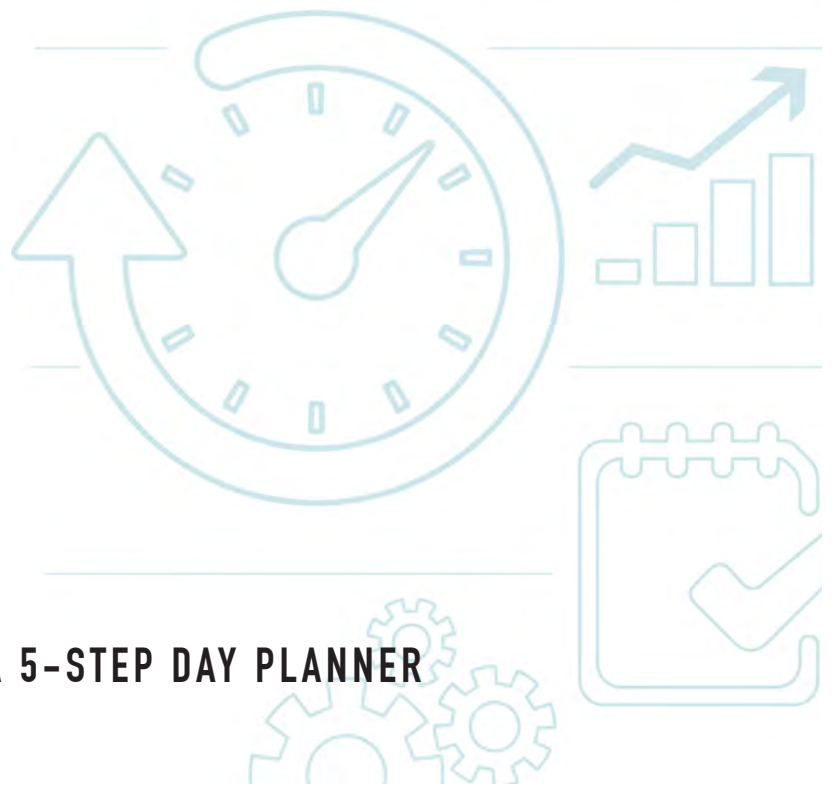
ENTREPRENEURIAL
**SUCCESS
STRATEGIES**

1

The Entrepreneur's Guide To Productivity

THE ENTREPRENEUR'S GUIDE TO PRODUCTIVITY: A 5-STEP DAY PLANNER





THE ENTREPRENEUR'S GUIDE TO **PRODUCTIVITY:** A 5-STEP DAY PLANNER

Time is a hot topic these days. It's also a great leveler: We all have exactly 24 hours in a day to work with—no more, no less. Everyone starts on a level playing field.

Why is it, then, that some of us get a tremendous amount accomplished in a day and have the time to enjoy not only work life, but all the things we love to do in life outside of work, yet others are always crunched for time and pressed by deadlines, full inboxes, phone messages to be dealt with, errands to run—and always feeling frustrated and frazzled?

**HOW EFFECTIVELY
AN ENTREPRENEUR
USES THEIR TIME
CAN MAKE A SIGNIF-
ICANT DIFFERENCE
TO THE SUCCESS OF
THEIR BUSINESS.**

Everyone today wants to make the best possible use of their time. And perhaps more than anyone, that is true of entrepreneurs. How effectively an entrepreneur uses their time can make a significant difference to the success of their business.

What if you had a strategy for making the best use of your time: time to focus on what brings money into your company, which is likely you selling your product or service; time to plan for the future of the company, set goals, and figure out how to make them happen; time to prepare, clean up messes, hire a new team member; time away from work to spend with family and friends; and time to do all the non-work-related things in life that you love to do?

The top coach to entrepreneurs has a plan.

Dan Sullivan, Strategic Coach® founder and creator of The Strategic Coach® Program, is a highly successful entrepreneur who coaches other successful entrepreneurs on how to do the work they love, work less, and still make more money. Over 17,000 entrepreneurs have used his strategies and thinking tools to eliminate complexity and, in the process, simplify their lives while growing their businesses exponentially.

Dan regularly follows a 5-step plan he developed to achieve his most productive working day, no matter what his day involves. This guide walks you through the five steps, and why each step is important to the success of his day.

STEP 1 Do only what you love and are really great at.

When people's natural strengths are fueled by passion in their work and personal lives, they're able to contribute to the world around them in the most valuable ways possible. Strengths plus passion put into play is an unbeatable formula for success.

Working and living in this way, people are happy about and fulfilled by what they do each day. They have a great deal more energy because they're doing what comes naturally to them and what gives them confidence. This amazing combination of talent and passion always produces their best results. We call it Unique Ability®.

What is Unique Ability?

Unique Ability is the essence of what you love to do and do best, and how you make your greatest contribution. It has four characteristics:



“If you work throughout your life on improving your weaknesses, what you get are a lot of really strong weaknesses.”

In fact, as you’re able to focus more and more on using your natural talents, you feel as if you’ll never run out of possibilities for growth. Those around you count on you for these talents and skills, and once you begin to understand your Unique Ability, you’ll zero in on exactly what they admire and rely on you for.

Here’s the funny part about discovering your Unique Ability: The most natural response in the world is to immediately downplay your natural talents. You think everyone can do what you do because it comes to you so easily. But that’s the furthest thing from the truth. Your unique combination of skills and talents, passion, and life experiences could *never* be duplicated by anyone else.

The secret is to embrace this idea and then use your unique talents and skills at every opportunity until you’re working in your “zone” exclusively—which will ultimately mean learning to delegate more and more of the energy-draining activities you’re not competent at and really dislike doing. That’s where the power lies. Discovering, understanding, and being able to work in your zone is your surest path to success.

In Dan Sullivan’s case, he’s done the work to fully understand and strengthen his own natural talents. One of his most memorable quotes says it all:

“If you work throughout your life on improving your weaknesses, what you get are a lot of really strong weaknesses.”

Just think what’s possible with a focus on strengths!

What Dan’s day looks like.

As the leader of a company that believes the happiest, most fulfilling life is one in which you’re always growing, Dan understands that knowing what you do that leads to your greatest productivity and results is a game changer. It gives growth a chance to take hold and, just like compound interest, provides exponential returns for you, your team, and your business.

He’s also aware of where his mental energy lies for certain tasks and how he will instinctively approach them. *This helps him to know what he should and should not be doing.* In fact, the entire team at Strategic Coach knows Dan’s Unique Ability, as well as that of everyone else on the team.

When Dan comes into the office in the morning, he knows that all the right people are supporting his day in all the right ways. For example, his direct assistant goes through his schedule for the day and has all the details of calls or meetings set up and ready to go.

His direct team makes sure he has everything he needs to start his day and be prepared throughout. Even our caterer is an important part of our team. He provides a healthy lunch, ensuring another important area is taken care of. Each of these people on the team takes responsibility for something outside of Dan’s productivity zone of strengths so he can focus solely within it.

Now, that's a strategy for doing what you love and are best at—and achieving the kind of results a strong focus can provide.

Why is Unique Ability so powerful?

A focus on your natural strengths, the activities you're passionate about tackling and have all the energy in the world for—your Unique Ability—is the beginning of a never-ending journey of growth as an entrepreneur and a life that's ultimately satisfying, rewarding, and fun.

Working and living inside your zone of natural strengths is where your greatest and most productive energy lies. So, how can you begin to zero in on the natural strengths and passions that are the key to all opportunity?

Our book *Unique Ability® 2.0: Discovery* is a great place to start. It leads you through a step-by-step process to discover and gain a fuller understanding of the natural strengths and driving passion that make up your Unique Ability—and how you can use it to its full potential to create your greatest impact.

BONUS: Guidelines for doing what you love.

1.

Start eliminating.

Look at all the activities in your business and tell the truth about them, beginning with the ones that irritate you. Figure out how to STOP doing them, and realize that you can't do it all yourself!

2.

Determine what's truly important.

Get clear on what clients and customers count on you for and that brings in money, but that you DON'T love doing. You don't need to be the one doing these activities—delegate!

3.

Find your sweet spot.

Zero in on everything you love doing and wish you could do more of. This is where you provide leadership to your team and clients. By eliminating the irritating, you open up time for the exciting and motivating.

Insights: What did you learn from this strategy? What elements are most useful to you?

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Opportunities: What could be possible if you implemented or customized this strategy?

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Actions: What are the first actions you can take to increase your momentum in this area?

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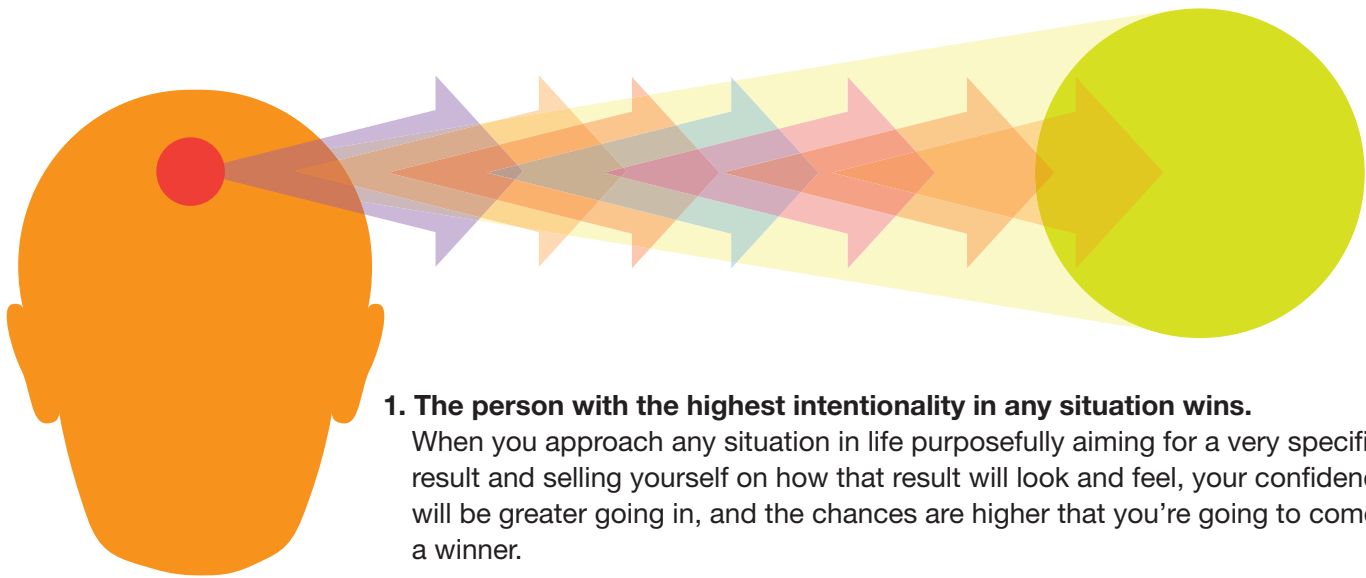
STEP 2 In everything you do, be intentional.

Being intentional means having a powerful sense of purpose. It means knowing the importance of what you're doing and being very clear about what your ideal outcome looks like. It's actually selling yourself on and emotionally committing to any project or situation in life.

With entrepreneurs, it's all about results, with every decision and action focused on the growth of their business. This means intentionality is a critical mindset for any entrepreneur. The more clear you are in any given situation or on any project, the better and faster the result, and the greater the success—plus the easier it will be to sell others on the idea and get them emotionally committed.

The intentionality mindset.

Developing an intentionality mindset is easy if you commit to making some relatively small changes to the way you're currently thinking and operating:



1. The person with the highest intentionality in any situation wins.

When you approach any situation in life purposefully aiming for a very specific result and selling yourself on how that result will look and feel, your confidence will be greater going in, and the chances are higher that you're going to come out a winner.

As an entrepreneur, wouldn't you want to be as intentional as possible, then, about any project you're about to get involved in? When you make highly conscious decisions that lead to a successful outcome, you do away with disappointing results that eat away at your confidence and ultimately decrease productivity.

2. Never go into any situation without being totally sold on your intentionality.

Sometimes, by actively thinking about your intentions in a situation, you'll find that what you're aiming for isn't right for you, your company, or the important people around you. You're not sold, and if you're not sold, you're never going to successfully sell anyone else who's involved. There's no harm in walking away at this point, and, in fact, you've saved yourself from getting involved in a situation that would likely be stressful and a waste of your time and money.

Intentionality
is a critical
mindset for any
entrepreneur.

3. High intentionality multiplies high-quality situations and continually eliminates low-quality situations.

Being intentional can also decrease your own involvement and time spent on a specific project while increasing the quality of your results exponentially. The important visioning you've applied to achieving a specific result on one project might easily be applied to another or many other similar projects or situations—and the whole documented process possibly followed by someone other than you! What a tremendous saving of your time and energy.

What does intentionality look like?

Almost all the trouble you'll get yourself into as an entrepreneur will come from trying to sell someone on something you're not sold on yourself. To avoid this, Dan always goes through a documented process to sell himself on a project or idea before taking any action whatsoever.

This process gets him highly focused on the exact result he wants to see, and the half-hour or so it takes to complete not only saves time for him and everyone else involved, it can weed out projects he actually can't sell himself on.

It's a hugely effective productivity strategy for organizing your thinking, getting any project launched, and planning effective teamwork.

Dan uses a proprietary tool called The Impact Filter™ to document in writing his intentionality. The thinking process behind it essentially looks like this:

1. What you want to achieve. The first step is to ask yourself what you want to accomplish, what the biggest difference achieving this will make in the end, and what the completed project ideally looks like. Describe not only the more concrete details, but how you would feel in this situation. This might point to some troubleshooting you might have to do, outside resources you might have to invest in, a change in timing, or any number of factors that will affect the success of the project.

- Consider things like what it will mean to you personally—for example, your confidence, your belief in yourself and your goals, your values, your reputation, your financial situation, your ability to keep growing your company, new opportunities opening up, your physical and mental well-being, your family's well-being, and so on.
- What about others who are involved? How will these people be affected—your client or prospect, your team, your partner, your spouse, family and friends, the people in any of the communities you're involved with? The more detail you're able to capture, the better prepared you'll be to move forward with confidence.

Almost all the trouble you'll get yourself into as an entrepreneur will come from trying to sell someone on something you're not sold on yourself.

No one said that it has to be you doing all the work.

At this point, you'll either have sold yourself, or you won't have, and you'll have to make the decision to move forward or let go of your idea.

2. Best and worst. Next, look not only at what the best possible result would be, but also the worst-case scenario in all its worrisome detail. (In fact, Dan recommends doing the worst-case scenario first.) Detail is the key here: Put your imagination and articulation skills to work, capturing each result as fully as you can. Once you're done, you'll feel like you're living that moment of elation or defeat. Either is a tremendous motivator when you think about it!

3. Success criteria. Last, clear-cut criteria for measuring the final result is critical. What you're looking at here is what has to be true at the end of the project. Again, the more specific you are on what your success criteria are, the more successfully you'll be able to get the outcome you're looking for. Success criteria are actions, decisions, communications, and completions.

Actual numbers, dates, dollars, and other ways of measuring success will not only get you much clearer on what you want to achieve, they'll give you solid benchmarks to measure against after the project has been completed—useful information for next time.

The intentionality process we've just described is most powerful when written down, diagrammed, or otherwise captured for future use on other projects. This document is not only a great way to repeat successes more efficiently, it's also one of the most effective ways to delegate.

