



Summit SCALE™
THE 7 TO 8-FIGURE BUSINESS GROWTH MODEL

A silhouette of a person standing on a mountain peak with arms raised in triumph, set against a background of mountains and a sunset sky.

How to Start
Implementing an
8 Figure Business
Model for Your
7 Figure Business
in Less Than
90 Days

RESOURCES



Here are four ways to benefit from Summit SCALE™:

1. Join other seven figure Business Leaders who receive regular updates on Business Scaling including tips, advice, and news that affects you. Follow us on LinkedIn, Twitter and Facebook. It's completely free and your business scaling capability will be enhanced enormously.
2. Download the free, interactive, one-page Summit SCALE™ Model to use to scale and speed your company's growth. Go to <http://summitleader.com/summit-leader-action-guide/>
3. View the On-Demand Summit SCALE® Webinar and I'll walk you through step-by-step, how to bring the Summit SCALE™ Model to life in your business. Go to <http://summitleader.com/webinar/>
4. Book a 60-minute Strategy Consult with me to find out more about implementing Summit SCALE™ into your business. In this session we will review your current situation and identify the top three areas from my model, that would be your development priorities for supercharged growth. Click [Here](#) to book a 60-minute free web consult.

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Why Listen to me? (Good Question!)



I'm a Business Scaling Strategist and accomplished leader with SME, mid-sized and FTSE 250 company experience. The predominant part of my career has been leading and scaling seven, eight & nine figure rapid growth companies.

My roles have included CEO of a 25 million enterprise providing services to central and local government and MD of a 240 million business unit responsible for leading a team of over 1000 people operating in 135 sites in 23 cities.

My greatest successes include being part of leadership team that grew a real estate business 2000%, from SME to FTSE 250 company, in 8 years.

These days my thing is "Summit SCALE": The Seven to Eight-Figure Business Growth Model" a blended learning program that equips seven-figure entrepreneurs with an eight-figure scale model to speed the growth of their business, ultimately for control and choice over exit.

My work has impacted results in different industries including, among others, healthcare, energy, arts & entertainment, government services, professional services, real estate, housing, and manufacturing.



The 3D Problem of Growing a Business

Growing a business is like climbing a mountain. You can't go straight to the top.

There is rugged terrain and obstacles to overcome.

There are peaks and valleys to traverse.

And there is changeable and extreme climate to contend with.

You need to go step by step. And each level is progressively harder than the previous one.

The higher you go, the thinner the air gets, and the more tired you are. You need new skills and strategies to keep going higher. It's the same thing in business.

Each stage of business growth has its own set of problems you must solve before you can move to the next level of revenue.

And if you want to reach upper seven, eight or even nine-figure levels, you can follow one of two paths:

You can take the long path, which can take you several years to complete.

This is the path of trial-and-error, of figuring things out as you go along. You may luck out and transition from one stage of growth to another without much effort.

Or more likely, you could hit a plateau and languish there, wondering why what's been working is not enough to get you to the next level.

Entrepreneurs tend to think growing their business is only about developing specific skills. If you believe this, then you'll find yourself on a treadmill, running endlessly after the one thing you think you need and never getting off.

Or you can take the short path.

And that involves recognizing what stage of business growth you're in and making the specific high-quality decisions - avoid the steep routes - for that stage.

Based on our experience there are the three significant dimensions to the challenge of growing a business:

Dimension #1: The Barriers of Complexity



Up to a one million revenue business there is typically a hub & spokes model – where you are the business owner and everyone revolves around you.

But as the business continues to grow the number of people involved is more than you can keep track of or manage, and balls start to get dropped.

The problem is complexity. The complexity of running your business has grown past what can be managed by a single person.

The complexity comes with adding employees, customers, products, locations etc.

As your business continues to grow past 2m, 5m, 10m, 25m the complexity becomes greater.

And this complexity generates three fundamental barriers to growing a business:

Leadership:

the inability to hire/grow enough leaders throughout the organisation who have the capabilities to delegate, resolve issues quickly and create the conditions for high-performance.

Systems:

the lack of scalable systems, structures and controls to handle the complexities in communication and decisions that come with growth.

Marketing:

the failure to scaleup an effective marketing function to both attract new relationships (customers, talent, etc) to the business and address the increased competitiveness pressures as you scale.

When you remove these barriers, then the heavy weight you've been carrying turns into wind at your back. Your pace quickens moving you along faster and faster.

You can now better navigate the “Valleys of Death”

Dimension #2: The Valleys of Death



There are points in a company's growth where you're bigger, but not quite enough big enough to have the next level of talent and systems needed to scale up revenue. - the so-called Valleys of Death.

These points are where a business's growth can plateau and needs to leap from the top of one peak to the next or risk falling into the abyss.

Often these peaks and valleys are more related to the number of employees than to revenue, since this is what drives the complexity issues. For example:

After the early business establishment stages the first major plateau risk is around 7-10 employees (750k - 1m revenue) each reporting to the founder. But the owner finds themselves in a quandary. To continue to grow processes have to change, there is a need to hire a second in command, and the business needs a fundamental change in how it is run.

The next plateau risk is around 25 employees (2m - 3m revenue) when the company needs a Financial Controller; middle management becomes more critical, and intentionality in building culture becomes more important.

