

3 Silver Bullets To Business Success



Take Action Results

Profit! Freedom! Lifestyle!

Wayne Fredin





Symptoms of a Business off Course

Far too many business owners have used these questions or statements to describe their situation.

Does any of this sound familiar?

"They don't teach how to run a business in school"

The school of hard knocks takes too long and can beat you up. Learn how to turn Decades into Days and become a better Business Owner!

"I thought I'd be further ahead by now!"

You are not alone. Learn great ideas and techniques you can immediately put to use to Accelerate Your Success!

"I can't take any time off. This place would fall apart without me"

Picture and think about how you will feel when you can take time off fully confident that your team can handle everything in your absence!

"I get regular statements from my accountant but I really do not know how to read them or what they are telling me"

Learn how to understand your financial statements and use them to drive better decisions.

"Sales and Marketing is really hard!"

All businesses have to sell and/or market to continue to grow. Learn how to add this capability into your business.

"It would be great if I could have a steady diet of business coaching to keep me focused and on track to ever increasing results and income."

No business owner has ever said that but stick around and learn some great hacks to GET ON TRACK!





Get to Know Wayne Fredin



[Wayne's LinkedIn Profile](#)

[Take Action Results
Facebook Page](#)

Twitter @WayneFredin

There are many internal and external hyperlinks in this eBook. To be able to interactively take advantage of these, I recommend you read this on a computer, tablet or phone. By all means print if that works best for you.

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In October 1992 while at a business convention one of the speakers challenged us to take a few minutes and write down our personal mission statement. Here is what I wrote back then...

My purpose is to contribute to the personal and financial well being of any person who wishes to benefit from what I offer and I commit to myself and them I shall always be ethical, open, honest and sincere in what I do and how I fulfill this purpose.

My first career was as an Army Officer. I graduated from Royal Roads Military College in 1980. I believe in Service before Self. The Military ingrained in me the importance of having and being true to my Values and Authentic Leadership. With over 25 years combined Regular and Reserve service, I retired from the Canadian Forces in 2011.

My second career has been in Sales and Sales Leadership and now a total of over 30 years in a number of roles in private and public companies.

In 2015 I self published my book Sales Leadership: Distinctions with a Difference and in 2019 launched my online Sales Training Academy called [Take Action Sales Academy](#)

As a natural extension to all this, I started small business coaching in 2020. Learn more at [Take Action Results](#)

It all fits with my Purpose statement and I hope you find this eBook helpful.

I am not telling you this to impress you but rather to impress upon you that I have proverbially been there, done that and have the scars and T-shirts to prove it!!!



6 Most Important Things To Know About Wayne Fredin



Wayne

1

Army Officer

25 total years Regular and Reserve service. In final role before retiring, I led the Army Communications Reservists in BC from 2006-2011. **On a part time basis averaged over 100 total days per year while doing #2 an #3 below.** Supported by a full-time team of 25 and responsible for over 250 soldiers in 3 Units in Victoria, Vancouver and Nanaimo and an annual budget of over \$2.5M. **Met and exceeded all objectives 5 years in a row.**

2

Business Turn-Around Executive

As GM of a newly acquired \$10M public company that had consistently lost money for years, I turned a **net profit of almost \$500,000 in the 1st year** without any layoffs. Accomplished this by implementing a 90 day Break Even plan, focusing on international sales and marketing channels and streamlining manufacturing and logistics.

3

Sales Executive

In 2007 I became first VP Sales of a post IPO TSX public company. **In first year increased revenue by 28% and gross profit by 41%.** Managed a \$3M sales budget, grew sales team from 7 to 39 and implemented a Sales Management System with best practices to drive growth. In first year as National Sales Manager for a private company that had flat revenue for 5 years, I grew the revenue by over 21% with an average gross margin of 35%.

4

Business Owner

In partnership with my Dad, from 2003-2007, was the Canadian channel partner for a Houston based oil and gas software company. **Grew from 3-14 customers and doubled gross revenue every year.** Provided sales, installation and ongoing support. Implemented an Operations and Training Manual and a Current Business Plan to drive early results.

5

Executive Trainer, Author, Publisher

In 2015 wrote and self-published **Sales Leadership: Distinctions With a Difference.** With 40+ years of experience as an Army Officer, a Sales Executive and a Salesman in public and private companies and having been self-employed, I share my most fundamental lessons. In 2018 I created the **Take Action Sales Academy**, an online sales and leadership website.