The ideal delegation strategy.

Dan uses this thinking process before starting any new project, workshop, or event. He will also go through it before speeches, interviews, client meetings, and marketing events.

If he wants to sell anyone—clients on a new idea, the team on a new project—he knows that he has to sell himself first, then sell it to them, and then get them to emotionally commit. This is always, without fail, his delegation process.

In his own words, he's set out his expectations and measurements for a successful result. He's provided the "why" of it. With all of this clearly laid out, his team has all they need to get started, and they'll figure out on their own the best way of getting the result.

Dan says, "I don't involve myself in telling other people how to do things. I rely on the fact that if I'm asking them to do something, it's something I know they're better at than me."

No one said that it has to be you doing all the work, and, in fact, we believe you shouldn't. Why work harder and longer? Use this intentionality process to delegate, and devote your newfound time to doing more of what you love.

BONUS: Guidelines for having an intentionality mindset.

1.

Establish your purpose. Lay out the purpose in any situation, understand why it's important, and get clear about what your ideal outcome looks like. At this point, if you haven't sold yourself on the project, you won't be able to sell it to anyone else. Abandon it.

2.

Describe best- and worst-case scenarios. Two things contribute to high motivation: excitement and fear. If you do decide to move forward, envisioning in detail what both success and failure would look like provides lots of both!

3.

Establish your success criteria. There is no progress without measurement. Come up with specific, measurable results in the form of actions, decisions, communications, and completions.

Insights: What did you learn from this strategy? What elements are most useful to you?

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Opportunities: What could be possible if you implemented or customized this strategy?

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Actions: What are the first actions you can take to increase your momentum in this area?

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STEP 3 Delegate your schedule.

The best investment in your own productivity, bar none, is a direct assistant, who will handle your schedule and hundreds of other small but important details that clutter up your life and mind—and when added up, cost you hours of your time.

How many times in a day are you interrupted by someone who “just has to ask you a quick question,” and one thing leads to another and another? Or one of your top prospects calls back to finally set up a time to meet with you—tomorrow? Or the client you’ve accommodated by changing your lunch meeting three times calls again with a new date?

Here’s the real question: Are you still your own scheduler?

Best investment ever.

Your direct assistant can be a huge asset to you and your business. A talented assistant leverages your ability to create results and provides confidence and peace of mind that everything is being handled.

A good assistant is your first and last line of defense against the endless distractions, interruptions, and demands that can separate you from your Unique Ability, the area where you should be spending as much time as possible.

At the very core of all your activities lies your schedule. A good direct assistant is adept at simplifying, organizing, and focusing your time, activities, and attention.

Not only do they schedule your time and keep you on track, they protect you and your time from scenarios like the ones we ask about in the second paragraph above, which might be “business as usual” for you. They’re the key to your working at what you love to do and do best, which is the true path to growth for you as an entrepreneur and for your business.

The right hire will offer a warm yet professional welcome to those who want a slice of your time and attention. They clean up “messes” that have been claiming space in your brain you’re not even aware of anymore—and, better yet, they can help prevent them in the first place. They’re organized, strategic, and just want to help.

The one-person show.

Entrepreneurs are often terrible delegators. After all, they’ve been the one-person team doing it all and they’ve managed. It can also be difficult for them to give up control and trust another person. They mistakenly think that they can do it better, but that’s seldom the case.

Another hurdle to delegation is feeling guilty about asking another person to do a task you hate doing. You might think everyone hates doing it too, but this is definitely not true.

A good assistant is your first and last line of defense against the endless distractions, interruptions, and demands.

Entrepreneurs often resist hiring an assistant, yet it can be one of the smartest investments in the growth of any entrepreneurial business.

Think of the joy and satisfaction you experience landing a client you've been courting for months. The right assistant might find joy and satisfaction in creating a system for getting the most out of your schedule, organizing your important files, protecting you from details you don't have to be involved in—and training you to trust them and accept their help!

Consider the things that annoy you and that you hate doing. This person actually loves doing them. In fact, they're so much better at them than you are that once you give them up and see the leap in your productivity, you'll chide yourself for not hiring them much sooner.

One person and one person only.

Dan Sullivan has a schedule that's full and complex. He's found over the years that it works best when one person, and one person only, is in control of it—his Strategic Assistant®. All requests go through her, including his own. No one else can enter anything in his schedule, and she checks with Dan before adding any new requests.

Every evening, she lets him know what his upcoming day looks like, and again first thing in the morning. If he needs any paperwork or other information before a scheduled activity, she has it ready and gives it to him before it begins. If there's any follow-up afterward, she takes care of that, too, or hands it off to the right person. This allows Dan to be prepared, present, and at his best for any commitment he's made the decision to be involved in.

Your list of activities might differ from Dan's, but we'll bet the time involved in keeping on top of it yourself and the possibilities for conflicts or missed appointments is considerable.

Dan's system is straightforward, and when there's buy-in and trust on both sides, there's much less chance of error. And it keeps getting better with time as Dan and his assistant become aware of how improvements and efficiencies can be made.

Once his clients, personal friends, and other parties understand that in order to protect his focus time, Dan doesn't have a business phone at work or even a cell phone number or email address that's shared, they quickly get on board and trust that their message will be relayed to Dan through his assistant. If Dan doesn't need to be involved, his assistant knows who to contact to have the message or request taken care of.

You can see that establishing a strong, trusting working relationship with a direct assistant requires great communication and takes time and patience. In the end, though, you'll find that investing the time and the money will pay you back exponentially. Entrepreneurs often resist hiring an assistant, yet it can be one of the smartest investments in the growth of any entrepreneurial business.

A true story.

Dan Sullivan was once speaking with a client, a financial planner who had hit a ceiling. He was unable to focus on growing his business because he was overwhelmed with day-to-day activities. When Dan asked how many people he had working for

him, he replied that he was sharing one support person. Dan told him that at his level of success (\$250,000), he should have at least two full-time staff members. The financial planner insisted that he couldn't afford the cost.

In an earlier discussion, the client had revealed that he had recently made a \$50,000 investment in a highly speculative stock. Dan asked him to compare this investment with the cost of hiring one full-time, experienced team member at \$40,000 per year:

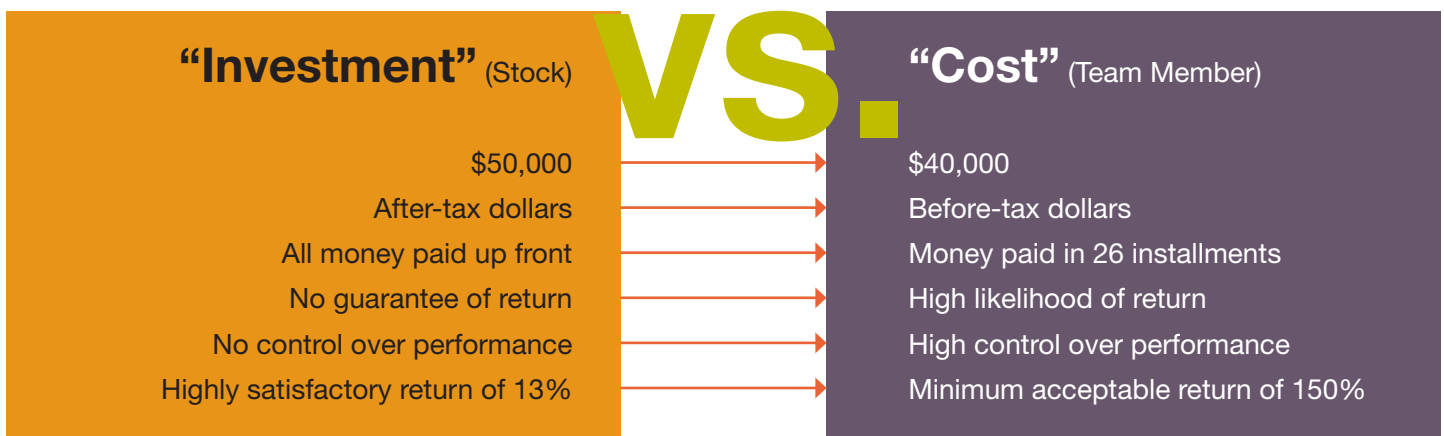
After tax vs. before tax. The "investment" was paid for with after-tax dollars, whereas the "cost" of an assistant would be paid for with before-tax dollars.

Upfront vs. installment. The investment had to be paid for up front, whereas the cost of a team member's salary would be spread out over 26 pay periods per year.

No guarantee vs. high likelihood. The investment was highly speculative, with no guarantee of return. When hiring a highly qualified team member, there's a high likelihood of a return.

No control vs. high control. There was no control over the performance or the outcome of his high-risk investment. Hiring a skilled person, on the other hand, would give the client a high degree of control because he could directly influence the team member's performance.

Expectations of 13% vs. 150%. When asked what rate of return he would find acceptable for his stock investment, the client said he would be happy with 13%. However, his minimum acceptable return for a new hire was 150%—\$100,000 on his cost of \$40,000. Because he was thinking of his new team member as a cost, he applied a completely different set of standards to this expense.



Start thinking of a direct assistant, or any other new addition to your team, as an investment to be maximized rather than a cost to be minimized. To break through your own "ceiling" and achieve your next level of growth, make this critical investment in *yourself* and experience a wealth of benefits.

BONUS: Guidelines for working with a scheduler.

1.

Make the investment. Shift your thinking from employees as a “cost” to employees as an “investment” in your growth as an entrepreneur and in the growth of your business.

2.

One person only. All requests go through one person—no one else can make any entries into your schedule, you included.

3.

Delegate all control. Trust that there is a person out there who not only will do it better than you, but will actually enjoy doing it. Can you truthfully say you enjoy your role as scheduler?

Insights: What did you learn from this strategy? What elements are most useful to you?

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Opportunities: What could be possible if you implemented or customized this strategy?

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Actions: What are the first actions you can take to increase your momentum in this area?

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STEP 4 Surround yourself with the right support people.

You might not relish the idea of relying on others—after all, you got where you are today on your own, right?—but doing everything yourself isn't much fun either. Nor is it very strategic.

To get started on the teamwork path, you must first overcome what we call the Rugged Individualist mindset: "I can do this better myself." It's easy to make yourself believe that involving other people will slow things down, but it doesn't; it actually speeds things up! You need to set your ego aside and shift your mindset to "we can do it better together."

In your own area of capability, interest, and passion, you are the best person for the job, but the circle of things you should be doing and that you're best at is actually fairly small. When you go outside of it, you begin to do too much, until eventually you reach the point of diminishing returns.

On the other hand, when you focus on what you love to do and are best at, and then develop the communication and delegation skills to partner up with other people who love to do everything you don't, you have the key to success.

A right-fit team that really clicks.

Dan Sullivan's strategy to completely hand over the managing of his schedule to his direct assistant, which we talked about in the last section, is a tremendous start if you haven't already taken this step. If you have, over time, you've likely seen the positive effect this has had on your results.

The next step in freeing up your time is rounding out your team with other right-fit people who will support your focus and growth even further. The ultimate form of teamwork is what we call Unique Ability® Teamwork, where each person on the team is also working in their Unique Ability zone to support a specific area in the company.

With this type of team in place, everyone is doing what they love to do and are best at, and each team member is part of a high-performing whole. Everyone is more invested, takes more responsibility and ownership, and is having more fun. It might sound too good to be true, but it's not.

Do people like this even exist?

Of course they do. There are all different types of people out there with all different types of really amazing skills. For example, let's say that an activity you're currently doing out of necessity but that you hate doing is cold calling.

You might be surprised to find out how many people there are who get tremendous energy from cold calling. They have the innate ability to jump in and try something new each day, they have exactly the right personality, they're strategic in their interactions with people, and it helps if they can shake off a whole lot of rejections.

You need to set your ego aside and shift your mindset to "we can do it better together."

Imagine that everyone in the company just knows what to do. They're clear about how to help the company reach its goals, and they're also highly motivated and passionate about getting those results.

You might hate doing it, but there are people who thrive on this activity. And there are also people who get great satisfaction from organizing and filing, or dealing with difficult clients, or searching relentlessly for the best price on the ideal photocopier for your company's needs.

Remember, just because you don't like doing something or aren't very skilled in a certain area, it doesn't mean there aren't people who enjoy doing it and are really good at it. They're out there.

A Self-Managing Company®.

Once you start putting in place the right-fit people who can take over the time-consuming, energy-draining tasks that keep you from what you really should be doing, you have the beginnings of what we call a Self-Managing Company. In this type of company, because each person is doing what they love to do and do best, they take complete ownership and responsibility. Here's what that can look like over time.

Imagine that everyone in the company just knows what to do. They're clear about how to help the company reach its goals, and they're also highly motivated and passionate about getting those results.

In fact, they're often happier when you're out of the office because they can get on with the business of growing the company without spending too much time reporting to you. You, in turn, trust them to make the right decisions and give you only the feedback you need to create the overall vision and direction for the future to keep them on track.

Beneath this idyllic reality is a system of communication and problem-solving processes and tools that everyone knows how to use and that quickly and effectively gets everyone on board and moving forward, no matter the challenge.

This is how a business based on each person working in their zone of natural strengths—in support of your natural strengths and goals—develops into a Self-Managing Company, creating the biggest payoffs for everyone.

Dan's inner circle.

If you want to create a Self-Managing Company, start with the people that directly support you. Aside from his direct assistant, Dan Sullivan's support team consists of two other types of roles. Dan is a visionary entrepreneur, an "ideas person." He comes up with the idea, his "innovation manager" turns his innovation into action, and then his "focus manager" manages the process. These two types of managers are very different, but each one plays an equally important role.

This is how you can spot the difference in people on your team whom you might be considering for one or the other role, or when hiring: When you give a process-oriented person your new idea, their first inclination is to put it at the bottom of their list of things to do because they already have processes happening that they're working through. You might be disappointed that they aren't immediately excited by your idea. Don't be; it just takes them some time to think about it and process what you've given them.

The inclination of an innovation-minded person, on the other hand, is to put your new project at the top of the list because they love working on new things, and they're probably as excited about your idea as you are. Today's idea is a lot more exciting to them than your three-day-old idea! These team members are problem-solvers who naturally facilitate and respond, and are results-focused.

Essentially, one type of manager defaults to "existing"; the other defaults to "new."

These two managers will consult each other along the way, but usually, it's best for focus (process) managers to take over only when it's proven that your idea is worth repeating. They will then turn it into an ongoing, sustainable process—and continue to make improvements over time.

About his core team members, Dan says, "For the most part, I just show up and do what is needed." Even when Dan is not there, his projects are still moving forward. His team is armed with the skills and tools they need to turn his vision into reality.

BONUS: Guidelines for working with the right people.

1.

You make it up.

As an entrepreneur, you're the ideas person. Your job is to create the vision, not execute on the tasks.

2.

Someone else makes it real.

Your innovation manager is the one who figures out who, what, where, and when, and gets the ball rolling.

3.

Another team member makes it recur.

Your focus/process manager picks up the ball and manages the process through to the end. If it's successful, they will figure out how to keep it happening.

Insights: What did you learn from this strategy? What elements are most useful to you?

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Opportunities: What could be possible if you implemented or customized this strategy?

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Actions: What are the first actions you can take to increase your momentum in this area?