Between 40 to 70 employees (4m – 8m revenue) the company can be pretty efficient. You still know everyone's name and typically a senior team of five to seven people, leading teams of seven to ten people each.

Around 100 employees (10m - 12m revenue) a whole new internal communication plan is vital for alignment, company politics and egos come into play, and continued focus on strategy and culture are important as you attract more competitors.

Around 150 employees (17m to 20m revenue) a company can't get bigger without corporatizing which is another massive shift. This is when the business might create a board with a non-exec director and implement structural changes to release the founder from day-to-day management. The business will usually develop corporate-styled systems such as diligence, compliance and governance.

And so on.

To reach the next peak, you need to intentionally map out a plan to get there, and then execute that plan with determination and momentum.

Either you keep doing what you're doing, barely maintaining the same revenue year after year, and slide backwards, or you move forward with tremendous intentionality.

The world is full of "living dead" companies that reached a plateau and couldn't grow to the next one. You're either moving forward or moving back.

Staying still is not sustainable.

Dimension #3: The Counterintuitive Market Dynamics



Of course, when it comes to the key factors to the success of growing firms - market timing trumps all.

Too early or too late with your great idea and you miss the wave.

But there are counterintuitive market dynamics playing out when you're growing a business.

Between start-up and the first million or so the focus is on proving that a market exists for your services and the key activity is selling.

So as the company scales from 1m to 10m in revenue, the leadership team tends to be focused externally on new business. It's become a natural habit of the organisation.

But this is the time when more internal focus is required to establish scalable systems and the right organisational conditions for the longer term.

As the business scales toward 10m, there's another twist. The growing organisational complexities means the leadership team tends to focus inward (often firefighting).

But this when the team needs to be focused more externally on the market place given the increased competitive pressures that come with size.

There are also a couple of important points when it comes to the financials.

As we saw above, between start-up and the first 1m the key focus is revenue.

Between 1m and 10m the focus must be on cash because growth sucks cash.

Since this is the first time the company will make a tenfold jump in size, the demands for cash will soar.

Also, it will make some costly mistakes experimenting and trying to figure out its unique position in the marketplace.

This is when the cash model of the business needs to be worked out i.e. “How is the business model going to generate sufficient cash for the company to keep going?”.

I learned this the hard way as CEO of a business that grew from 8m to 24m in 9 months on the back of a large single client contract. The dream of winning a large contract very quickly turned to nightmare when we found ourselves scrambling around to find the cash to meet our payroll commitments due to the impact of the payment terms being under-estimated.

As the business approaches 10m, new internal and external pressures come to the forefront.

Externally, your organisation is more on the radar screens, alerting your competitors to your threats.

Customers are beginning to demand lower prices as they do more business with your company. All this begins to squeeze gross margin.

To prevent margin erosion, its critical to maintain a clear value proposition in the market at the same time as automating internal processes to reduce costs.

Ten Common Symptoms of a Company Not Scaling Effectively

Scaling your company for growth is important and usually necessary to reach your goals.

But, scaling too quickly or ineffectively can also backfire. You need to find the right pace and level of growth - otherwise, you'll end up biting off much more than you and your team can chew.

If you're able to recognise the symptoms properly, you'll know when your business is about to veer off track.

Here's the 10 biggest red flags to look for when you're scaling for growth.

Symptom #1: 'Feeling Stuck' Frustration

When an owner believes they are doing all that they possibly can to grow their business but aren't in fact growing. The things that made them successful in the past are now not working. It feels like they're on a treadmill, running faster and faster but in fact standing still. They become frustrated with themselves and their business. A loss of confidence or self-esteem often ensues because what worked in the past now won't work in taking their business to the next level.

Symptom #2: Working in the Weeds Overwhelm

When business owners mistakenly believe that to grow they have to scale their business around their personal production. They end up being constantly drawn into operational minutiae, firefighting and doing the heavy lifting on critical issues and end up in ripe ground for stress and overwhelm. Combine this with feeling guilty due to long hours and lack of family time and you're on your way to making bad decisions.

Symptom #3: Decision Paralysis

Often owners believe they're faced with a Sophies' Choice. The story of when, upon arriving at Auschwitz, a frightened Polish mother was forced by an SS Guard to choose between her two children. Which of her children would she take into the camp with her, and which one would face certain death?

Owners often believe they are faced with the choice between two unbearable options, when it comes to moving on to the next stage of growth and it's essentially a no-win situation. Go backwards and lose the business or go forward and risk everything. This leads to decision paralysis.

Symptom #4: Exhaustion Outweighs Exhilaration

When you're moving fast, you're going to get tired. But a "good tired" sends you to bed energized, ready to launch into the next day. A "bad tired" means you're starting to burn out, and again you're on your way to making bad decisions. As a leader in a fast-growing enterprise, too many "bad tired" nights may mean it's time to slow down and recalibrate what will energize you once again.

Symptom #5: Leadership is Reactive Instead of Proactive

When leaders are using time and resources and react versus proact, the wheels are falling off the wagon. Watch the profound ripple effect as employees at all levels may become overwhelmed, overstretched and overburdened. Look for cues like missing deadlines, declining customer satisfaction, increased absenteeism, low employee morale and engagement. Be sure to re-tool quickly.

Symptom #6: Key People are Leaving

Rapid growth brings tension and often leaves workers overwhelmed and overcommitted. Scaling ineffectively is revealed when you begin to lose key people. When people begin to flee the company, the company must find the leak and plug it. When growth is at the right speed, people will respond with energy and effectiveness. Growing at the right speed brings people along, it doesn't leave them behind.