6

Husband, Father, Grandfather and avid Golfer!

Happily married to Maureen since 1981, father of 2 amazing sons: Eric and Keith and grandfather of 3. Voracious reader, enthusiastic golfer, wannabe global traveler and self professed workaholic.



Every Winner has a Coach!

So let me ask you a really tough question and be honest with your answer to yourself. Can you look at yourself in the mirror and say “My business is awesome, I have all the money I need and I can do what I want, when I want. I have the Lifestyle and Freedom I dreamed about when I started my business”. If you can then I offer my most heartfelt congratulations and wish you continued long term success. If not then the next while is worth your time and attention.

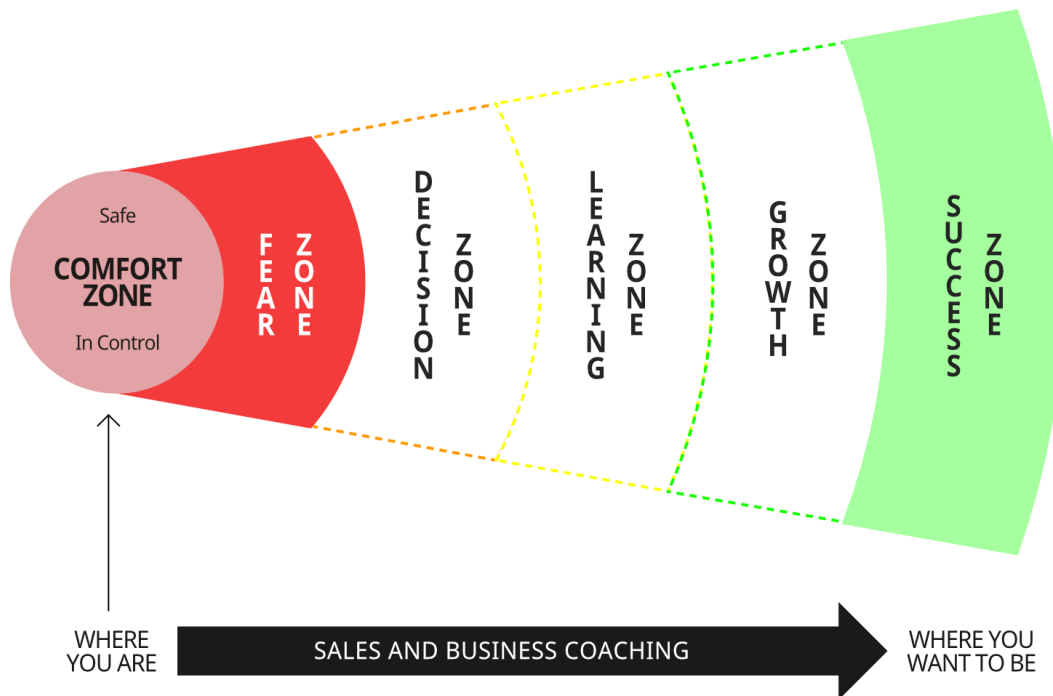
As a business owner you wear many hats and fill many roles. I personally describe myself using the good – better – best metaphor. My background is in the military and sales. I am a good salesperson but there are many who are much better. I am a better sales leader where I can leverage my leadership skills with my sales background. Overall however, I am best at training and coaching. Don't make the mistake of assuming because you are good at one role, you will automatically be good at another. Running a business is complex; a slight weakness in one role can have massive impacts on your overall success.

Would you agree that Wayne Gretzky is one of the best ever hockey players? Isiah Thomas was a great basketball player with 2 NBA titles and 12-time All Star with the Detroit Pistons. How were they as coaches? Not great if you look at their records. Gretzky's coaching record was 143–161–24 and Thomas's was 187–223. Steve Kerr was a teammate of Michael Jordan's and a pretty good player in his own right but no superstar, yet he is one of the most successful NBA coaches. Then there are Pat Burns and Pat Quinn. Pat Burns never played in the NHL and Pat Quinn was a journeyman but no star, yet they were both acknowledged as great coaches!

I have 1 simple point - every winner in business, sports and life has a coach! Do you?