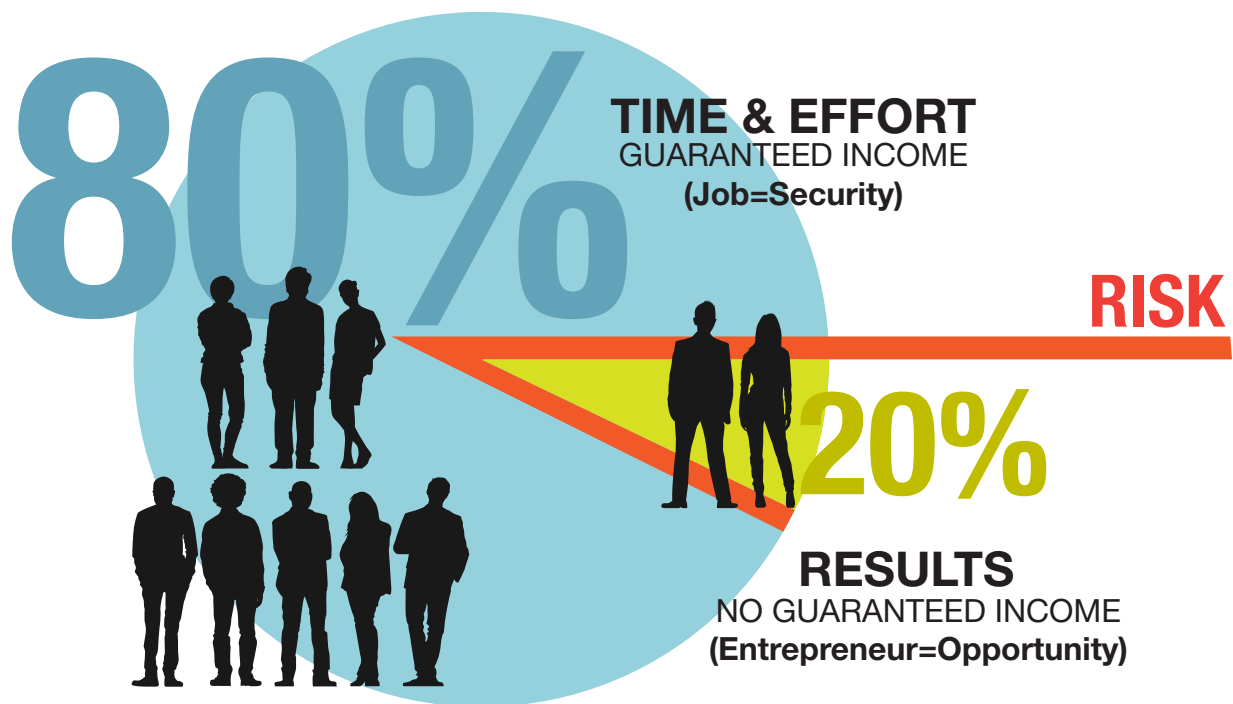
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STEP 5 Focus on results.

In reality, the entrepreneurial world is very different from the world of corporate or institutional bureaucracy. Each operates in its own separate economy, which means that when entrepreneurs try to run their business using bureaucratic concepts and ways of doing things, they experience frustration, slow or no growth, and at worst, failure.

The two economies.

The Time-and-Effort Economy accounts for about 80 percent of the working world. It includes government, bureaucratic organizations and companies, educational institutions, and so on. For the most part, they provide people with job security, predictable activity, and guaranteed income. Most people start out in this economy, and some stay for a lifetime.



The Results Economy, on the other hand, is based on the desire for greater opportunity, income, and freedom of action. This is the world of the entrepreneur, who gives up the comfort and safety of the Time-and-Effort Economy to follow their vision of a bigger, better future regardless of the risks involved.

For entrepreneurs, it's all about results. That's what fuels your growth and the growth of your business.

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business.

Design a day where you always win.

As your business starts to grow, there's a tendency for things to get complicated. Eventually you hit a ceiling, and, no matter how hard you work or how long you work, your business is at a standstill.

You became an entrepreneur to have the freedom to work on your own terms. In essence, you wanted to design your entrepreneurial career just like Dan Sullivan did his. It's our guess, though, that unlike Dan, you're still working as if you were in The Time-And-Effort Economy instead of The Results Economy. If that's the case, the way you're using your time on a day-to-day basis almost guarantees that you're going to lose the game that you designed.

Like many entrepreneurs, you most likely schedule too many things to be accomplished in one day. Let's say you put down ten things on your list, but at the end of the day, you've done only six. You don't see the six things you did accomplish; you see only the four things you didn't get done. As far as you're concerned, that was a losing day, while most people would say that getting six important things done in a day is a fantastic result.

It wouldn't be too bad if you did this on just one day, but there are entrepreneurs who have done it every day of their entrepreneurial career. They designed a game, but ever since they started playing, they've been on a losing streak.

Instead of getting home at night and going to bed with a sense of accomplishment and increased confidence, they go to bed on a losing streak. They're awake during the night because of the losing streak, and they have bad dreams because of it.

What do you think their frame of mind will be as they start their day the next morning, faced with another ten-item to-do list? You have to design a game you can win.

To multiply, first you have to simplify.

Dan's strategy around this is that he never does more than three important things a day.

He doesn't have a long list of things to be done; he has three things that he wants to accomplish. When he has completed those three things, it's not a matter of putting in the time and effort; it's about achieving a 100 percent result.

Startling to most entrepreneurs who hear Dan's strategy is that he's had days where he's accomplished his three things before lunch, and he's finished for the day. What he will do with about a half-hour of the rest of the day is plan his three things for the next day. Then he might do some reading or explore something that interests him.

Sometimes it happens that Dan does a fourth thing, which he considers "bonus territory" because the three things are his 100 percent.

Get on a WinStreak®.

Life is a game, and we can set it up every day so we're always winning.

At the end of each day, regardless of what happened, record your three biggest “wins.” Then plan your three biggest wins for tomorrow. This keeps you focused on your goals while recognizing and celebrating your achievements—or wins—along the way. Our free WinStreak app will help you keep track of these results and stay accountable.

Even if you experience setbacks, disappointments, or obstacles during the day, you know you’ll always have wins from today and have a plan to accomplish more wins tomorrow. You’ll find that tracking your progress in terms of wins will increase your productivity and kick-start your motivation.

The way you interpret your days is entirely up to you. Would you rather see your days as wins or as losses? It’s a phenomenal breakthrough to realize that you’re in control of your day—and your entrepreneurial career.

Our experience is that making this kind of focused, positive thinking a habit actually means anyone, entrepreneur or not, can be more effective, fun to be around, and enjoyable to work with.

BONUS: Guidelines for focusing on results.

1.

Remember, it’s not about time and effort. As an entrepreneur, you’re totally results-focused. Celebrate the progress you’ve made, not the number of hours you’ve put in.

2.

Celebrate three wins from today. Little wins are just as important as the big ones because they give everyone a boost, increase confidence, and keep you moving forward.

3.

Establish three wins for tomorrow. Having three goals to shoot for daily keeps you on track and excited to tackle what’s next. Progress is a great motivator!

Insights: What did you learn from this strategy? What elements are most useful to you?

-
-
-

Opportunities: What could be possible if you implemented or customized this strategy?

-
-
-

Actions: What are the first actions you can take to increase your momentum in this area?

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-
-

Nothing changes if you don't take the first step.

As Dan Sullivan has said, “There are two necessary conditions to become an entrepreneur: absolute confidence and total ignorance.”

As an entrepreneur, you've taken a leap of faith to start your own business. You've taken a risk that 95 percent of people on the planet won't take. You've given up security—a steady job, a regular paycheck, and clearly defined responsibilities—in exchange for unlimited opportunity. You're betting on your intelligence, expertise, and problem-solving abilities to generate the types of creative solutions that people are willing to pay you for.

Why not continually increase your chances of achieving all you envisioned when you made the decision to become an entrepreneur?

The 5 strategies Dan Sullivan has put in place to support his productivity each workday are strategies he shares with entrepreneurs who come to Strategic Coach to become better leaders of bigger, better companies. They not only want to fulfill their own purpose in life, but contribute greatly to their families, their teams, their industries, and their greater communities.

Why not start with one strategy that you can see would make a difference in your business? It might be easier than you think. Within that strategy, start small, then build. Every bit of progress counts, making your life a bit easier and more enjoyable, and your results continually more rewarding. It's the getting started that's important.

And don't forget to celebrate your successes, even the ones you might consider insignificant. We know they could be the start of something amazing—but that's a story for another day.

We wish you every success!

**Contact us for more information
about Strategic Coach and what
we can do for you.**

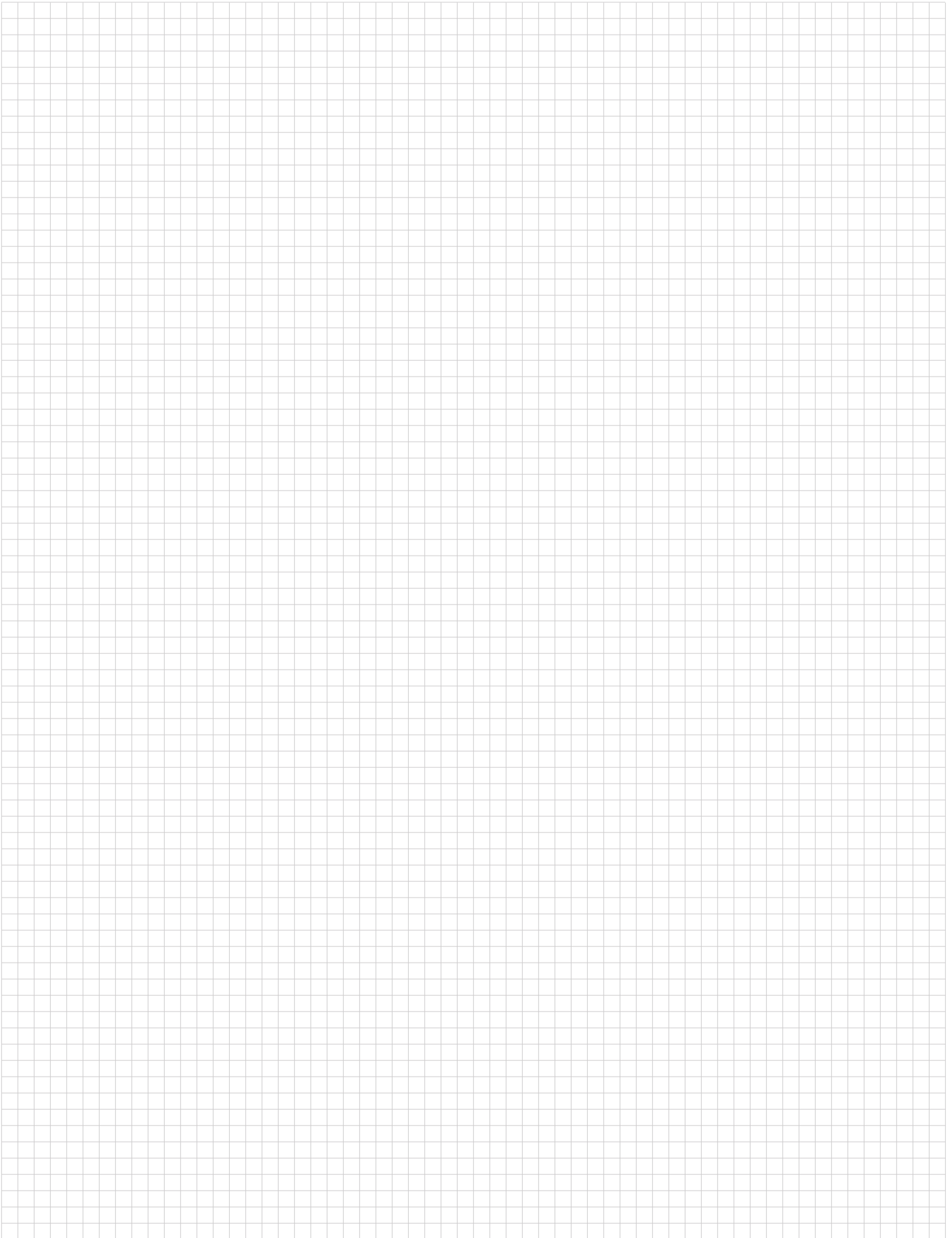
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visit: strategiccoach.com



ENTREPRENEURIAL
**SUCCESS
STRATEGIES**

2

The Entrepreneur's Guide To Goal Setting



The Entrepreneur's Guide To
GOAL SETTING



TAKE CHARGE OF YOUR FUTURE: **5 Steps To Successful Goal Setting**

Learn insider thinking, strategies, and tips that top entrepreneurs use to set and achieve even their biggest goals.

INTRODUCTION

The *goal* in goal setting is always to *achieve* the goals we set.

However, it must be said that getting derailed along the journey to achievement is, sadly, more common than not.

So, how do you stay on track and avoid all the disappointment, self-reproach, and slumping confidence?

Is it the goals you choose? Is it luck or timing? Is it you?

Goal setting might seem simple, and we acknowledge that it *is* easy to set a goal. It's staying on track to achieve it that's the hard part. But take heart—goal setting is a skill you can learn. And you're in the right place to learn the "why" of goal setting and the "how."

"Tricks" of the trade.

Successful entrepreneurs are always guided by a vision of their future. The freedom entrepreneurs have to create this future in their own way to mesh with their passion, beliefs, and values is unique to them and a key ingredient in their success. To keep on course, they set goals and, in the end, realize their overarching vision.

Why are some people able to perfect the skill of setting goals that get results while others aren't? We've got a few proven theories about that, and we're going to share them here so you can use them in your thinking and planning for your own future.

We've also got a few winning goal-setting strategies, tricks, and tips, all of which you can use to boost your goal-setting success rate.

If you're ready to go, let's get started!

"Growth is a fundamental human need."

DAN SULLIVAN

STEP 1:

HOW TO SET LIFE-CHANGING GOALS

The first thing to remember and realize is that there's actually no such thing as "completing" your goals. As long as you're growing and learning, you'll always keep adopting new goals and making new progress.

The more you learn, the more you'll want to discover. Your goals will draw you into situations, relationships, and endeavors that will force you to adapt, change, and improve. Constant improvement will be its own reward and will fuel your desire for even more learning and growth.

Your brain will continually grow from the stimulation of achieving new goals, but you can't focus all of your energy on work-related goals. There is so much more to life. You're an entrepreneur, after all, and your number one priority is freedom—in all areas of life. Therefore, it's best to think about achieving success as having a balanced approach to life and your goals.

The 12 categories of goals.

With this in mind, Strategic Coach® founder and lead coach, Dan Sullivan, the master "goal cultivator," has defined 12 key *types of goals* that you can use as a guideline when you're thinking about and planting the seeds of the goals that will create your bigger future.

- 1 URGENCY/NECESSITY GOALS.**
These goals require maximum short-range focusing of your best attention, abilities, and resources.
- 2 RECOVERY/REPAIR GOALS.**
These goals require that you not only recover from negative experiences, but far surpass what you were doing before they occurred.
- 3 CAPABILITY/PLATFORM GOALS.**
These goals provide a foundation that enables you to jump to still higher levels of achievement.

