



THE SNOW MILLIONAIRE MASTERY *Intensive*

Welcome to the Program

The Mindset For Building A Successful Business

"I think people don't become entrepreneurs so much because they can't stand working for anyone. It is because they want to do something and the only way to do it is to do it themselves. A lot of them try to do whatever it was in some company that they work for. And the company won't do it, and they have to quit to do it."

Greene, Robert. "Interviews with the Masters"

I believe this is why so many of us start our own businesses. We know we can do this better, we know we want to do this our way, and we know that the only way we can do this is to start our own creation.

We also create this freedom for ourselves to create and to build and to grow a great organization. BUT, what we end up doing is working harder than ever before.

Many years ago, in a land not so far, far away, I became a partner in a Lawn Maintenance company. Ouch, should I say in 1986!

Let me tell you a little story about a couple of hard working Italian boys and especially about my day in the life of a landscaper during the summer season.

Each day I would be watching the weather channels, arriving in work very early and getting ready for the day, putting a schedule together, setting each crew up, helping the crews load the trucks with materials and equipment, explaining everything to each crew, and as quick as humanly possible, sending them into the world.

And then when all of that was finished, I would put a crew together, load my truck, and I also went out into the field to work.

It didn't end there. After the work was done, I headed back to the shop, and started the end of the day routine: gathering all the information from the crews, checking the trucks, unloading the trucks, putting equipment and materials back, and then going home to my family.

But alas, the day was far from done: the paperwork had to be completed, the work had to be posted, the payroll hours had to be added to the payroll software, the hours and materials had to be posted to the accounting package: on and on and on.

I have to say: It was fun. It was exhilarating. We were on top of the world. We felt like we were one of the big boys of landscaping.

Well, we were good and then we started to grow. And grow and grow and grow.

And that's when the chaos started:

Doing everything was not fun anymore; it had become overwhelming: the clients sales and client issues, the employee setup and management, maintaining the machines and trucks, all of the invoicing, all of the payables and payrolls. Let's not even talk about the family commitments.

What started as an exciting, energizing, fun company has now turned to an all encompassing, never ending, and all-consuming company.

The hardest part of this story was that we wanted to build a world-class company but as I figured out, working 24/7 was not going to get me to that goal.

If you want to build a successful business then you need to start with the mindset of a business owner. This is someone who owns a business but never works in it. Basically the business should sustain itself and grow whether the business owner is helping out or sitting on the beach drinking cocktails.

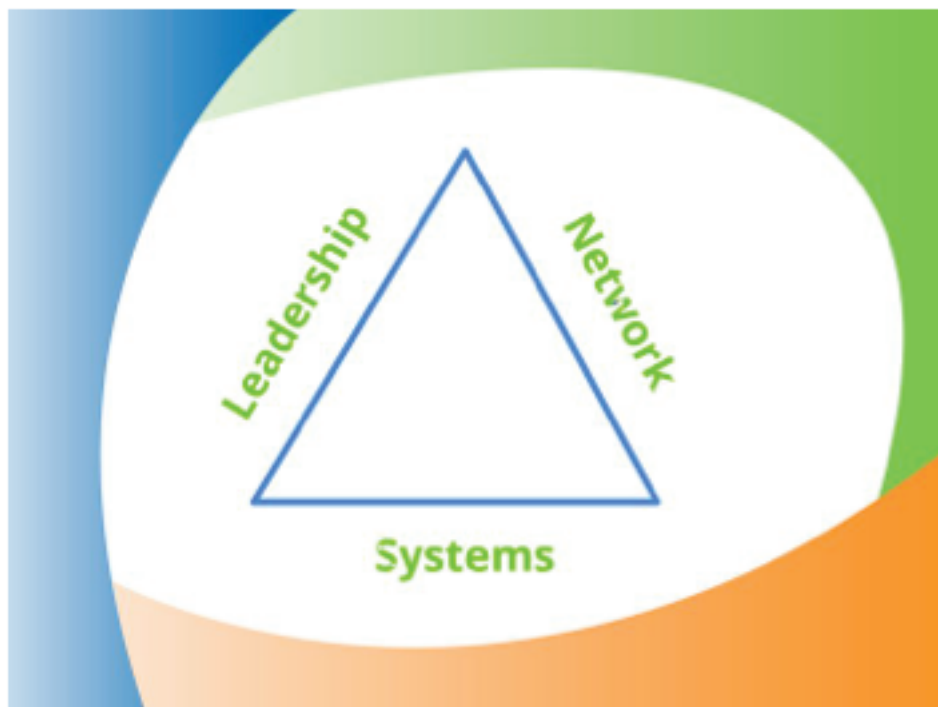
I'm a very hard worker and I believe for you to be in business for yourself you are probably exactly the same way. However our business will never grow beyond us until we get out the way and let it happen.

*Again we need to stop working **IN** our business and start working **ON** it.*

Before we start getting into the nit gritty, building your business with the step-by-step processes, let's look at what the great organizations in the Snow and Landscaping Industries know and live:

THE GROWTH EFFECT

THE PYRAMID OF SUCCESS



Great Organizations have 3 elements:
Leadership, Systems, and Networks.