Symptom #7: The Bottom Line is Decreasing

The biggest red flag for any business decision is a decrease in the bottom line. If a company invests in ways to scale its operations, it should be to meet an increase in demand and a corresponding increase in sales. If the cost to scale is greater than the forecasted revenue, the ROI on the investment won't be realized.

Symptom #8: Logistics and Customer Satisfaction are Suffering

When a company attempts to scale too quickly it will trip all over itself. The signs will be seen everywhere through customer dissatisfaction and complaints, product delivery errors and shipping delays, lowered staff retention and dissatisfaction, greater sick days, and drop off in repeat customer purchasing. Expansion is exciting, but it needs to be done with plans, patience and intention.

Symptom #9: Execution is Breaking Down

A sure sign a business may be scaling ineffectively is a break-down in execution. Many companies are run by high ideators -- big ideas translated (too) quickly into action. What's lacking is the development of staff, structure, systems and back-end delivery. For most companies, you're only as good as you can execute. Without flawless execution, you'll do more replacing than growing.

Symptom #10: Constantly Putting Out Fires

When leaders put off strategizing and planning to deal with one emergency after another, the company is growing too fast for its scaling efforts. Whether it's crystallizing processes, hiring more staff, or automating or outsourcing tasks, now's the time to refine your company's operations to support future growth, or you'll be putting out fires non-stop.

Summit SCALE™ – Why?



The 'Rule of Three' is one of the most important universal truths in life – often used as a technique in communication or advertising due to the way we tend to remember three things, for example, Rice Krispies – snap, crackle & pop.

And as we learned in school, the power of three relates to some fundamental forces in nature:

- The triangle is the most stable shape in geometry
- Gold, Silver & Bronze are the only medals awarded in sports
- The three-legged stool is more stable than four

And it is the same for growing a business.

Mastering the three fundamental drivers of scaling is the key to unlocking rapid growth.

Growing a business is a dynamic process as the leadership team navigates the evolutions and revolutions of growth. And like the growth stages of a child, they are predictable and unavoidable.

To deal with these challenges, the company must increase the number of capable leaders throughout the organisation, embed scalable systems and controls to manage increasing complexities that come with growth; and stay on top of the market dynamics that affect the business.

To do this, the leadership team must master three core fundamentals: Setting Strategy (Vision), Driving Execution (Momentum) and Leading People (Condition).

The Summit SCALE™ Model is organized around these critical decision areas, providing you with the tools, techniques, and best practices for making the critical judgement calls that drive growth.

What Does It Look Like?

- It's early Friday afternoon; you close the lid of your laptop, look out the window and feel a sense of elation as you reflect on what you've achieved this week.
- You're smiling because your top team are firing on all cylinders with clear purpose, plan and priority
- It's a relief to know that the rest of the organisation is on the same page and consistently driving execution and results
- And you're delighted that your team are continually improving and refining the business systems and infrastructure
- The culture of the business is obvious by the high levels of accountability, challenge and support which is immensely satisfying
- The business is in good financial shape, set for year on year growth, and able to weather any storms headed its way so you feel very secure about the future
- The value of the business is exponentially increasing because the day-to-day running revolves less and less around you and you're confidently planning various ways to reap the rewards of all your hard work
- Soon you will have an exit decision to make - sell, scale further or step back from the day-to-day and own passively... and that's also exciting.

Common Mistakes Made by Seven-Figure Entrepreneurs When Seeking to Grow Their Business

There is an old saying - **“Only a fool learns from his own mistakes. The wise man learns from the mistakes of others.”**

Here are some of the common and costly mistakes that are made by most entrepreneurs in scaling for rapid growth.

Studying this section of the guide alone will be a valuable investment of your time.

Mistake #1: Spend More Time Working in The Business

Many business owners say to themselves “I’m just too busy running my business to step back and get the help I need to build my business. Maybe later when I have more time...”

This makes about as much sense as the person digging a hole who says, “If I just keep digging my hole eventually I can dig my way out.” Never realizing that the more they dig, the deeper they get and the more reliant their company gets on them the owner being there every day.

And wearing so many hats in your business and being responsible for so many demands to keep it going, it’s hard to imagine scaling a company without working longer hours.

Typically, as leaders we spend too much time working in the business, dealing with the detail of keeping the business going. We do not spend enough time on the business: designing, planning and mapping out the future.

And when we do try to start working on the business, we usually start in the wrong place, simply reacting to the latest crisis – be it people, customers, growth or cash.

Stepping back from the business makes us realise that we can be busy fools, madly chasing our tails but not sure if we are being busy at what is really important. Not sure if we even know what is really important.

Solution:

Most business owners who want to grow their companies do it by working harder and personally producing more. But the more you the business owner do for your business, the more you’ve got to keep on doing because your business gets more and more reliant on you being there to “produce” for the business.

Instead you’ve got to find a way to do LESS and get your business to do more.

The biggest irony is that once you get on this path, your business will be more successful, more valuable, and more secure.

Mistake #2: Invest Heavily in Sales

You want to grow your business? That means it's time to add more salespeople, right? It makes perfect sense. The more salespeople you have, the more sales you will have. Maybe not.