**"Our eyes only see
and our ears only
hear what our brain
is looking for."**

DAN SULLIVAN

- 4 COMPETITIVE ADVANTAGE GOALS.**
These goals, as they're achieved, enormously increase your sense of personal confidence and satisfaction.
- 5 DIFFERENTIATION/UNIQUENESS GOALS.**
These goals enable you to identify and utilize your Unique Ability® — a combination of your unique skills and passion — to the greatest advantage.
- 6 REPUTATION/REFERABILITY GOALS.**
These goals, and the habits that support them, ultimately determine whether you're going to be successful in life.
- 7 PRESENTATION/PACKAGING GOALS.**
These goals enable you to make the most successful and lasting impression in every situation in life.
- 8 TEAMWORK/ORGANIZATION GOALS.**
These goals free you and everyone you depend on to focus on what each person excels at and loves to do.
- 9 WELL-BEING/ENJOYMENT GOALS.**
These goals enable you to live life to the fullest — and in the best possible situations and circumstances.
- 10 CONTRIBUTION/GENEROSITY GOALS.**
These goals enable you to support, help, and contribute to as many other people as possible.
- 11 SELF-ACTUALIZATION GOALS.**
These goals enable you to have a personal future that is always bigger than your past.
- 12 SIGNIFICANCE/MEANING GOALS.**
These goals clarify and create the overall value and impact of your entire life.

Dan's guidelines are just that—guidelines. Within each type of goal, the space is all yours to decide if this is an area that is meaningful and important to *you*, not to the hundreds of other people who want a piece of your future! So work only on the categories that resonate with you, or you may want to come up with some of your own categories.

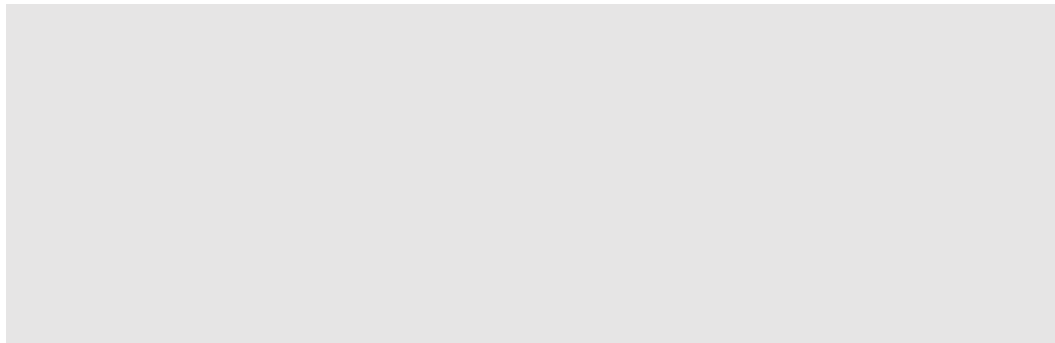
Take a few minutes to think about the areas of your life that you're most excited about, where you want to make the most impact or experience the greatest amount of growth. And put a star beside those goals in the list so you can use them as reference later.

Once you realize that you have control over what your future will look like in any area of life, it's exciting to consider that your goals are bound by nothing but your own imagination.

You'll also discover that you'll have many different goals on the go at once. It can get tricky, though, when the sky's the limit. It's best to be thoughtful, focused, and strategic about it. And that's where vision becomes critically important.

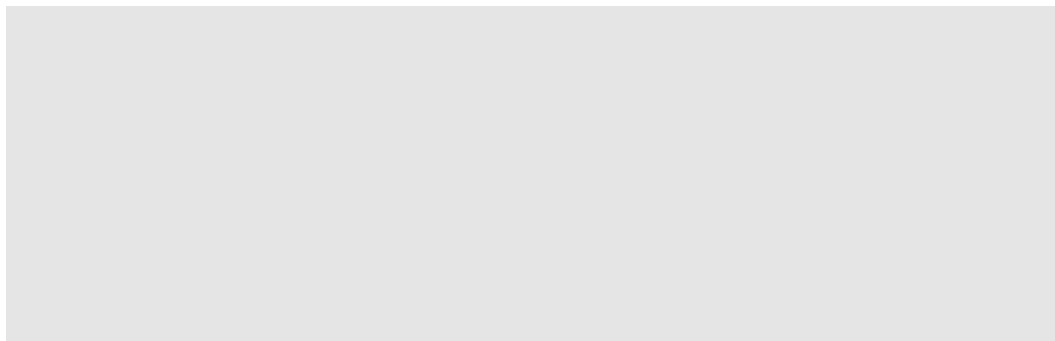
INSIGHTS

What did you learn from looking at the 12 types of goals?



OPPORTUNITIES

What areas are most important for you when it comes to goal setting?



ACTIONS

What are some quick actions you can take to increase your momentum in this area?

STEP 2: THE VISION

Creating a bigger future is an act of imagination. You have to be willing to let your mind go there, to create a vision of some area of your future that you want to make better. You must also believe that it's possible, no matter where you are in life.

Most important, always remember that this is *your* vision of *your own* future, not the vision of others around you who might want to own a piece of that future. The vision that controls your future can easily be yours—but only when you decide to take charge of it and own it.

The best way to do this is by becoming a lifetime goal setter—setting goals all along the way that will prepare you for achieving the bigger and bigger goals that lie ahead on the path to your bigger future.

Your greatest opportunity.

Did you know that human beings are the only species that has the ability to envision something that hasn't yet happened? How lucky are we?

Being able to visualize the future presents one of the greatest opportunities we have as human beings. And when we acknowledge and appreciate this,

“When it comes to your future, the most powerful vision always wins.”

DAN SULLIVAN

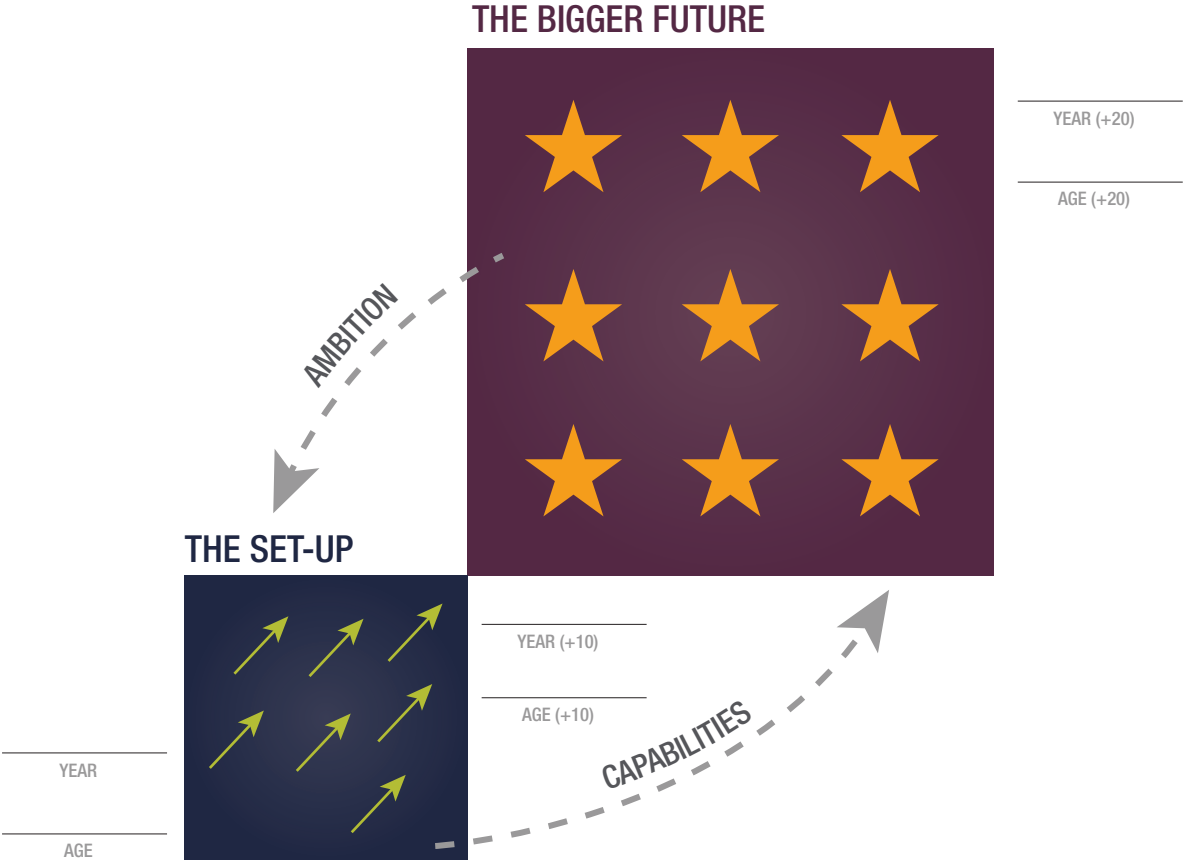
we realize that the future becomes an unlimited resource that can be tapped into to create the life we really want to live.

Goal setting can actually be a way of life—not just a destination, not just a way of getting from point A to point B, but a way that you strategically move forward with a larger, overarching vision.

When you think about it, it's not a stretch at all to say our ability to envision is a life-changing ability. Why aren't we all taking the time to think about what we want our future to look like and setting the goals that will get us there?

Your Bigger Future

Think about your future in terms of the following two-part time frame, The Set-Up (a ten-year period starting today) and The Bigger Future (a ten-year period that follows The Set-Up). Feel free to enter your dates in the diagram below.



1. The big box on top represents your bigger future, which starts ten years from now. And this is where you start because you always want your ambition (where you're growing toward) to be bigger than your capability (where you are now).

All those stars represent the big goals you'll achieve during this time frame. They are a direct result of the smaller set-up goals you'll have worked on over the previous ten-year period.

This is your vision of where you want to go, an exciting time in your life to look forward to.

2. The smaller box represents the next ten years, and it's the set-up that makes your bigger future possible. This is the ten-year period before your bigger future starts to kick in, when you develop all the necessary capabilities to make those big leaps. The upward-pointing arrows represent everything you need to do, starting now, to get ready for your second ten-year period.

Below is space for you to start brainstorming your bigger future. Keep in mind the "types" of goals you outlined as important in section one. They'll help create the framework for the areas you want to grow.

TODAY'S DATE:
AGE:

BIGGER FUTURE DATE:
AGE:

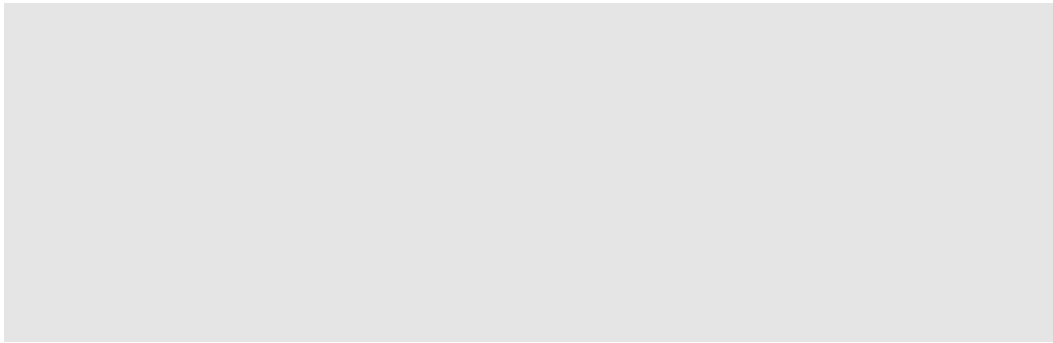
A large grid of graph paper for brainstorming, consisting of approximately 30 columns and 30 rows of small squares.

This is your own personal vision of what you would like to be true 20 years down the road. It can include anything you want to see that improves your present reality: greater learning, opportunities, capabilities, understanding, confidence, contribution, quality of life—limited only by your imagination. What does it look like? What does it feel like?

When you start thinking about your future in this way, you'll be even more excited about what lies ahead than you were when you first started out as an entrepreneur. And now, you can begin building the capabilities to get there.

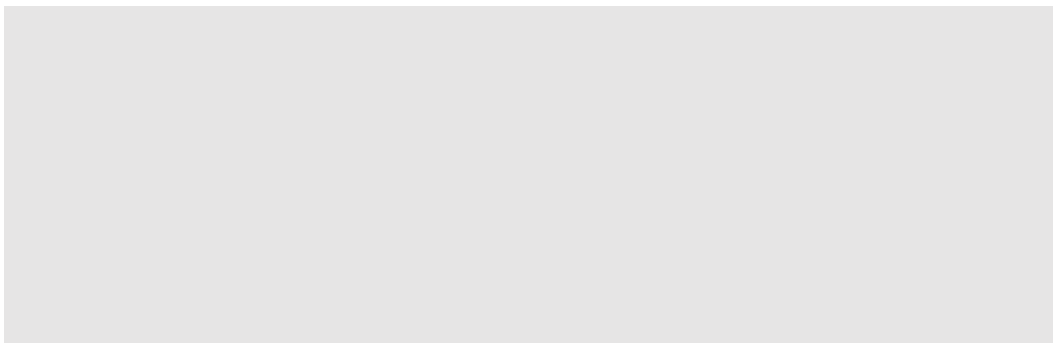
INSIGHTS

What did you learn from looking at your bigger future?



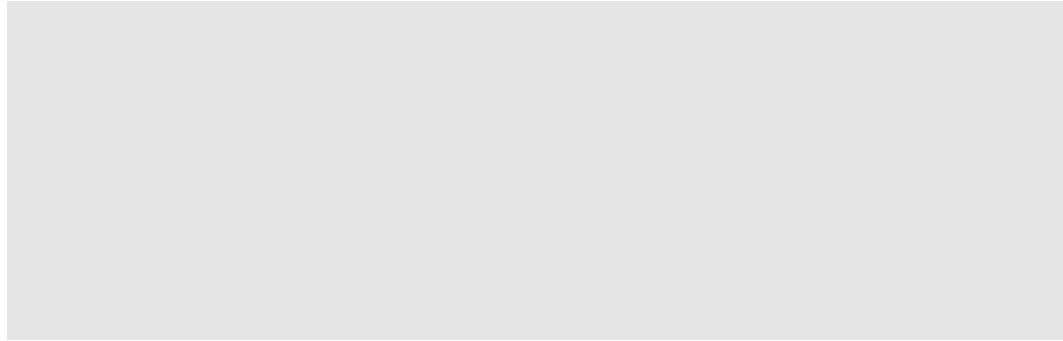
OPPORTUNITIES

What could be possible if you really committed to making your bigger future a reality?



ACTIONS

What are some quick actions you can take to increase your momentum in this area?



STEP 3: A GOAL-SETTING FORMULA THAT GETS RESULTS

Let's set you up for success. Effective goal setting is a strategic process, one that can be strengthened over a lifetime of setting meaningful goals. Stick to these five success strategies to keep on track, stay motivated, and achieve the results you set out to accomplish.

Our top 5 strategies to set goals.

1. Visualize a new reality in Technicolor.

All goal setting starts with your seeing something in the future that doesn't currently exist. Visualize your future in as much detail as your imagination allows—what it looks like, what it feels like, the conditions that will define it as a success, and everything you want to be true when you make that vision a reality.

The more details you specify, the more your mind takes ownership of the result. Include measurable results so you'll know when you've accomplished what you envisioned.

2. Choose your words wisely, and write them down.

Studies show that goal setters achieve their goals. Goal setters who write down their goals are even more likely to have success getting to where they

want to be. There's a brain to hand connection that comes into play—and, no, the digital route doesn't achieve the same effect!