When you interconnect these three areas sustainable growth is the result.

Simple? Yes. Easy? Hardly.

But these are truly the keys to success and growth.

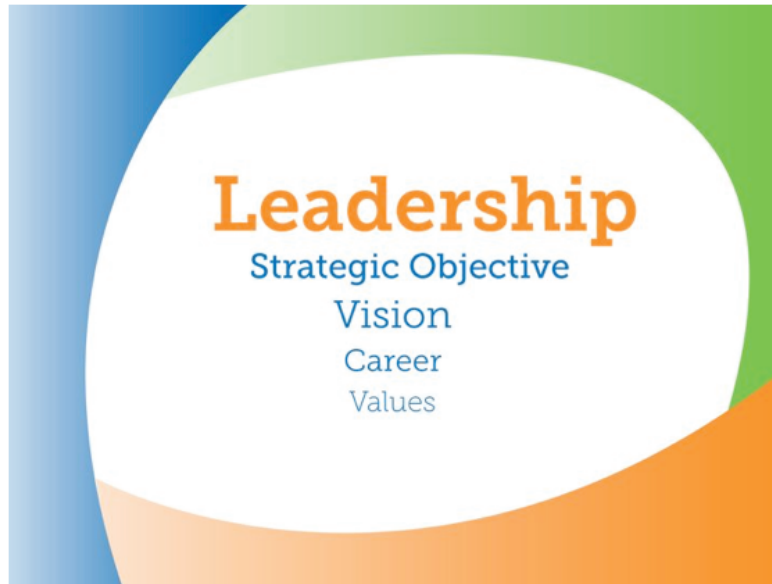
Only by combining all three together will we get to this result of growth and free time. Many organizations will use just one part of the pyramid... systems. But systems without knowing the direction of the organization – without leadership – will struggle.

Then the network – the people in the organization – will find it difficult to use the systems and to not have the direction to guide them.

The result of real sustainable growth will be an organization that is run with systems, by the network of people and with the direction of its leaders.

**Let's take a brief look at the three elements of
The Pyramid of Success:**

Leadership – Providing The Strategic Direction



Leadership is the direction of the organization and it is guided by the owner's written strategic objective for the organization.

This simple – **my biggest hesitation** – tool is what helps guides and steer the organization. When the organization adds the values and culture of the leader(s) and has the direction of the organization (strategic objective) then this synergy drives us all in one direction to success.

***Period,** this was the biggest and most important work that I did for my organization.*

We now had a way to guide both the partners and employees with all of our day-to-day activities as well as our future actions. By transferring my future direction into the strategic objective, the employees that would normally turn to you for guidance can now rely on the strategic objective to steer them.

However it's obviously not as simple as putting a strategic objective on the wall and hoping that works.

It's about living and breathing the strategic objective into everything we do.

There are many successful companies that end up floundering when the founder dies or leaves the business. Yet there are many truly great companies that have gone from strength to strength no matter who the physical leader is running the company. This is because the strategic objective has been so firmly implanted in the culture that it carries on without the leader being there to crack the whip.

When done correctly you should be able to step away from your business entirely and come back to find it running even stronger than before you left.

Sound good? Well let's look at how the next component helps you achieve that.

Systems – How The Company Runs



“Highly productive companies have a system for every part of their business, and they work it over and over and over again.”*
(Jason Jennings, “Less is More, How great companies use productivity as a competitive tool in business”, Page 127, 2002)

The systems are what run the company and are one of the most important pieces of your business.

Systemic thinking is the real secret behind building an organization that works.

It's also the one most businesses struggle with.

This is where the simple tasks are on automatic pilot. This frees the time of the workers to think about the important... not the mundane.

There are four major areas or departments in an organization:

1. Marketing & Sales
2. Accounting & Finance
3. Production & Services
4. Human Resource & Education

Each of these departments have systems to run their areas and each of the four departments have inter-department systems that work collaboratively with the other departments. These are created, documented, implement, integrate, and monitor consistently that run the organization.

An organization isn't simply a group of people doing work. It is a system that is operated by people. The systems do the work and the people operate the systems.

An organization should be systems dependent... not people dependent.

With no or few systems in place an organization depends on the few people that run things. When the owner or an employee disappears then the organization is thrown into chaos.