One of the most common mistakes small and mid-sized companies make is adding sales capacity before they're ready. Why doesn't it work more often?

The business is getting bigger but it's getting harder and harder to run.

If the order fulfilment, staff development, structure, systems and back-end delivery are not being scaled at the same time execution breaks down.

This is where customer dissatisfaction and complaints, product delivery errors and shipping delays and lowered staff retention become obvious. All just adding to your woes.

Solution:

Just as a quality home builder would not start to frame walls before a foundation had been laid, a sales team should not be scaled unless there is alignment around the other key organisational elements of marketing, service delivery/order fulfilment and financing plan.

Mistake #3: Put Tactics Before Strategy

Often business leaders bring in coaches and consultants who focus on tactical elements of the business issues like sales and marketing or people or HR.

Without addressing the critical strategic questions that need to be addressed before scaling and organisation you may as well tip your money down the drain. In these instances it is no wonder many business leaders feel like they don't get much bang for their buck when using coaches and consultants.

The ancient Chinese military strategist Sun Tzu observed that "Strategy without tactics is the slowest route to victory. Tactics without strategy is the noise before defeat."

The strategic planning process clearly establishes your purpose, vision and values as a business. Purpose and values tell you (and your people) what you stand for and what you believe in and therefore inform the culture of the organisation.

An effective strategy must succinctly articulate how you will succeed. In understanding your marketplace, you must identify your ideal client, establish your unique differentiators and decide how you will create competitive advantage.

Tactics on the other hand, are all about how you will execute that strategy and, in the context of scaling for growth and what areas of your business do you need to scale and in what order.

Solution:

Address the tough strategic questions prior to undertaking any tactical activity.

Mistake #4: Chase a Long List of Growth Initiatives

When leaders develop a new strategy, they usually start by looking for places to grow. This may feel like the right thing to do, but it can be a misleading and even dangerous way to begin a strategic exercise.

There are an infinite number of ways that a company can try to grow, and simply brainstorming them will immediately lead to a long list of initiatives.

Most growing organisations have too many priorities to achieve the level of focus they need to succeed. Wanting to cover all their bases, they establish a long list of disparate objectives and spread their scarce time, energy, and resources across them all.

The result is almost always a lot of initiatives done in a mediocre way and a failure to accomplish what matters most. This reality is best captured in the wonderful adage, "If everything is important, nothing is."

Scaling a business is about taking one significant step at a time and then checking data and adjusting accordingly.

As the late Stephen R. Covey, author of "*The 7 Habits of Highly Effective People*" notes "The main thing is to keep the main thing the main thing".

Solution:

Create a 90-day world. Rather than be overwhelmed by the monumental task of accomplishing your vision, 90-day priorities allows you to break it down into bite-sized chunks and focus on making it stick.

Typically, three to five (preferably closer to three) most important priorities for the company.

Mistake #5: Create a Procedures Manual

Often the talk about building systems inspires owners to step away from their business for a few months to write out all the systems into a complete policies and procedures manual.

They falsely believe that if the document all of their procedures that the job of building a scalable system is done.

CAUTION! Don't do it. It's a recipe for disaster. Even if you were to write up all your systems into one long manual, you'd end up with a static and dated policies and procedures manual no one would actually use. It will already be out of date by the time you launch it.

It's tempting to think that you can just build that stool once and use it forever. But your business and markets aren't static; they are in constant state of flux. This means that over time you will need to refine and even redesign your systems and controls too. In fact, the more you grow, the more that growth will require you to evolve your systems.

Solution:

Building systems can't be a one-person, one-time effort. What's needed is a living, breathing discipline inside your company of creating, refining, following, and, when need be, replacing systems.

It's your job to help your people recognize how useful systems can be to get their jobs done—and how critical they are to the long-term success of the business.



Mistake #6: Build a Team of Champions (versus a Champion Team)

The importance of having a solid, functional leadership team is never really disputed by business leaders who have committed to scaling their business.

Yet many of the leadership teams of small and midsize companies are fundamentally weak.

The causes for this vary from the founder's fear of hiring better, smarter people than themselves, to a flawed belief that all they need to is delegate more of the day-to-day responsibilities but maintain control of their companies.

Or a lack understanding of the time and energy it takes or the level of rigour required to build a leadership 'team' capable of scaling a business for rapid growth.

Understand this. An organisation will only perform to the level of its top team.

The leadership team of a rapid growth business has to be cohesive. Behaviourally unified and collectively responsible for achieving the common objective of the organisation.

It's kind of like a family. If the parents' relationship is dysfunctional, the family will be too. That's not to say good things can't come out of it; it's just the family/organisation will not come anywhere close to realising its full potential.

Solution:

The first step is to make sure the right people are sitting on the leadership team. The team must commit to themselves and each other to do the ongoing work required to develop and maintain a high-performing team.

Mistake #7: Rollercoaster Marketing

When business is slow the focus tends to shift to marketing. As leads are developed the focus shifts to closing near-term deals at the expense of developing the next wave of leads.

Breaking out of this pattern and scaling a business requires consistent marketing investment. Marketing is an ongoing process, not a discrete project to be idled when business is good.

Small companies that combine marketing and sales in the same person or small team typically find themselves with bursts of sales followed by slow periods.

The larger the company, the more important it is to develop separate specialities in marketing and sales.

They are different disciplines, requiring different skills and working on different time frames.