Goals are about articulating your desires and telling yourself where you're headed. It's important to use the right words to specify what you want and to write them down. This goal-setting process allows you to create the kind of future you want—independent of what others want you to do or are doing themselves.

These goals are the foundation for your autonomy and freedom, because they are yours, defined by you.

3. Set a realistic time frame.

Once you have a clear vision and have filled in the details, your mind needs a deadline to take it seriously. As Dan Sullivan says, "A goal without a deadline is just a slogan."

The time frame is critical. Dan has also said that there's no such thing as an unrealistic goal, only an unrealistic deadline. When you set your deadline, make sure it's challenging and exciting, but also achievable. That makes it motivating and fun, and avoids the pitfalls of trying to do too much too fast.

4. Watch for strategic by-products.

These are the surprises, the unexpected things that happen off to the side, on the way to achieving a specific goal. All you need to do is develop the ability to notice them.

Sometimes these by-products turn out to be even more important than the original goal. But if you hadn't set the original goal and put things in motion, nothing would have happened as a result. When you set goals, one thing leads to another, which leads to another.

5. Set goals in all areas of your life.

Your life has many different dimensions. Goals are the fuel for growth in all of these areas—personal health and fitness, relationships, business growth, personal finances, and teamwork are just a few.

"The future is your property. If you don't take responsibility for it, someone else will be happy to do it for you."

DAN SULLIVAN

As you look at your most crucial goals, consider all time frames, from the very short-range to the end of your life. Also look for the underlying motivation for your goals. Why is the goal important to you? What difference will it make in your life?

Understanding this will play a significant role in aligning you with your goal—and in changing the habits that need to be changed for you to achieve it.

Goal setting as a rewarding lifetime activity.

See goal setting not as an end result but as a never-ending learning process that runs throughout your lifetime. Each goal you set will teach you something new, better, different, or important. This learning will be incredibly enjoyable. The more numerous and powerful your goals are, the greater and faster your learning will be.

Your progress toward your goals will allow you to transform yourself continually as a person, to transform your relationships, and to transform the quality of your entire life.

SET SMART GOALS YOU'LL ACCOMPLISH!

Now that you're familiar with how to set successful goals and understand the wide range of lifetime goals you can be working on simultaneously to create your bigger future, we want to drill down and be more specific about what each goal should look like.

You've likely heard of SMART goals. These goals follow five goal-setting rules that have been around a long time, and there's a reason why. They work, meaning they up the chances of your goals getting achieved in a big way.

Your SMART goals will tick off the boxes on these five characteristics:

1. SPECIFIC: A specific goal tells you exactly what you want to accomplish, which makes taking action easier and achieving it highly probable. You must answer the five "W" questions: Who? What? Where? When? Why?

That last question, Why, is an important one. This is about your motivation or purpose, as well as about the benefits it will provide. A powerful "why" can

pull you through everything your goal requires of you, right to the finish line.

2. MEASURABLE: Establish concrete criteria for measuring progress on your goal. When you can measure, you stay on track with target dates, which also spur you on. Ask: How much? How many? How will I know when it's accomplished?

3. ACHIEVABLE: Identify your most important goals, and you'll figure out ways to make them happen! Move forward on them and they become more and more attainable, not because they shrink, but because you grow to match them.

4. RELEVANT: To be realistic, it must be a goal you're both willing and able to work toward—you believe it can be done! A goal can be big *and* realistic because it's highly motivating. Be sure that every goal represents substantial progress.

5. TIME-BASED: A goal needs to be grounded in a time frame or there's no sense of urgency. The very act of setting deadlines along the way sets your unconscious mind into motion. "Someday" won't work; "two weeks from today" will!

Time to take action!

So far, if you've been doing the exercises as you read, you've brainstormed your bigger-future goals. You've also thought about the categories of lifetime goals and maybe even put a few goals into some of the categories. Now let's start taking some action.

The exercise that follows is called The Strategic Goal Tracker™. It's a good way to get started on some of the thinking you've already done and set down five key goals you want to work on over the next year, and then follow up on them every 90 days to see how far you've come.

We recommend keeping this exercise where you can look at it regularly to keep your key goals top of mind. Remember that they can be in both your business and personal life, as each supports the other, and also keep in mind the SMART goal parameters.

The Strategic Goal Tracker exercise.

Once you've come up with your five key one-year goals, you're going to answer the big "why" question—Why is this goal so important? Then, write down a few important facts about the things right now that will affect your goal, positive and negative—obstacles, opportunities, and strengths. Next, list the people and resources you have to support you.

Once you have these down, we're going to start looking at what this can mean for you over the next 90 days. Set a 90-day goal for each one of your goals that will move you forward in a substantial way. What are the obstacles you face for each? What are the strategies you can use to get past them? Finally, what are the first actions you can take right now that will move you ahead on each goal?

You can use the format of this exercise and continue to do a quarterly (90-day) check-in, make adjustments, and celebrate where you are at the end of one year. Even if you haven't come quite as far as you'd set out in each goal, we bet you're still much further ahead of where you were when you started.

THE STRATEGIC GOAL TRACKER™

ONE-YEAR

1-Year Goal	Why is this goal so important?	What's the truth about your current situation?	Available resources and people to support you.
1			
2			
3			
4			
5			

THE STRATEGIC GOAL TRACKER™

An Entrepreneur's Guide To **GOAL SETTING**

QUARTER

First Quarter Goal	Obstacles	Strategies	Specific Actions
1			
2			
3			
4			
5			

STEP 4: CELEBRATE YOUR SUCCESS!

Goal setting can be one of the most satisfying, rewarding, fun adventures you can set out on. Once you know how to set goals that truly move you forward, you'll always be growing as a person and as an entrepreneur. Surround yourself with other goal setters, and your success will multiply tenfold or more.

Having said that, as much as goal setting can contribute to your life, we would be remiss if we didn't talk a bit about the goals that don't work out as you'd planned, the ones that have you beating yourself up, that zap your confidence in yourself and your plans for the future.

Goal setting and falling into “The Gap.”

Even the most successful entrepreneurs, those who are at the top of their game, with tremendous achievements and all the benefits that brings to their lives, can feel like failures. They're depressed and feel miserable about themselves, even though everyone around them thinks they're amazing and looks up to them as role models.

Why? How are they looking at themselves, and what is their brain doing to put them in this state, because this is something that has no reality outside themselves?

Over the years, through many, many discussions with Strategic Coach clients, Dan Sullivan discovered that the difference between those who are happy and personally very satisfied with their lives and those who feel like failures comes down to one thing—how they measure their progress in terms of goals and their ideal outcome.

The difference between the ideal and the goal.

When we picture our future, we have an ideal in our minds in terms of what kind of progress we want to achieve in all kinds of different areas. The purpose of the ideal is to motivate us emotionally. It's exciting to move into a future that we see as bigger, better, and more rewarding, guided by the ideal

experience or picture of what we want to achieve.

It's important, though, to recognize that the ideal is not a measuring stick. It's meant only to inspire and "illuminate" the path ahead so we can see what our goals should be. A goal, on the other hand, is a point that we can actually reach because it has *measurable* attributes.

How you measure your goals can make all the difference in how you view the outcome. For you as an entrepreneur, the concept we introduce here will save you from much grief and self-blame—and help you to always keep your confidence at its peak.

We call it The Gap And The Gain, and it's one of the most essential tools in The Strategic Coach® Program. But the great thing about this goal-measurement strategy is that it doesn't just work for entrepreneurs; anyone can use it to be happier and feel more satisfied in life.

Success is all in how you measure.

How you measure your progress on your goals is not only a game changer, it's a life changer.

Measure forward against the ideal, and you're headed for The Gap, the space between where you currently stand and your ideal. When you're in The Gap, you feel like you're failing. You become disillusioned, dissatisfied, and unhappy with yourself—and your confidence plummets.

Measure back from where you are currently to where you started, and you're rewarded by seeing all the progress you've made. You'll feel happy and satisfied about how things are going, and your confidence will take an immediate leap. We call this The Gain.

And even if you didn't quite reach the goal you set, that's nothing to beat yourself up about. Instead, *celebrate the progress you did make*. It just means it's time to recalibrate and get back on your way again.

Protect your confidence — always measure backwards.

For an entrepreneur, confidence is essential to progress, growth, and

success. Getting *stuck* in The Gap is the worst possible scenario in terms of maintaining peak confidence.

Dan Sullivan believes that as an entrepreneur, your number one responsibility is always to protect your confidence. Understanding The Gap And The Gain concept is a great way to protect your confidence daily in every area of life. At Strategic Coach, we refresh our entrepreneurs' memories on this essential tool often.

Get your daily confidence boost.

At the end of each day, regardless of what happened, record what your biggest “wins” were. Then, plan what your biggest wins will be for tomorrow. This will keep you focused on your goals while recognizing and celebrating your achievements—or wins—along the way. It's that easy.

Celebrate, celebrate, celebrate!

We can't say enough about this. Celebrate what you've just accomplished! Celebrate the progress you've made! Celebrating your wins is one of the most important—yet one of the most often overlooked—steps of successful goal setting.

With avoiding The Gap in mind, we suggest setting milestone goals to measure your progress.

Whether it's losing a stubborn ten pounds, finally setting off on a long-coveted vacation to Bali, hiring a right-fit HR manager, or completing a merger with a highly compatible business in your industry, celebrate along the way. It'll keep you motivated and excited about completing the next step, and pull you through, past any obstacles, to the end. Then celebrate again!

These celebrations work themselves into your subconscious and have a much greater effect on the result than you might think. And they don't have to be big confetti-and-balloons extravaganzas. Even a positive chat with yourself rather than just letting acknowledgment slide will work.

So celebrate you, celebrate your achievements, and certainly celebrate the life-changing growth that's the natural result of goal setting.

3 wins for today, 3 wins for tomorrow.

Even if you have the proverbial “bad day,” you know you’ll always have something that qualifies as a win, and you’ll always have a plan to accomplish more wins tomorrow. Tracking your progress in terms of wins not only increases your productivity and motivation, it works wonders on your confidence. Try this exercise for the next week. At the end of each day, record your three wins for the day, and what you want your three wins to be for tomorrow.

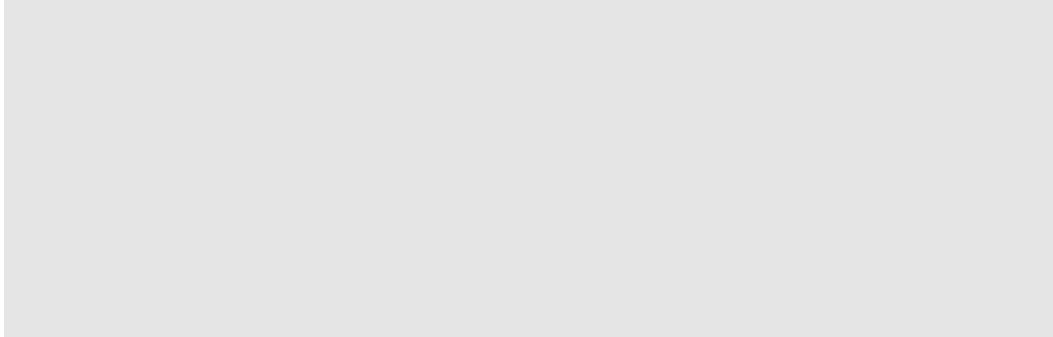
The way you interpret your days is entirely up to you. Would you rather see your days as wins or as losses? It’s a phenomenal breakthrough to realize that you’re in control of the story of your life.

TODAY'S DATE	
3 WINS FOR TODAY	3 WINS FOR TOMORROW
1	1
2	2
3	3
TODAY'S DATE	
3 WINS FOR TODAY	3 WINS FOR TOMORROW
1	1
2	2
3	3
TODAY'S DATE	
3 WINS FOR TODAY	3 WINS FOR TOMORROW
1	1
2	2
3	3

To make it even easier, we have an app for that. It's called WinStreak®, and it's free!

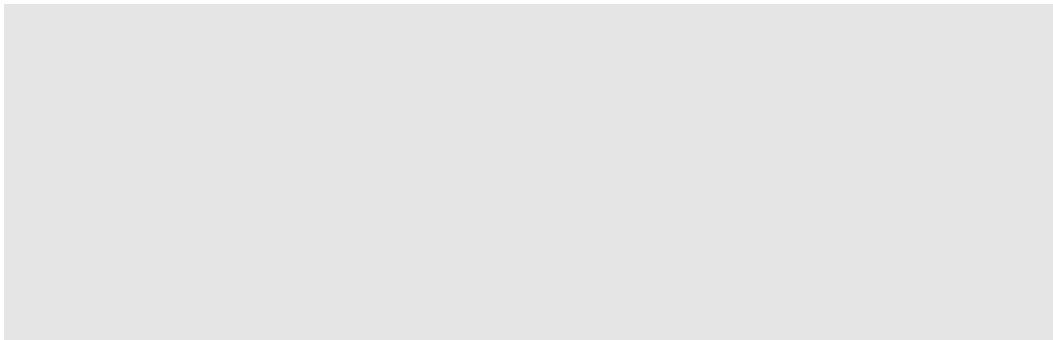
INSIGHTS

What did you learn from this exercise? What elements are most useful to you when measuring your success?



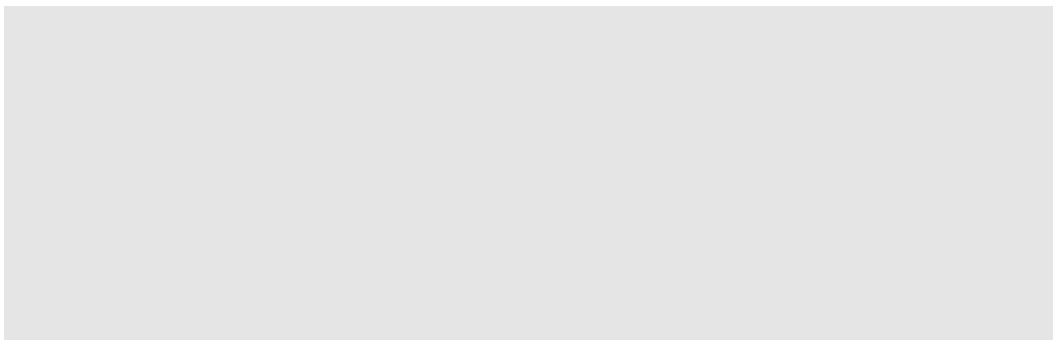
OPPORTUNITIES

What could be possible if you implemented or customized this strategy?



ACTIONS

What are the first actions you can take to increase your momentum in this area?



STEP 5: CONTINUALLY STRENGTHEN YOUR GROWTH MINDSET

At Strategic Coach, our mantra is, “Always be growing.” As team members, we’re fortunate to hear first-hand the daily stories of our entrepreneur clients’ journeys—the highs and the lows, because there are always lows—and, frankly, we’re in awe of all they’ve accomplished.

These entrepreneurs are learners, they’re leaders, they’re committed, and they’re generous and supportive of one another as they focus on creating their bigger futures—always striving to continue growing as entrepreneurs and as human beings.

It’s exciting for us to see what they’re up to and where they’re headed.

All of this is nurtured by a growth mindset that got each one of them to where they are currently and will continue to feed their future successes. We can’t help but be inspired.