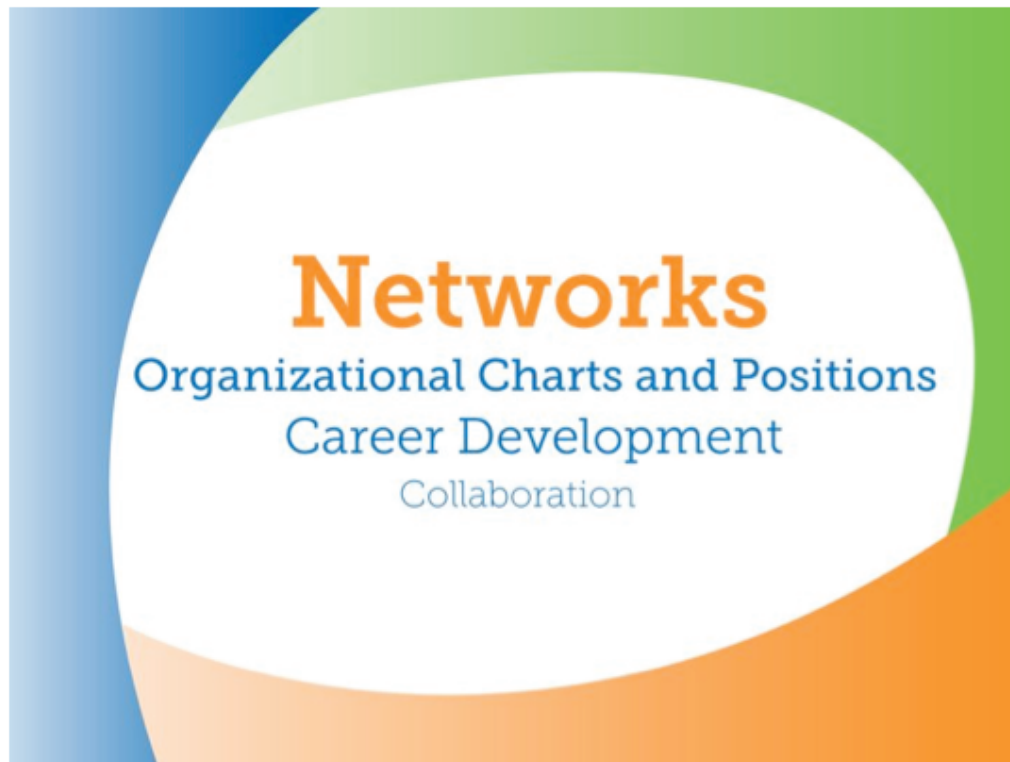
But if a leader and an organization have the right systems in place then the systems run the organization and nearly anyone can run the systems.



“Systems run the Organization and a Network of People run the Systems.”

Domenic A. Chiarella, 7 of 7 BEST

Network – The People Who Run The Business



The network is the final piece of the puzzle.

The network includes the employees, the professionals, the vendors and the subcontractors of the organization. This is the network of people who work in a collaborative mode to run the systems that run the organization and service the client.

Your network is often split into many different departments within your organization and this is usually where you experience breakdowns in communication within your business. By focusing on building a solid network with great interdepartmental communication you will be building a strong business.

Here's a secret:

“When your networks of employees are treated like clients... you find each of the departments and their people know and feel valued and respected. Just as clients are valued and respected, so are your network of workers.”

It is critical that you look after your network, for it is their talents and passions that run the systems that run the organization.

It's also important to organize your network effectively.

Organizational Charts are designed to facilitate the Strategic Objective of an organization. No single system an organization creates will more powerfully create progress toward the Strategic Objective than the organization chart.

An organization chart is a graphic depiction of your organizational strategy, the plan for how systems and work need to be structured so that the Strategic Objective will one day be realized. In an organization chart a clear picture of what needs to be done and who is accountable for doing it is revealed.

The impact of having a well conceived organizational strategy, would be felt by everyone in the organization:

For the leader there is a plan for clear communication of accountabilities.

For the organization there is reassurance that comes from clarity, stability, and an honest view of where they stand and what's to come including possible opportunities for the future.

Position Agreements of the network are what fills the Organizational Charts to achieve the Strategic Objective. A position agreement is a written agreement between a manager and an employee that makes explicit the results the employee is accountable for and the work and standards necessary to produce the result.

“...there are two types of people in the world. One type is known as leaders, and the other as followers. Decide at the outset whether you intend to become a leader in you chosen calling, or remain a follower.” * (Napoleon Hill, Think and Grow Rich, Page 153)

Position agreements reflect the role that each position holds within your organization. The agreements are not tailored to an individual's skills or interests as this leads to people dependency. The accountabilities go with the position and the person accepts the position with all its inherent accountabilities.

Where To Start?

Throughout this course, we will be looking at implementing systems that your network can use to improve communication between themselves and the departments. These systems will help your network be more effective with the work and with their time management. And by letting these systems get the results for your clients and for the bottom line.

However it all starts with leadership. After all, it's very hard to reach your destination if you don't know where you want to go.

This will be one of the hardest modules to work on. I fought and fought not to do this step in the process. And I found growth to be incredibly difficult.

But, when I examined and wrote down my primary aim in life, And when I created a strategic objective: the direction of the business,

I found the organization had a life of it's own and it became a passion of my life and also a passion of my organizations' lives.

The rest of this module, the Foundations Module, we are going to work on...

1. Your Primary Aim – What you want from life and your business
2. Your Strategic Objective – What you want your business to look and feel like when you've "finished" building it

So let's get started...