Marketing needs to focus on long-term engagement with a broad audience. Marketing positions the brand, tells stories, cultivates interest and turns that interest into leads for the sales team.

Marketing is the key to getting off the sales roller coaster.

Solution:

Design your organisation with separate sales and marketing functions.

Find the right strategic marketing mentor/advisor to upskill you and your organisation in setting effective marketing strategy.

Hiring a mid-level marketing manager on their own won't cut it – they will be brilliant at marketing tactics and coordinating activity but won't help you answer the key strategic questions that need to be addressed before you start investing in your marketing efforts.



Mistake #8: Flying Blind (No Cockpit Instruments)

A few years ago I trained to fly helicopters and obtained my private helicopter pilots licence.

Most helicopter flying is done under visual flight rules (VFR) where the pilot operates the helicopter in weather conditions generally clear enough to observe the horizon and ground to control the aircraft's altitude, navigate, and avoid obstacles and other aircraft.

If the weather is adverse, e.g. poor visibility, low cloud, thunderstorms, etc. then the pilot uses instrument flight rules (IFR) and operates the helicopter using the instruments rather than visual reference.

The pilot will fly with only the key cockpit aviation instruments - Artificial horizon, Altimeter, Compass, Air Speed Indicator & Vertical Speed Indicator.

It takes constant practice to achieve a regular and efficient scan together with gentle control movements. Similarly, the concept of managing a business through a set of dashboard instruments has been around for a long time and expressed through many different terms. e.g. dashboard, flash report, measurables, KPIs and so on.

Yet most organisations don't have a Dashboard. They lack activity-based numbers to review on a regular basis. They wait for monthly financial reporting like P&Ls to monitor how their businesses are performing and by that time it's often too late to take corrective action.

But this is like flying blind with no data to let them gauge where they are, where they're going, or if they're heading in the right direction.

Then doubt creeps in. Leaders start to have an uneasy feeling about something. They walk around the office to talk to different people, and after all that talking really only have subjective opinions, not hard data. Only factual information can provide the basis for productive discussion and decision-making.

Solution:

A Dashboard/Balanced Scorecard is a dynamic measurement process. It provides measures of key indicators for your business and your strategy.

And acts as "Instruments in an Aircraft Cockpit". This enables you to see if the right things are happening; if not they raise a flag. It puts strategy, not control at the centre of running your business.

Mistake #9: Riddle the Message

In the Bahamas, each day the villagers hop into their outriggers and go out to the crystal-clear waters of the surrounding sea.

When they get to a Conch bed, usually in about 15 feet of water in the grassy areas, one will jump overboard with a snorkel & mask, dive down and bring up 6 or 8 Conch Shells.



Another fisherman will use a Black & Decker to drill a hole in each shell. He'll then thread a little green string through the hole of each and tie it up. And then they'll throw them back with a red marker buoy attached.

They then move on to the next Conch bed and do the same thing. The reason they do this is they don't want the Conch in the boat all day.

At the end of the day as they come back, they pick up the Conch from the sea bed.

Despite the fact that the Conch can swim perfectly well, they are still in exactly the same place. They're not tied to the bottom of the ocean, they could swim away, but they don't.

So why are they still there?

The answer is that as one of the Conch starts to swim, swimming in one direction, a Conch on the other side feels the tug and starts swimming in the other direction.

And you end up with 6 or 8 Conch swimming in different directions, swimming against each other, working hard all day long, and getting nowhere!

Often company leaders seem to see a lack of alignment as a problem of employee behaviour or attitude. In their minds, it's a function of the fact that employees below them don't want to work together.

But the fact is there can't be alignment deeper in the organisation, even when employees want to cooperate, if the leaders at the top aren't in step with one another around a few specific things.

The bigger your company, and the faster it is growing, the harder it is to keep everyone on the same page.

The problem of course there isn't a single page around which to align.

Instead, there are likely more than a dozen actual and imaginary ones, along with memos and emails, each purposing to describe your company's vision, values, strategies, goals, and priorities. Many of these messages may be riddled with unclear and even contradictory statements about your company's identity, what it does, and how it accomplishes this.

Let's dispel the myth that all meetings are bad, that meetings are a waste of time, and that there are already too many of them.

Well run meetings are where and how good leaders review and celebrate results, analyse performance, speed up problem-solving and decision making, assign accountability for getting stuff done and provide information to clarify and create organisational alignment.

Solution:

Embed the communication tools, processes and routines required to create clarity and align everyone in the organisation (onto the same page and the same direction) to consistently drive execution and results.

The Meeting Pulse is your organisation's heartbeat. To move faster, pulse faster. At the heart of an organisation's performance is a rhythm of well-run daily, weekly, quarterly and annual meetings.

Mistake #10: Wrong People, Wrong Seats

Have you noticed that great leaders frequently credit this success to having good people? What does that even mean?

It all comes down to getting the right people in the right seats. Jim Collins made this idea popular in his bestseller "Good to Great" an idea that has been around for a long time but not well practiced in a lot of growing businesses.

The right people are the ones who share your company's core values. They fit and thrive in your culture.

They are the people you enjoy being around and who make your organisation a better place to be. Right people starts with getting your values and behaviours embedded into your hiring process.

The right seat means that each of your employees is operating within their area of skill and passion and their roles and responsibilities fit with their ability.