Strengthening Your Own Growth Capabilities

If you want to work on becoming more growth-focused, consider the following seven qualities of growth-minded people.

1. First, score yourself from 1 to 10 on each one, 10 being strongest.
2. If there’s an area or areas where you see you could do more to improve your capability, jot down one quick action you could take that will move you forward. Keep in mind your own capabilities—and where you could make a small improvement in the quickest amount of time.
3. Take a minute to acknowledge the area or areas where you’re already doing well.

“Growth is at the root of everything that gives us a feeling of meaning, progress, and accomplishment.”

DAN SULLIVAN

THE 7 QUALITIES OF GROWTH-FOCUSED PEOPLE.

1. THEY'RE FUTURE-FOCUSED.

They've made a decision that their future is more important than any experience or achievement they've had in the past. As a result, they always welcome possibilities and challenges to grow in new directions in many areas of life.

YOUR SCORE

ACTION

2. THEY'RE ALWAYS CONTRIBUTING.

They've decided that making a great contribution is more important than any reward they might receive for making it. Those who think in this way always want to create greater and greater value for everyone in their lives.

YOUR SCORE

ACTION

3. THEY'RE ALWAYS LEARNING MORE.

Growth-focused people are passionate about learning, no matter their age. At some point, they made a decision that new learning is more important than any of their past experiences. They're always open to new knowledge, skills, and habits.

YOUR SCORE

ACTION

4. THEY OUTPERFORM THEMSELVES.

Future-based people have made a decision that past or even present achievements exist only to be surpassed. They're eager to take their performance to higher and higher levels. You can imagine them saying, "This is going to be the best thing I've done yet."

YOUR SCORE**ACTION****5. THEY'RE INCREASINGLY GRATEFUL.**

Unlike those who become arrogant about their achievements and success, growth-focused people are more and more grateful. They've embraced gratitude as their way of responding to their success. They're committed to always increasing their recognition of the people and any other factors that contributed to their growth.

YOUR SCORE**ACTION****6. THEY INCREASINGLY ENJOY THEMSELVES.**

This quality provides the fuel for all growth. People with this quality make the decision that enjoying whatever activity they're engaged in is more important than the effort it takes. Throughout life, they continually find possibilities for themselves that bring greater and greater enjoyment.

YOUR SCORE**ACTION**

7. THEIR CONFIDENCE ALWAYS GROWS.

These individuals make a decision that increasing confidence is always more important in their life and in their future than increasing comfort. They take on new risks and challenges, gaining greater and greater confidence as a result. Regardless of how much they accomplish, they always have the desire for more growth.

YOUR SCORE

ACTION

INSIGHTS

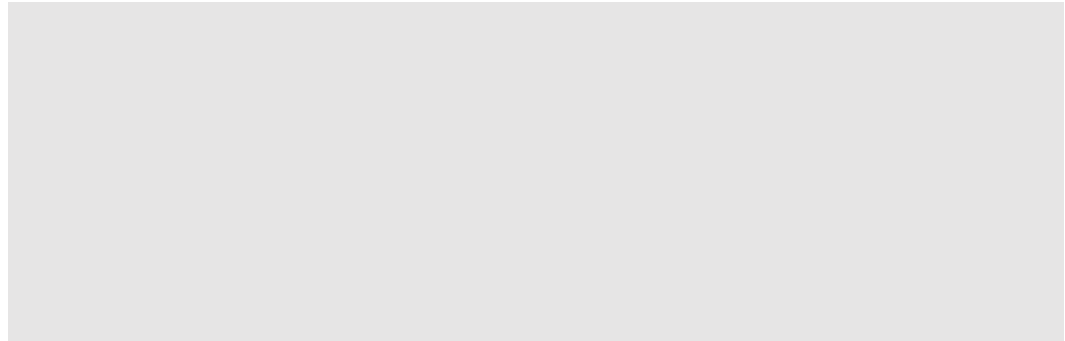
What did you learn from this scoring exercise? What elements are most useful to you?

OPPORTUNITIES

What could be possible if you implemented or customized this strategy?

ACTIONS

What are the first actions you can take to increase your momentum in this area?



The most forwarding mindset in the world.

The successful entrepreneurs who are our clients at Strategic Coach have what we call a “future-focused capability.” This is something that anyone who wants to keep growing throughout their lifetime can develop.

When you're future-focused, it's natural that growth is the result. You gain new knowledge, new attitudes, new skills, and new habits that empower you to take greater ownership of your future. This gives you confidence every day about what lies ahead.

For those who are growth-focused, life is about going beyond where they are. It doesn't mean that they're unhappy where they are, but that their natural instinct is to make the kinds of decisions that will continually move them forward. Goal setting is the framework for this continual movement and growth.

When you commit yourself to lifetime growth, you'll have a perpetual 20-year vision that you'll refine and reset every year so that you're always focused on the right goals.

Lifetime growth and goal setting, hand in hand.

Growth is at the root of everything that gives us a feeling of meaning, progress, and accomplishment. And people who are always making plans, measuring their progress, increasing their performance, and taking on new capabilities are just a lot of fun to be around!

In that case, why would anyone want to stop growing?

To us, that question is redundant. The best answer in the world in terms of creating a bigger and better future is to always be growing. And it's our greatest belief that it's the power of goal setting that fuels that growth.

Here's to you and to your bigger and better future! Enjoy the journey!

ABOUT STRATEGIC COACH®

Over 40 years of working with bigger-future entrepreneurs in a workshop setting, we've learned that being part of a like-minded community of growth-focused peers is the best way to stay motivated and accountable to your biggest goals. In The Strategic Coach Program, our entrepreneurs meet every 90 days with their coach, who is also a successful entrepreneur, and a roomful of their peers who are also committed to growth and their goals.

These are people who look at their future the same way you do. Imagine spending time with other entrepreneurs talking about important things, setting inspiring goals, sharing strategies, lending support—and, most important, being challenged and stretched in your thinking.

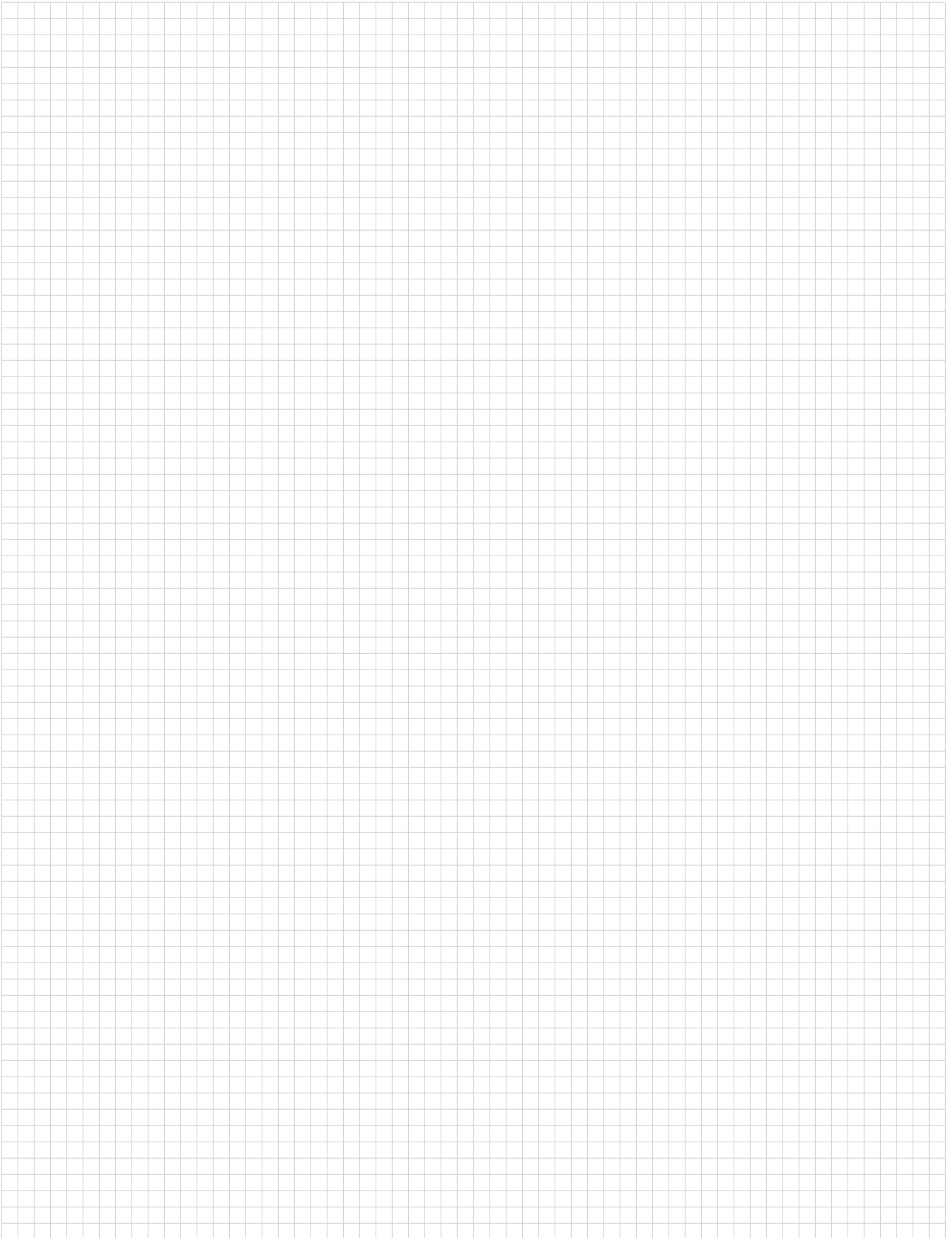
Entrepreneurs who work with us at Strategic Coach find that the time they spend with other entrepreneurs each quarter working on their goals helps to keep them accountable and inspired to think even bigger.

Having regular check-ins is important too.

As a company, we all walk the Strategic Coach talk: Our whole team also has goal-setting groups that use the same goal-setting tools our entrepreneurs use in their workshops. We set out our one-year goals, as you did earlier, and then meet every quarter to discuss our progress.

Having a supportive community and tools to keep you on track and making progress are sometimes overlooked in goal setting, but they're fundamentally important. It's what makes Strategic Coach unique in the world of entrepreneurial coaching, and community is also one of the things our clients most appreciate about their Coach experience.

You can learn more about Strategic Coach, what we do, and how it happens by visiting www.strategiccoach.com or by calling us at 416.531.7399 or 1.800.387.3206.



ENTREPRENEURIAL
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STRATEGIES**

3

A Beginner's Guide To Unique Ability®



A Beginner's Guide To
Unique Ability[®]



A Beginner's Guide To Unique Ability[®]

“You already have everything within you that you need to create an exceptional life.”

Dan Sullivan

Introduction

Whatever it is that you believe will make you happiest in life, the answer lies in an uncovering, and a willingness to connect deeply with, who you *truly* are.

It means seeing yourself for who you are at your core in order to offer your full potential to the world.

It means connecting back to the traits and talents that set you apart as a child.

It means cultivating self-awareness, in the highest form, so you have the clarity and ability to create a life for yourself that is fulfilling, purposeful, and fun!

In order to pioneer a future that's fitting for you, you have to know all parts of yourself—otherwise you won't know where to focus or direct your efforts for maximum contribution.

So, how well do you know yourself? The only thing standing in the way of a designed life is you *creating* it.

Discovering Your Unique Ability[®]

Your Unique Ability is you at your best. It's the hard-wired set of natural talents that you're passionate about making use of in every area of your life. It honors what's already within you, what people count on you for, and how you create your best results.

But when you're young, you're taught that success is achieved not just by playing to your strengths, but by improving on your weaknesses. The result: a lot of really strong weaknesses, with no time to differentiate yourself by focusing on your natural talents.

What if we changed the rules? Changed your perspective?

What if you were asked you to give time and attention to only the activities for which you have superior skill and passion? This is the journey of discovering your Unique Ability.

It requires you to look at life through a new lens.

It's an emotional journey that asks you to confront yourself and shine a light on your greatest strengths so you can be intentional about how you create value for the world—**because no one else is you, and that's power.**

The commitment to knowing yourself better and trusting yourself, through the Unique Ability process, pays dividends for the rest of your life.

“Find the thing in you that is different, that’s as sharp as a diamond and jagged as a razor. Hone that, because that’s the thing with which you’ll cut the world.”

Clayton Cubitt

4 Powerful Benefits Of Defining Your Unique Ability

1. Deep Self-Knowledge

Uncovering the unique set of talents you have endless energy for—and then coming up with the words to describe it—gives you a depth of self-knowledge that most other people never achieve. Think of the advantage that gives you.

Even if you have a pretty good idea of what you do really well and are passionate about doing, you might take it for granted. Most people downplay their unique skills, thinking anyone can do what they do—but that's simply not true.

You have a unique way of doing what you're best at because of who you are as a person—your personality, your unique experiences in life, your natural hard-wired talents, your passion, your purpose. No one is exactly like you.

Once you get that you do have a Unique Ability—and you can define it and find more and more ways to apply it—imagine how your life will change.

2. Clarity Of Focus

The clarity that comes from discovering your Unique Ability will be your best filter for every decision you make in life—how you spend your time, the people you can best create value for, the culture you want to be part of, your relationships, and so on.

It puts boundaries around the “playground” where you'll create the most value and achieve the greatest results while having the most fun. It keeps the good stuff in and the bad stuff out. It means less pain, fewer messes, less frustration—and more creativity, contribution, and impact.



3. Boost Of Confidence

Your Unique Ability is validation. This is the real you. The Unique Ability® Discovery Process gives you a way to draw that out, put words to it, and truly see the value of it. The result is an immediate boost in confidence.

Once you recognize its value and start making decisions based on it—building your life around it—you’ll have another huge boost in confidence. Dan Sullivan, founder and creator of The Strategic Coach® Program, says that when you’re confident, you can do anything; when you’re not, you can’t.

4. Permission To Let Go

Once you see the value of operating from a Unique Ability mindset and all that’s possible as a result, you’ll become more and more comfortable giving yourself permission to let go of activities outside your Unique Ability. You’ll be able to draw a line between what you will and won’t spend your time doing—and let go without guilt. You’ll see that this is where the exponential results lie.

A Unique Ability “right-fit life” is satisfying, rewarding, and fun. Compare that with a life filled with “shoulds.” Instead of basing your life on “should have,” “should be,” and “should do”—trying to mold yourself into someone else’s idea of who you are—Unique Ability gives you the permission, freedom, and confidence to take a stand and do what works best for you. If you don’t take charge of your future, others will.

Discovery Resources: Take The First Steps

Take a moment to consider the people you’ve see in in your life who are in touch with the value they bring to the world and who have found a way to use their unique expression on a daily basis.

What would it mean to you to have this same advantage?

Following are the tools we suggest to guide you in discovering your Unique Ability. They will introduce you to the many different aspects of yourself so you can better understand why your Unique Ability is central in designing a successful life.

1. The Unique Ability® Question

A powerful way to begin to understand your Unique Ability is by asking those around you what they see as your special talents and capabilities.

Choose eight to ten people in your life whose opinion you respect—a mix of friends, family members, colleagues, clients, teachers, mentors, or anyone who has been in a position to see you demonstrate your abilities.

Use our sample letter below as a starting point. Simply copy and paste it into an email and then paraphrase or edit it so it sounds like you. Be sure to give a time frame, and follow up with a reminder.