Roadmap to Results "Connecting the Dots" to PROFIT, FREEDOM, LIFESTYLE



Can Coaching Really Make a Difference?

Here is what clients say about Wayne:

- ***Wayne will never sugarcoat the challenge. Respectful - always! Brutally honest - absolutely!***
- ***I really feel like I am heard when I speak with Wayne. He asks tough questions but he hears me out and forces me to be real.***
- ***Rather than just telling me things, Wayne always finds a way to bring his ideas and suggestions to life with real experiences, anecdotes and stories.***
- ***Wayne's favourite question is 'So What?' This will drive you nuts initially but soon you will realize it is at the core of good decision making!***
- ***With purpose and structure, Wayne keeps me doing all the little things that ultimately take me towards the results I am looking for.***
- ***This is hard work but Wayne constantly searches for ways to lighten the mood. It makes everything much more fun. I really look forward to our weekly sessions!***



The 5 Steps + My Unique Proposition = Success!

In a couple pages I will introduce you to the The 5 Steps to Freedom framework and the 22 Silver Bullets. It is a highly successful model for helping business owners that has been in use and constantly improved for almost 20 years. To make it even more real and achievable I have created what I call the **Roadmap to Results**. Understanding this brings the 5 Steps and 22 Silver Bullets to life!

The Roadmap to Results shows that to get from where you are to where you want to be, you have to pass through a series of other zones as follows;

1. Comfort Zone - Safe and In Control
2. The Fear Zone - A Scared Mind does Nothing
3. The Decision Zone - Focus on the Why
4. The Learning Zone - Turn Decades into Days
5. The Growth Zone - Continuous Improvement
6. Success Zone - Profit! Freedom! Lifestyle!

Roadmap to Results — The What!

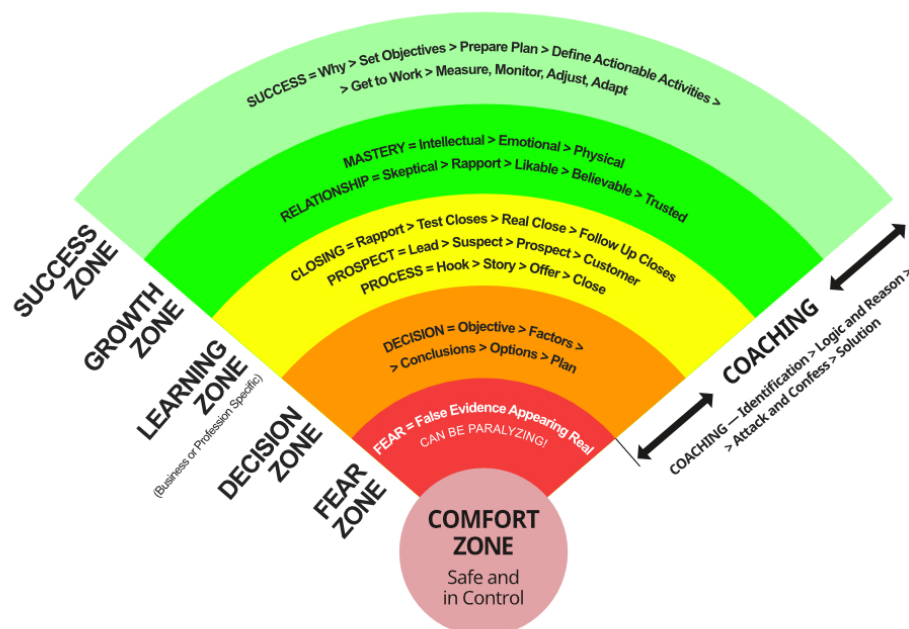


The 5 Steps + My Unique Proposition = Success!

My expertise is strongest in Planning, Team Building, Leadership and all things Sales and Marketing. What I really love doing is using a really strong method to help people make decisions and develop the plans that follow from that decision. The infographic below highlights just some of the ways I address the issues faced in each Zone. Most of the Silver Bullets you are about to learn about will live in the Learning Zone but first you need to overcome any hesitation or fear you have and make a decision to move ahead.

I often talk about different Continuum. Why? No complex problem or challenge can be easily solved as a 'one and done'. They normally require a number of steps over a period of time and effort. As an example, take a good read of the next page where I describe and discuss what I call the Mastery Continuum and what it really takes to learn something new.