A common mistake entails creating structure to accommodate people you like or don't want to lose. When creating a structure to function efficiently, you must take the long-term view.

Sometimes this means eliminating or changing seats that are no longer relevant. To break through the ceiling, you must make sure you have the right structure in place to get you to the next level.

Add to this that leaders focus exclusively on driving results and in that push deny the inherent human need to learn. People want to expand their skills and competencies while doing their work.

Understand that the only way to grow a company is to grow the people first.



Solution:

The Incan ruins of Machu Picchu in Peru are famous for their massive stone walls fitted together without mortar. Even after hundreds of years, the blocks are so tight there's not the slightest gap between them.

What's more, each block has a unique, irregular shape. Some are larger than an SUV!

Why build with such irregular stones when clearly any shape could have been fashioned? Because these walls have withstood earthquakes when walls of standardized block have crumbled.

Helping people fit into the place that's best for them builds a stronger organization than forcing people to conform.

The challenge for leaders is to create an environment where singular talents can be focused toward a common purpose. When that happens, people and the organizations they work in thrive.

Face it, without the specialized input of each person, your whole enterprise might be sitting on a fault line waiting for disaster. Capitalize on those talents and you'll be ready to withstand the inevitable tectonic shifts and shakes.

You do need to take a big step back and determine the right structure for your organisation. Then you can put the right people in the right seats. Through this exercise, you will often smoke out any people and accountability issues holding you back.

Then grow your people through coaching. Develop your leaders and managers to use conversations to review individual KPI's Priorities, and Critical Numbers from the strategic plan at each meeting. Recognise good performance, analyse underperformance and discuss activities to get back on track.

And in order to grow people you must expose them to different experiences. You need to regularly modify tasks and responsibilities to present new challenges. This is where experience learning happens.

The Summit SCALE™ Business Scaling Model

The Summit SCALE™ Model had been developed over 25 years of hands-on business leadership in seven, eight & nine figure companies and various industries from healthcare to arts to government services to real estate to manufacturing.

It is the product of intent research, implementation, observation, learning and refinement in real world application and provides entrepreneurs with a model to scale and speed the growth of their businesses, ultimately for control and freedom over exit.

The Summit SCALE™ Model is a holistic one: each component is critical to success. And because every organization is different, each will struggle with different aspects of the model.

Some leadership teams have an easier time building the conditions for growth but lack the discipline to put systems and processes in place. Others enjoy strategic planning and decision making but lose interest in repeatedly communicating their decisions to staff.

Growing a business is a dynamic process and the leadership team must navigate the evolutions and revolutions of growth.

To deal with these challenges, the company must increase the number of capable leaders throughout the organisation, embed scalable systems and controls to manage increasing complexities that come with growth; and stay on top of the market dynamics that affect the business.

The Summit SCALE™ Model provides leadership teams with the tools to master the fundamental drivers required to overcome these barriers:

- In setting strategy (Vision)
- In driving execution (Momentum)
- In leading people (Condition)

The Summit SCALE™ Model is organized around these critical decision areas, providing you with the tools, techniques, and best practices for making the critical judgement calls that drive growth. Here's an overview of the model:



Driver #1: – Vision (Setting Strategy)



Clarifying your vision is the first building block of strategic planning. Getting the vision out of the leader's head and onto paper is the first step of sharing it with their organisation.

The process gets you to step back from your business and address three simple questions:

- Where are we now?
- Where are we going?
- How will we succeed in getting there?

With a clear long-term vision in place, you're ready to establish short term priorities that contribute to you achieving the vision.



Element #1: Purpose

Often the piece of the strategic planning process that gets businesses confused.

Many people think that “purpose” is all about ethereal fluffy stuff of little relevance to the business.

However, a business without clarity about its purpose and values is like a ship sailing without a compass.

Purpose and values tell you (and your people) what you stand for and what you believe in.

Three critical questions have to be addressed:

- What is your core purpose, cause or passion?
- Where do you want to take your organisation to?
- What are your shared values?



Element #2: Market

As a business scales it is important to get laser focused on the sales and marketing efforts required to break through to the next level.

There are four elements to address in identifying your strategic advantage:

- Your target market - which involves defining your ideal customer
- Your unique differentiators - what is it about the way you deliver that makes you different from the competition?
- Your proven process – what is the proven way you provide your service or product to your customers?
- What do you guarantee? Your opportunity to pinpoint an industry-wide problem and solve it.



Element #3: Plan

The bigger your company, and the faster it is growing, the harder it is to keep everyone on the same page.

The One-Page Strategic Plan (OPSP) is a simple yet powerful tool that helps edit down your vision, to a single, action orientated page along with a vision summary which provides a succinct way to communicate your vision.

The OPSP provides the organisation with:

- A framework that details your corporate purpose, vision and values.
- The goals for the business over the short, medium & long term
- What are the immediate priorities & who is accountable for what?
- What are the current or foreseeable obstacles to overcome or issues to be resolved through your journey?



Driver #2: - Momentum (Driving Execution)

Building momentum is about making your vision a reality. It is structured around four fundamental disciplines:

Data: Qualitative and quantitative feedback provides clarity and foresight

Vector: Staying on track requires frequent course corrections through efficient issue-solving, conscious decision-making and priority goal-setting.

Pulse: To move faster, pulse faster – build a rhythm of weekly, monthly, quarterly & annual meetings to bring focus, alignment and solve problems more quickly.