Even if it feels scary or risky to send, do it anyway! After all, if you don't know what's working, how can you do more of it? You'll be surprised and delighted by the responses you receive.

Sample Letter

Dear (Friend),

I'm currently reading a book about a concept called Unique Ability. This concept is based on the idea that everyone possesses a combination of talents, interests, and capabilities unique to that individual.

I'd really appreciate it if you would help me identify my own Unique Ability by considering the following question and sending me back an answer: "What do you see as my Unique Ability?" My Unique Ability includes my talents and abilities, characteristics that describe me, what I'm good at, how I do things, what you count on me for, and any other distinguishing features you see about who I am.

I'd be very grateful if you could respond within the next two weeks if you're interested in helping me. Thanks for your support. I look forward to hearing from you.

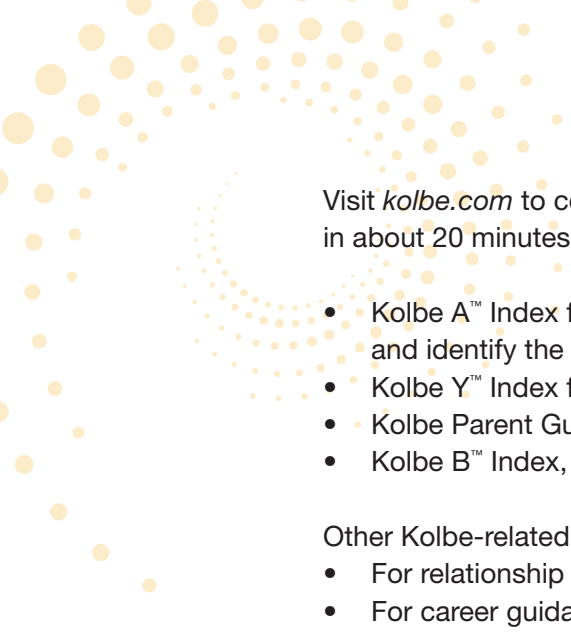
All the best,

(Your Name)

2. The Kolbe Index

Kolbe is one of the top tools we use at Strategic Coach® to understand ourselves. It measures how you take action in any given situation when free to be yourself.

It's a profile that measures instincts and appeals to the conative part of the mind, which is responsible for our natural tendencies, impulses, striving reflexes, and directed efforts—such as when we're problem solving or striving to reach a goal.



Visit kolbe.com to complete an instinct assessment. These are easy to complete online in about 20 minutes. Assessments include:

- Kolbe A™ Index for adults, which measures your instinctive method of operation and identify the ways you'll be most productive
- Kolbe Y™ Index for youth (4th grade reading level to age 17)
- Kolbe Parent Guide for parents
- Kolbe B™ Index, which measures your perception of your job responsibilities

Other Kolbe-related products:

- For relationship guidance for couples, visit takestwo.com
- For career guidance, visit opgig.com

For more on Kolbe and why we do what we do, we recommend reading *Conative Connection: Acting On Instinct* and/or *Powered By Instinct: 5 Rules For Trusting Your Guts*, written by creator Kathy Kolbe.

3. The CliftonStrengths® Assessment

CliftonStrengths offers insight into the combination of traits that inform your motivations and that make you most unique.

“There is no more effective way to empower people than to see each person in terms of his or her strengths.”

Donald Clifton

This assessment is based on the work of Donald Clifton, the grandfather of positive psychology, and his creation of 34 different talent themes. By gaining insight into your natural gifts, you'll have new language to describe why certain experiences are so valuable and important to you. It isn't until you know what makes you most distinct that you can perform at your best in all areas of your life.

Visit gallupstrengthscenter.com to complete the CliftonStrengths assessment. You can choose from various options:

- CliftonStrengths 34: We recommend the full 34-strengths report for a more complete understandings of your talents
- Top 5 Strengths: Choose this to discover your Top 5 strengths
- Beyond Your Top 5 Strengths: Choose this if you want to reveal the rest of your list of 34 strengths after having done your Top 5
- StrengthsExplorer: An assessment for children ages 10-14.

Or, you can access your Top 5 strengths by purchasing the book *StrengthsFinder 2.0* by Tom Rath.

4. The PRINT® Survey

PRINT is the *why of you*. It's short for "motivational ImPRINT" and is a tool that uncovers people's core motivations for behavior and what's happening beneath the surface.

It puts a language to our best-self traits and the behaviors that have assisted in achieving our success. It's a profile that offers insight into the nine hidden drivers that are responsible for our thoughts, actions, and feelings as well as the circumstances that have the potential to trigger us or set us off.

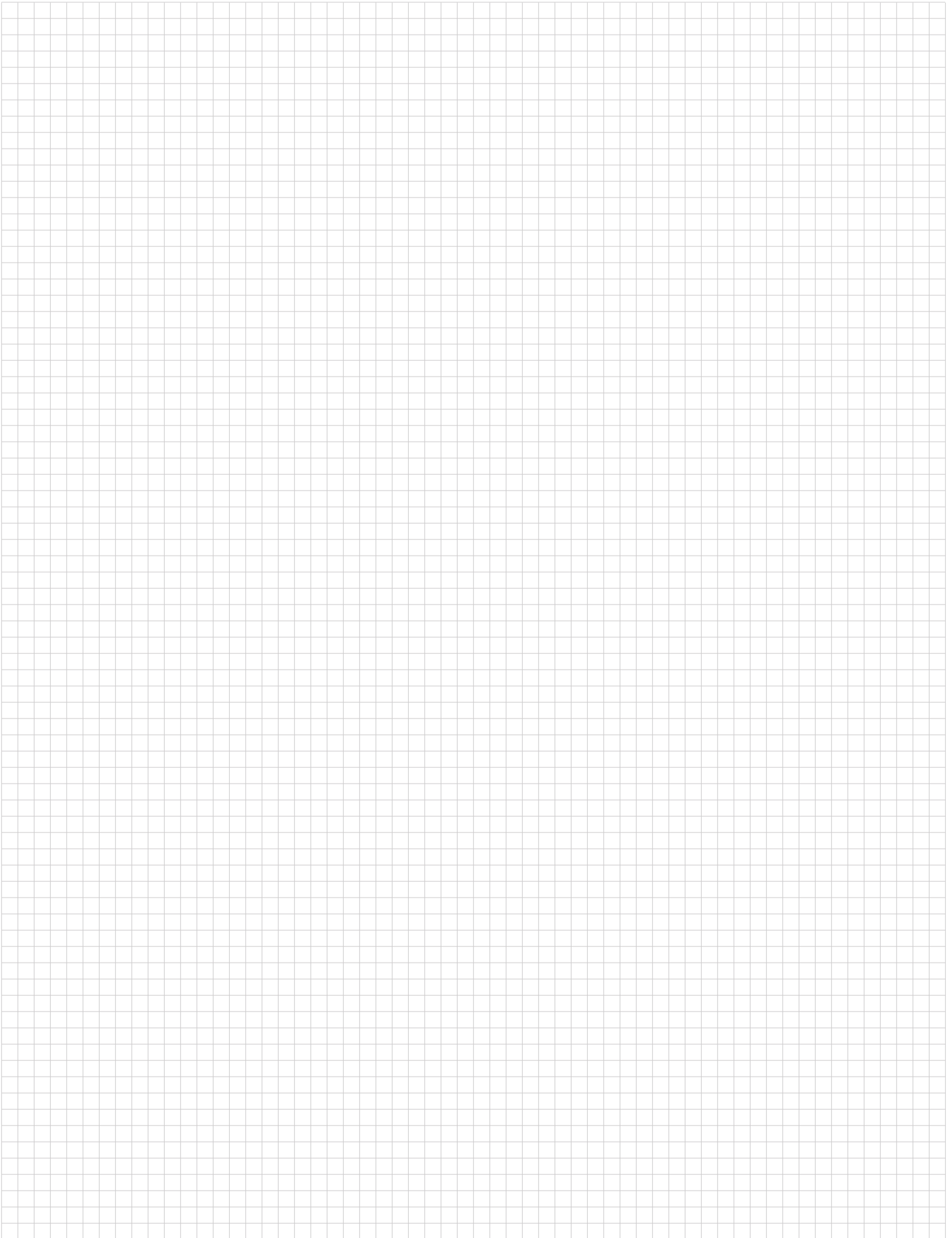
Gaining a better understanding of why some past experiences may not have worked out well and why others did can be life changing.

To learn more about PRINT, visit, printsurvey.com and discover your hidden motivators.

One of our biggest opportunities as human beings is to get more in touch with how we show up in the world and the unique value we bring. Begin the journey of Unique Ability and learn to trust yourself so you can start making the solid, sustainable choices that will shape your future.

NEXT STEPS To Discovering Your Unique Ability:

- Read *Unique Ability® 2.0: Discovery* and complete the accompanying notebook.
- Set out on the Unique Ability journey with your friends, family, and team using our Unique Ability Book Club Guide.
- Read the book *The Self-Managing Company* by Dan Sullivan, co-founder of Strategic Coach, for more on the impact Unique Ability can have on your business.



ENTREPRENEURIAL
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4

The Entrepreneur's Guide To A Self-Managing Company®



THE ENTREPRENEUR'S GUIDE TO A
**SELF-MANAGING
COMPANY**[®]



Imagine a scenario where you get to do just what you like in your business and it grows and prospers, even in your absence. You provide the evolving vision, and your team makes it real, often in ways you couldn't have imagined. In fact, many of the results and positive by-products they achieve amaze you.

We're not talking passive income streams here, but a thriving company where you get to just focus on the part of the game of business that's fun for you — the part that allows you to achieve your biggest business and personal goals — and yet frees you from the task of management, which, let's face it, is not what any entrepreneur starts a business for.

The Self-Managing Company® is a company that manages itself to growth.

In a Self-Managing Company, not only does the company grow when the entrepreneur is not there, it actually grows more, the more freed up the entrepreneur becomes.

Freed up from *what*, you might ask? From everything you find energy-draining, distracting, frustrating, and tedious, and even those things you do exceedingly well that you're not really passionate about.

And, more importantly, freed up *to* do all the things you'd rather be doing with that time and energy, whether that's focusing more on your spouse and kids, making a bigger impact in the world in the ways that matter to you, or finding and capturing your next really big business opportunity, and the one after that.

When you're not totally occupied with what's going on in your *present company*, you have a lot more time and energy to focus on building a *future company* that's 10x bigger or better. And you can do it without sacrificing an exceptional quality of life.

By making their companies more self-managing, entrepreneurs in The Strategic Coach® Program have been able to free themselves up to take year-long trips around the world with their families, write books, summit multiple world-class peaks, help thousands of people in less-fortunate circumstances, spend life-transforming time focused on their kids, and transform entire industries, all while their businesses continued to grow and thrive.

This kind of *entrepreneurial freedom*, where your business becomes the vehicle for the achievement of all your life's goals, is what we're talking about. It's freedom of **time**,



money, relationship, and purpose: having the freedom to work only when you want, make as much money as you want, work with whomever you want, and create the kind of world you want.

In our experience, most entrepreneurs who achieve this give up any thoughts of retirement. In fact, the notion becomes meaningless since they can create all the free time they want, and they get to stay in the game and evolve it so it's continually more fascinating and motivating.

If this sounds like a pretty great life, that's because *it is*.

But here's the catch:

Only a certain subset of entrepreneurs *has what it takes* to pull this off in the near term—and an *even smaller number* within that subset ever manages to *actually* do it. (We'll get into the reasons why shortly.)

The upside is that many more entrepreneurs *could* experience the freedom that a Self-Managing Company provides if they're willing to build the foundation. All it takes is a combination of attitudes and experience that are within any willing entrepreneur's grasp.

Building a Self-Managing Company is a gradual process—one where every bit of progress has significant rewards. What it means to actually achieve this may differ from entrepreneur to entrepreneur, but increasing freedom, income, and quality of life simultaneously are the basic objectives. Most of the entrepreneurs we speak to agree that even small gains in freedom can cause major improvements in their enjoyment of life, the growth of their businesses, their peace of mind, and their mental and physical health.

At 40 percent more freed up, an entrepreneur's life may appear completely transformed from where it was when they started. And, generally, it gets easier and more fun as they go along, mostly because changing habits at the beginning is the hardest part.

That said, there's a short list of qualities that we've found every entrepreneur must have to successfully embark on this journey of building a Self-Managing Company.

1. ARE YOU AN "ACHIEVEMENT ENTREPRENEUR"?

There are three types of entrepreneurs. The first is someone who's replaced working for someone else with working for themselves. Basically, this person hasn't created a business; they've created a job. The difference between this job and other jobs is that it's harder to get fired, but the hours are terrible. The main object is survival, so we call this a **survival** entrepreneur. The vast majority of people who fall under the broad category of "entrepreneur" are self-employed survival entrepreneurs. It goes without saying that if you're not amassing the resources to be able to hire, you don't have a company, and if you don't have a company, you can't have a Self-Managing Company.

The second type of entrepreneur had a particular lifestyle in mind growing up. This involved making a certain amount of money, having a certain kind of house in the right part of town, belonging to the right clubs, rubbing elbows with the right kind of people in their town, and putting their kids in the right kind of schools. They may grow a business to achieve this, but once their income and success hit that level, then it becomes about maintenance. They don't really want to go any further. We call these **lifestyle** entrepreneurs. There's nothing wrong with being a lifestyle entrepreneur, and many people are quite content in this kind of scenario. But it doesn't lay the best foundation for creating a Self-Managing Company. The reason is that if your goals only go as far as your own lifestyle, you're not likely to attract or harness the passions of people who will go above and beyond to make your business grow. (More on this when we get to the question on vision.)



For the third kind of entrepreneur, the main goal in their life is growth. When they reach one level, they have a compelling need to say, "Okay. Let's go to the next level." And the reason they do this is that it's fun. For them, entrepreneurship is a game, and their current success level is just the foundation for the next set of achievements. We call this type an **achievement** entrepreneur.

Achievement entrepreneurs are in the best position to create a Self-Managing Company. Their past achievements and the fact that they're always striving for more mean the pie is always getting bigger in these companies, which is a big attraction for growth-minded team members who want to play the game with them. Their biggest challenge tends to be the complexity that grows with success, and a Self-Managing Company becomes an attractive solution to regain simplicity, so building one is well worth the effort. On a continuum from "survival" to "achievement," with "lifestyle" sitting somewhere in the middle, how do you rate your entrepreneurial ambitions?

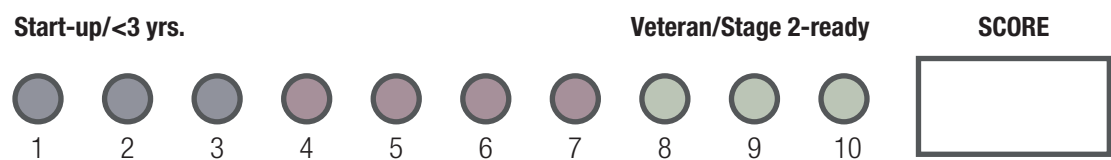
Survival		Lifestyle		Achievement	SCORE					
1	2	3	4	5	6	7	8	9	10	<input type="text"/>

2. ARE YOU EXPERIENCED ENOUGH?

You might think it would be easier to build a Self-Managing Company from the ground up, but in our experience, having a solid financial foundation and skill in growing a company to a certain level of success, as well as great clientele and a strong marketplace reputation, is vital. Without a solid base of resources, relationships, market

knowledge, and a proven, functioning business model, there's just too much to do and figure out and not enough cash coming in to get traction.