Roadmap to Results — The How!



What is The Mastery Continuum?

You need to Master your Profession but what is Mastery? Here is a novel way to look at Mastery and why it deserves your time and attention. There are 3 steps to true Mastery.

1. **Intellectual Mastery.** Can you read or watch something once and remember quite a bit of it? You have intellectually absorbed the information and are good to go. The reality is Intellectual Mastery is okay but it is not what is going to take you to the next level. Remember the episode of The Big Bang Theory titled The Cornhusker Vortex? Leonard wanted to join Penny and her friends watching College Football. To prepare, he studied the rules of football and as a genius he easily memorized the game. Watch the 3 minute clip below to understand Intellectual Mastery. Penny defends him by saying 'he is really really smart"! <https://www.youtube.com/watch?v=-YNW7IQgOlg>
2. **Emotional Mastery.** This is what happens when you apply Intellectual Mastery. By actually doing it you create an emotional link. What you are really doing is getting to where you say – **I CAN DO THAT!** There was a 6 episode show on NBC in 2015 called I Can Do That. *Entertainers Cheryl Burke, Joe Jonas, Nicole Scherzinger, Ciara, Jeff Dye and Alan Ritchson compete to prove that they can learn new skills, showcase their talents and complete surprise challenges. The celebrities put on a show featuring unique and breathtaking acts in hope of proving that they "can do that!"* Check it out at <https://www.nbc.com/i-can-do-that>
3. **Physical Mastery.** 'Repetition is the Mother of Skill'. Let's say you want to become a golfer. You watch and/or take lessons and away you go. This can be a very humbling experience. The same is true for any skill-based sport. Intellectual and Emotional Mastery will get you started but how you finish will be completely dependent on how quickly you get to Physical Mastery. Look at the GOATs (Greatest of all Time) for any sport. What separates them from the rest is not just their natural gifts and abilities but rather their relentless pursuit of perfecting the basics. Another of my 4 Pillars is **Back to Basics!** Michael Jordan reportedly shot over 1000 shots every day. Professional golfers hit hundreds or even thousands of ball a day. This is not just about practice and repetition; it is about *Mastering the Basics* over a consistent period of time by emotionally connecting to each and every practise shot as if it was to win the game or tournament or whatever. That is how you create Physical Mastery.

The Mastery Continuum

Intellectual → Emotional → Physical



THE 5 STEPS TO FREEDOM



Let me introduce you to a powerful framework for understanding the phases of business growth. It's called the 5 Steps to Freedom, and this is the model I use to help my clients build a company that continues to progress and produce profits - even without their day-to-day involvement.

While these steps show a linear progression, it's normal for businesses to move back and forth between stages as they grow. Under COVID-19 many businesses in the Control and Prosperity Steps have gone back into Disorder!

Embedded within each step are a number of core expectations for what is accomplished or delivered in that step. Let's continue with a quick overview of each step.





Research | Model | Launch

The CREATION step is where it all starts and as Covey says “Begin with the end in Mind”. Here you research your market niche and model, develop a working prototype of your business model, and launch the enterprise.

While this is the first step in our model, it is quite common for established businesses to not have put together a solid business model or research an exact market niche.

Key to the CREATION stage is having a simple business plan. Most clients I work with either don’t have one or have a plan that is out of date.

Invest | Grow | Team

The CHAOS or DISORDER stage is just as it sounds!

This is where things can start to feel out of control and the symptoms we highlighted start to appear.

You may also experience “feast and famine” – an influx of clients and money, followed by a drought of not enough clients and a scramble to do some marketing – followed by an influx of clients and the cycle begins again.

Your goal in this stage is to begin to create systems. Marketing systems. Team-building systems. Budgeting systems. Management systems. Putting these into place will take you into the next stage and alleviate a LOT of the stress and anxiety.





Measure | Incent | Expand

In the CONTROL stage, you convert cash flow into profit by stabilizing and organizing your operations, measuring well chosen performance metrics, and fine-tuning and adjusting your business model.

This step involves more systems: organizing the business in such a way that YOU aren't needed for every decision, every sale, every day-to-day interaction with staff and customers.

When you reach the CONTROL stage, you'll be able to devote more time to working ON your business instead of IN it so you can prepare for the next level.