System: Build out your organization's core with processes, intelligent controls and discipline to reduce its reliance on the top leader(s) and to scale faster.



Element #4: Data

The concept of managing through a Dashboard has been around for a long time and expressed through many different terms. e.g. dashboard, flash report, measurables, KPIs and so on.

Yet most organizations don't have a Dashboard. They lack activity-based numbers to review on a regular basis.

Dashboard rules of thumb:

- Needs to be weekly activity-based numbers, not high-level numbers you see in a P&L
- It's a proactive tool, helping you to anticipate problems before they actually happen.
- Use red-flags to focus on the numbers that are off-track
- Cascade the organization's numbers down to individual numbers for everyone



Element #5: Vector

To execute effectively and build momentum your organisation needs the ability to course-correct to ensure you remain on track to the destination.

It's normal to be faced with issues or obstacles to overcome. The sooner you can admit that you have them and not view as weakness or negative thinking, the faster you can make conscious decisions to resolve them.

An 'Issues Solving Framework' is an important tool to focus problem-solving and stop wasted hours on discussions that go round-and-round in circles.

And to maintain momentum, each quarter, after a review of progress and issues, you will need to re-establish the three to seven most important priorities for the next 90 days (Rocks).

Element #6: Pulse



When it's comes to communication and alignment, one activity, more than any other, will be central to maintaining the long-term momentum and condition of an organization.

And there is no better way to have an impact on an organization than by changing its meetings.

To move faster, pulse faster – build a rhythm of weekly, monthly, quarterly & annual meetings to bring focus, alignment and solve problems more quickly.



Element #7: System

There are two layers to every successful business system:

- The process layer – step-by-step process or procedure to complete the task - needs to be accurate and ensure a consistent result
- The format layer – deals with how you package and present the system to your team – needs to be easy to use, transparent and intuitive

Done right, systems make life easier for your team and success more predictable for your business.

It's your job to help your team recognize how useful systems can be to get their jobs done—and how critical they are to the long-term success of the business.

In addition to scalable systems you will also intelligent business controls to scale effectively.

There are essentially three kinds of business controls:

- Visual Controls, e.g. checklists, dashboards, - Let you see if the right things are happening; if not they raise a flag.
- Procedural Controls, e.g. two-part checks, customer service escalation - Establish a known pathway to a consistently secure result.
- Embedded Controls e.g. standard contracts, automatic data backups, - work automatically in background.

Strong internal controls are not about you, the business owner, being in control, but rather enhancing and giving control to your business.

The best controls empower your managers and leaders with immediately clear and actionable information on how to coach and redirect their team, by letting them know what's going on in an area at any given moment.

Rapid growth makes increasing demands on the outdated systems in your business. The systems worked for a six-figure business will no longer be sufficient to cope with a seven-figure business, and not even close to being adequate for an eight-figure business.

Therefore, you need to approach your systems and controls as a work in progress, never a finished static thing. As you grow your business, your systems and controls must grow with you.



Driver #3: - Condition (Leading People)

This refers to all things that enable your people and organisation to function effectively.

There are three critical factors that require a proportionate amount of the leaders time, energy and attention (most don't give it anywhere enough):

- 1) The cohesiveness of the top leadership team – this determines the level of performance and success that the organisation will achieve.
- 2) Getting the right people on the right seats. The right people are the ones who share your company's core values. They fit and thrive in your culture.
- 3) Cultivating a culture that will enable your team to perform and your organisation to grow. This can't be left to chance and has to be created and maintained using the shared values of the organisation.



Element #8: Leadership

Due to the complexity of the world today and requirements of all the various stakeholders of any business, small or large, the days of all the integration aspects of its stakeholders being managed by a charismatic founder CEO are past and gone. It now requires a leadership team.

So the first priority of the top leader is to build a cohesive leadership team – an integrating group at the top, not an integrating individual.

The next job is to create organizational clarity – providing employees at all levels of the business with the clarity to make decisions and resolve problems without constant supervision and advice from managers.

Finally, it is the role of the leader to become the team coach, growing the team to become more than the sum of its parts.



Element #9: Team

Team starts with getting the right people on the right seats.

The right people are the ones who share your company's core values. They fit and thrive in your culture.

Right seats is having people operating with their abilities clearly in line with their roles and responsibilities.

And all seats need to be created with a view to the companies next level organization structure.

So the 'Accountability Chart' becomes an important tool. An accountability chart is more than an organization chart, it is a tool for clarifying who is accountable for what e.g. major functions, major roles, core processes etc.

Finally, Its important to continually develop your employees ability, and therefore your organizations ability.

And development doesn't just mean training support. It also includes identifying deliberate development opportunities like coaching & mentoring, job swaps & shadowing, project assignments, etc.



Element #10: Culture

Culture is the ‘way we do things around here’ and it’s established by the leaders of a business and lived by all.

Culture is NOT about superficial artefacts like funky office furniture, yoga classes and bring your dog to work days.

To cultivate the culture that you want, your shared corporate values, and their underlying behaviours, must be embedded into the critical people processes i.e. hiring, induction, performance, reward, recognition & firing.

A performance and growth culture is recognisable by its high levels of accountability, challenge and support

A ‘Wins, Learns and Changes Track’ is an invaluable tool to drive innovation and creativity. Using this, leaders create an environment where there is a premium on learning from “failure”, the leaders don’t look at who made mistakes, they examine what happened, why did it go wrong, what can we learn from it and how can we take the next step forward.