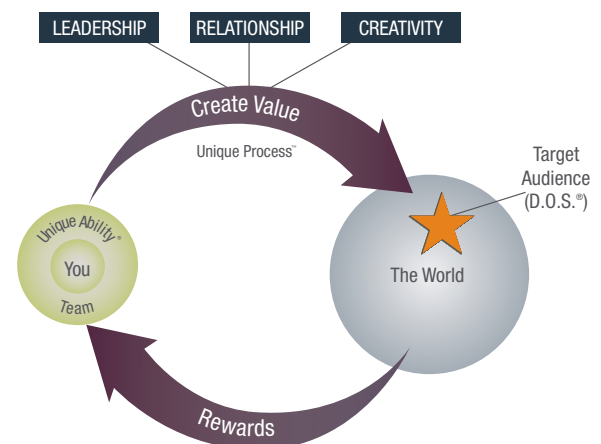
After a minimum of about three years, as long as the business is generating a healthy six-figure income for the entrepreneur, most successful businesses have enough momentum (and predictable cash flow) that the entrepreneur can begin thinking about moving toward a more Self-Managing Company. They know what the business is and that their basic survival needs are going to be covered, and it's time to free themselves up to start spending more time doing only what they're best at to grow it. The ones who build a Self-Managing Company are those who see everything they've done up till now as "Stage 1" in their entrepreneurial career and, with that as a foundation, are ready to move on to "Stage 2" where much more becomes possible. What stage are you at right now?



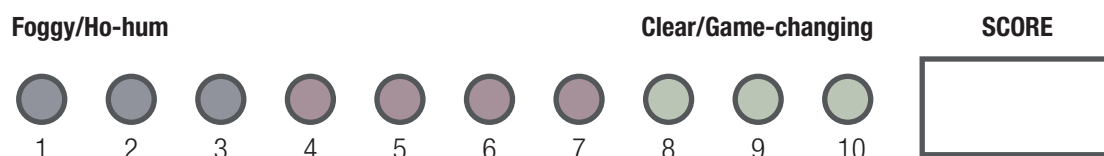
3. IS YOUR VISION BIG ENOUGH?

In a Self-Managing Company, by definition, you have others doing a lot of the work and organizing, motivating, and scoring themselves toward increasingly better performance. How do you get people to do this on their own? Nothing succeeds in galvanizing effort like a really big, really clear vision. We're talking about the kind of vision that's much bigger than you that others can passionately get behind because it's aligned in some way with their own personal and professional goals. And to create this, you have to be passionate and clear yourself. You are the leader, after all. In the Self-Managing Company, *leadership*, not management, is the entrepreneur's focus and role. The object is to inspire, direct, and provide clarity when necessary. With a big, compelling vision, you unify your team in the belief that you're creating a bigger future together so they can confidently focus on making sure the present business is running well and headed in the right direction. Think of it like laying down track for a train. As long as the engineers are confident the track will be there and it's going to the right place, they can do everything they need to in order to keep the train running with very little input on your part.

At Coach, we can help entrepreneurs clarify their vision and communicate it better, but the *big* part has to come from them. Only you know what you're passionate about. A Self-Managing Company thrives on big, ambitious goals that inspire others. We suggest thinking 10x—even if it's only in a small area or single project at first to get yourself firmly into that



realm. And, just to be clear, we're not talking altruism here. This is about creating real value, the likes of which has never been seen before by your audience, either because it's totally innovative or just patently superior to what else exists in that space. In other words, you're passionate about being a hero to a specific target market by providing more direction, confidence, or capability in some area than they can find elsewhere. In return, they will reward you with things like money, referrals, trust, loyalty, a great reputation, and opportunities to further multiply your capabilities. This is a game worth winning for all the players, and your Self-Managing Company will be made up of people who enjoy the game you lay out for them. So, how's your vision?



4. ARE YOU WILLING TO FOCUS ON YOUR STRENGTHS AND DELEGATE THE REST?

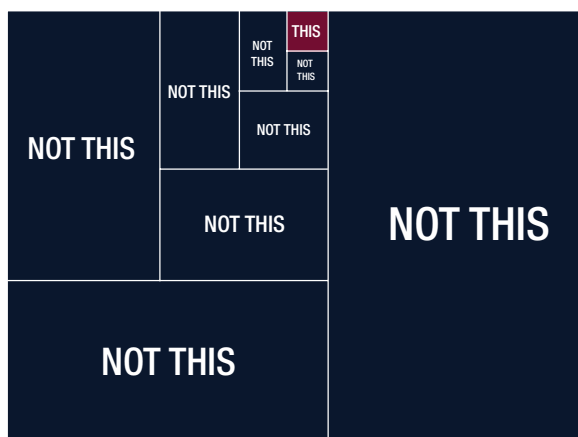
When it comes to building a Self-Managing Company, rugged individualists need not apply. A Self-Managing Company implies letting others, to some extent, run the show (though you get to say what the show *is* and keep innovating to make it better). This can be terrifying for some entrepreneurs—so scary, in fact, that they'd rather stay stuck at a certain level of growth and sacrifice personal freedom to stay in control of things that, if they could only step back and see it, are not the most productive use of their time.

You may be understandably reluctant to delegate if you feel that your support team or the level of teamwork in your company is not equal to your big goals and opportunities. However, consider the alternative: feeling overwhelmed by too much opportunity or pressured by too many demands on your time and attention to the point where you no longer have the strategic clarity or the time or energy to create the life or the business you want. Not fun. And yet too many entrepreneurs get stuck in this situation.

It's a fact of business that success breeds complexity and that, without increasing teamwork and delegation, most of this will tend to fall on the shoulders of the entrepreneur. It's the ability to counteract this tendency that makes the Self-Managing Company so appealing.

And it starts with the ability and willingness to free yourself up increasingly to do what creates the biggest results in your business by letting others take what's "not this" off your hands.

What's left will be what we call your Unique Ability[®]. This is



where your skill and passion intersect and create maximum value for the marketplace. It's where you have a superior skill and a never-ending capacity for growth and improvement that eventually take you into genius territory. Working in your Unique Ability gives you energy rather than draining it. Think of those moments when you really feel "in the zone," or things that others thank you for that seem like nothing, because you make something exceptional seem so easy. That's Unique Ability in action.

Unique Ability fuels the growth of a Self-Managing Company. Identify and focus on your own and delegate everything else, preferably to others who have a Unique Ability in those areas. When everyone is doing something they're passionate about and great at, and you have the clear vision we talked about above as a road map so people can see where their skills and contributions fit into the bigger picture, the need for management in the traditional top-down sense falls away.

In our experience, if you insist on managing everything, you will *always* need to manage everything because your team will never get more capable or more confident. In a Unique Ability® Team scenario, the team gets stronger and smarter by doing, and learning, and doing better, driven by each team member's passion for excellence and personal growth, which brings us to the next question.

But first, take a moment to score yourself honestly. How willing are you to delegate everything except those things that energize you *and* create the biggest results for your business? Does the prospect of doing this excite you or frighten you (with moderate apprehension somewhere in the middle)?

Yikes! **Excited!** **SCORE**

1 2 3 4 5 6 7 8 9 10

5. ARE YOU COMMITTED TO NEVER-ENDING LEARNING AND GROWTH?

If you answered yes to question 1, the answer to this question is almost certainly yes, to a certain extent. Achievement entrepreneurs like to learn and grow. The successful ones often have multiple coaches and mastermind groups they learn from. They may be avid readers too.

They're clearly willing to invest in themselves and in trying new things, and more than anything, they're into learning by doing. In fact, a good deal of their success has come by trial and error with the attitude that failure is the pathway to success. Obstacles to a goal are merely the raw material that point you toward the strategies necessary to achieve it.

So why are we adding this to the list of qualities? Because the ones who go the extra mile to create a Self-Managing Company are committed not just to *their own* never-ending learning and growth, but to their team's as well, and that's a real test. Are you willing to let your team make mistakes and fail in order to learn like you did? Do you trust them enough to make "progress, not perfection" a mantra, meaning that they are free to make mistakes as long as they learn and do better next time? You may be seeing why a solid financial foundation and a great clientele are necessary. There has to be room for learning.

To be fair, many of the entrepreneurs we've seen build a Self-Managing Company did not feel totally comfortable with this at the beginning. But they were open enough to the idea and bought into it enough in principle to at least experiment with it, and with results came increased confidence. In some cases, it took some time to get there, and it usually started by taking a bit of free time completely cut off from the office, and then some more, and then a LOT more. In the process, their teams learned to deal with whatever came up without them. From this, all the other obstacles to self-management within the team became evident and fixable.

The sign of success? When your team is glad to see you go so they can *really* get some work done. And when you can truly disengage and feel confident that the business is likely to be in better shape when you come back because they've got it under control and you trust their judgment. Not that you're dispensable. They still want you to provide them with the big picture and leadership, and do what you do best to drive the business forward. It's just that they know you'll do better when you're rested and rejuvenated, and if you're not getting distracted by micromanaging or things that are not your Unique Ability.

In this sense, the Self-Managing Company is a feat of teamwork between you and your team—one that pays off in multiples of opportunity, freedom, and income. The best news is, building it may be easier than you think. Infusing your team with entrepreneurial energy means you no longer have to shoulder all the weight of innovation and driving growth. Every bit of progress makes your life simpler and your results bigger, which in turn sets you up to take advantage of even greater opportunities. Don't worry at this point if you don't know how to do it yet. The question is, given that this is one of the magic keys to getting your company to be truly self-managing, how committed are you to supporting *never-ending learning and growth* as a central value for *everyone* in your organization?

No way **Totally committed** **SCORE**

1 2 3 4 5 6 7 8 9 10

HOW DO YOU SCORE?

The higher your scores on each of these five questions, the easier you'll find it to build a Self-Managing Company, starting right now. If you scored 9 or above on all five questions, perhaps you've already begun to build some self-managing aspects into your business, and if you haven't, you're well-primed to make progress quickly, especially with the right direction and tools.

Lower on some than others? No worries. As we said in the beginning, these are all attitudes and qualities any willing entrepreneur can cultivate. If it's just experience you're lacking (low score in #2), it may just not be time yet, but in the meantime you can keep strengthening the other attitudes as you build your business. In any of the other four areas, it's really up to your desire to improve. Now that you know what it takes, you can start the process of making your company more self-managing, knowing that as your scores increase, it will just get easier.

Unless one or more of the five seems like an *absolute deal-killer* in the sense that you know you'll never want to score higher than a 2 or 3, a Self-Managing Company is within your reach. The main point is that strengthening these five dimensions in ways that raise your scores will put you in a better position to make progress toward a Self-Managing Company *quickly*, which means more freedom sooner.

WHAT COMES NEXT?

How do you actually build a Self-Managing Company?

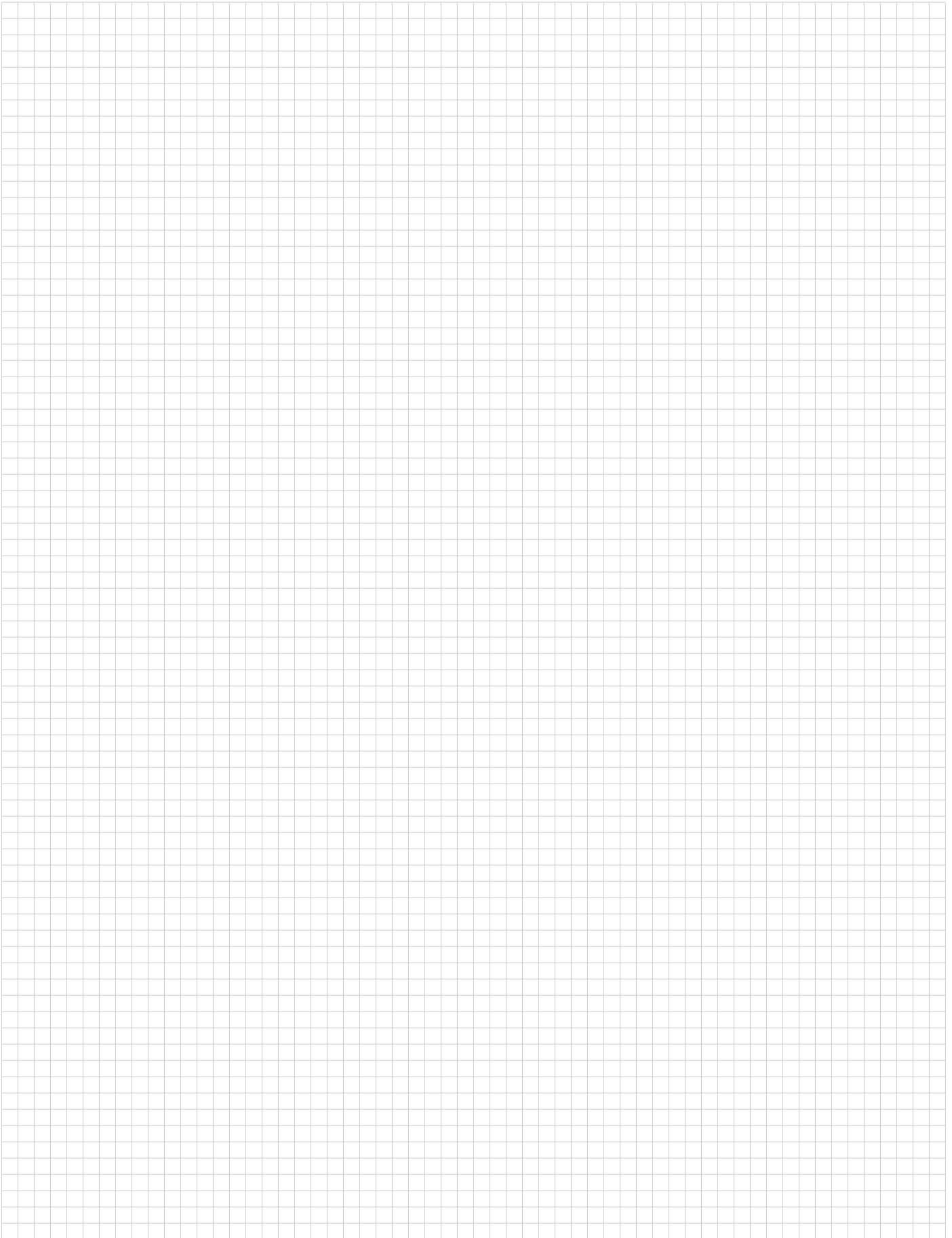
The Strategic Coach Program helps experienced achievement entrepreneurs build a company that manages itself to growth by:

- Freeing them up from everything that is not their Unique Ability.
- Strengthening an entrepreneurial attitude within their team.
- Supporting the development of a 10x vision.
- Providing the structure, process, and community needed to support entrepreneurial growth.

Over the past 30 years, Strategic Coach® has worked with over 20,000 entrepreneurs to help them achieve 10x growth and success. Building a Self-Managing Company was a means to that growth in almost every case.

If you think you have what it takes and want to get started, contact us today!

www.strategiccoach.com



What entrepreneurial breakthroughs can you expect when you join the Program? Call us to find out!

For more information about
Strategic Coach®:
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Call us toll free from the UK:
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