You Don't Need a Business Coach – You Need Results!

Have you paid money in the past to people like me only to find that a few months later there's very little to show for it?

How can I be so confident that I can help your business get great results? That's a fair question.

The answer is straight forward – I've been there and done it.

Unlike a lot of business coaches, consultants and advisors, I have actually been in the hot seat of rapid growth seven, eight & nine figure businesses.

And through my hands-on experience I have developed a tried & tested formula (and tool-kit) for doing it again and again.

Imagine tapping into this proven formula. No more guessing; no more struggling; no more doubting yourself or your decisions. Just clear action steps and structured accountability leading to consistent growth and greater time freedom.

What Does Successful Implementation Look Like?

I help my clients build a business that they can one day sell, scale, or even own passively.

A business firmly founded on the stable base of scalable leadership, scalable systems and scalable marketing.

To achieve this, I work with my clients on three key deliverables:

1. Significantly reduce the time it takes the top team to manage the operational activities of the business. Refocus the team on scaling and market-facing activities.
2. Embed the tools, processes and systems required to align everyone else in the organisation (onto the same page) to consistently drive execution and results.
3. Help you personally do less by getting your business to produce more. Develop your capacity to continually set strategy and create the conditions for your organisation to scale and grow rapidly.

Not only will this allow you to grow your company, but more importantly it will reduce your company's vulnerability should anything happen to you. This protects you, your team, and your customers.

A word of caution: This takes serious commitment to learning to work in new ways. If you're looking for a magic bullet, Summit Leader® Program isn't for you. It's for serious business owners who want to legitimately break through to the next level and build a thriving, owner-independent company.

How I Work with Clients

There are many nuances and subtleties to get right when it comes to implementing the Summit SCALE™ Model and customizing to your goals, your team and your business.

In order to integrate the proven successful Summit SCALE™ Model into your business you will need a mentor/guide who can teach you exactly how to do that.

And if you want to work with me there are a couple of options:

Either of these ways mean I will guide you step by step through the process of implementing Summit Leader® into your business.

And just so you know in advance, the investment for working with me to embed Summit SCALE™ into your business ranges from as low as UK£497 (US\$650) a month up to UK£9,000 (US\$12,000) a month, depending on what your needs and budget are.

I've tried to find a price point for almost every budget, which means that I'm not necessarily as expensive as many people think.

By the way, if you decided to work with Summit SCALE™, you should know, I carry the risk, not you, with my 'Pay Me When You Trust Me' Guarantee.

How that works is simple: if you choose to cash flow your payments, then we'll work together for a whole month without you paying or risking even one cent.

If at the end of that month you think that I'm not delivering, simply email me directly at shane@summitleader.com and you will not be charged.

This means I carry the risk, not you.

This is what I call "Risk Reversal" meaning that instead of you, my client, carrying the risk, I'll carry it instead.

So...let me trust you, rather than me asking you to trust me.

Here are the options to work with Summit SCALE™:

Option 1: You can work with me one-on-one

I work with selected clients one-on-one, (online and off-line) facilitating the implementation of the Summit SCALE™ Model to scale their business.

While every client engagement is unique based on the needs of the leadership team and organization, we use a structured framework of 'Vision Strategy' sessions in the initial 90 days, then quarterly 'Momentum Build' sessions' to facilitate the implementation process.

Each of these sessions is designed to incorporate each of the Summit SCALE™ tools in the right order to best strengthen and start scaling each key component of your business.

In between the sessions, we'll personally meet in 'Accountability Check-ins' to make sure you are doing the things that matter most in your business, especially in the face of all those urgent demands that could lead you astray.

But I do have limited time available so I need to be quite selective.

Option 2: You can join the Summit SCALE™ Program

I genuinely want as many Business Owners as possible to enjoy the control and choice that is made possible by implementing Summit SCALE™ into their organization.

And that's why I created the Summit SCALE™ Program: so I can make it available and affordable to as many business leaders as possible.

The Program is designed to equip and guide you with the know-how, tools and support to successfully implement the Summit SCALE™ system into your business.

I meet with you personally, every week (apart from when you or I are on holiday) to talk with you and review your work plus I give you specific feedback of exactly what you could do to improve or change, should you need that advice.

Please note that the Summit SCALE™ Program is not open all the time. Once we have a full program we close it off so we can support people who are on the Summit SCALE™ journey.

How to Move Forward with your Seven to Eight-Figure Business Model

Right now, I have no idea if I can help you or not.

It may well be that I can show you in a relatively short space of time the top three opportunities that you need to focus on in order to break through to the next level of growth.

Let's find out.

Each week I offer two complimentary Strategy Consult meetings for prospective clients.

These are not some sort of sales trap and neither are they a free coaching session.

The one-hour we spend together will to achieve two things.

Firstly, I'll ask you a bunch of questions about your business, where it's at, and where you want to get it to.

On that basis I'll probably be able to identify the top three areas from my model, that would be your development priorities for accelerating your growth.

Having done that, and only if it's relevant, we can then talk about if my services are a fit for your needs.

Book a complimentary 60-minute Strategy Consult online now at: www.BookAChatWithShane.com



CLICK HERE TO BOOK A CHAT WITH
SHANE