Economize | Systematize | Specialize

The PROSPERITY stage allows you to start to enjoy the fruits of your labours. Your business becomes more efficient. You have plans and systems and a well trained and competent team to run them.

You feel in charge and in control, confident in your ability to run the business. You can take time off and enjoy life outside of work without worrying about how things are going back at the office.

You can grow your business in a sustainable way by taking on bigger contracts, growing your team and enjoying higher profit margins. Most owners are happy to remain in the PROSPERITY stage indefinitely.





The Devil Behind the Detail of the 5 Steps



Reproduce | Acquire | Harvest

Your final act is to reproduce yourself and develop a strong core of leaders who will continue to grow the business through partnerships, joint ventures and acquisitions.

In the FREEDOM stage, other people are busy growing the business. You have free time and free cash flow. This stage can allow you to retire and keep the business, while at the same time making it attractive to a buyer should you decide to sell.

The 5 Steps to Freedom is a framework.

Underneath the surface there are actually 22 different plans or strategies that fit into one of the 3 primary categories of Time, Team or Money.

I call these 22 'projects' my Silver Bullets because they very specifically and directly address core problems or challenges faced by a business. ***Remember a Silver Bullet is really a metaphor for a simple, seemingly magical, solution to a difficult problem.***

My first priority is to really dig deep into a business to diagnose which of these Silver Bullets is needed and in what priority. Then the real work starts!



The Silver Bullet Score Card. On a scale from 1-5 how would you rate each of these in your business?

		Excellent/Always = 5	Poor/Rarely = 1
Time	Apprenticeship Plan	Every manager is actively coaching subordinate team members on how to execute their responsibilities. New team members are systematically apprenticed by managers and a strong apprenticeship culture exists in the business.	Managers work in isolation from other team members. New team members learn how to execute their responsibilities on their own by trial and error. No apprenticeship culture exists in the business and everyone flounders for themselves.
	Operations & Training Manual	The Operations and Training manual is current and reviewed on a quarterly basis or minimum. Team members refer to the manual regularly for information on how to execute their responsibilities.	An Operations and Training manual is non-existent or hopelessly out of date. Team members do not consult with written documentation for information on how to execute their responsibilities.
	Time Management Plan	Every shareholder and manager operates according to a default calendar and prioritizes their activities based on high importance items first and urgency important items second.	Shareholders and managers operate on a reactive, fire-fighting basis each day, focusing on completing urgently important tasks first and working on high importance items whenever they can fit them in.
	Comprehensive Exit Strategy	Shareholders are monitoring the value of the business on a quarterly basis at minimum, hold managers accountable for increasing shareholder value, and are entertaining offers from qualified industry buyers to purchase the business.	Shareholders have no objective, market-based valuation of the business and managers are not measuring and managing the company based on shareholder value. Business is not being marketed to qualified industry buyers.
	Delegation Skills	You are short-staffed in your business - everything needs to come through you. You resist delegating because "no one can do this as well as I can" or because you believe it will take longer to teach them to do it - it would be faster to just do it yourself.	You constantly evaluate your own schedule to locate more tasks to delegate. You delegate appropriately based on your employee's level of competency for a specific task. "What else can I do this?" has become your guiding question.
Team	Employee Acquisition Plan	A specific manager is managing and constantly improving the effectiveness of at least 10 recruiting strategies. The recruiting pipeline always draws more than enough qualified candidates for open positions.	No one is proactively managing multiple recruitment strategies. The flow of qualified candidates applying for open positions is sporadic at best and the candidates generated are usually under-qualified.
	Psychometric Profiling Process	All candidates are screened using psychometric profiling benchmarks and a skills based, test-drive process to screen out non-performers before they join the team. Post-hire performance data is collected and used to refine the hiring model.	Candidates are not screened using psychometric profiling benchmarks and a skills based, test-drive process. Post-hire performance data is not measured and used to monitor the effectiveness of the hiring model and the no-hire rate is very high.
	Key Performance Indicator System	You have identified the 5 to 10 key numbers indicating the performance of the business and are systematically measuring and reporting them on a daily or weekly basis. Every team member knows which numbers are being used to measure their individual performance.	You have not identified key performance indicators and no metrics are being measured, reported, or managed with any regularity other than those deriving from basic financial statements. Team members have only a general sense for how their individual performance is making or breaking the business.
	Lean Program	All team members are rallied around a commitment to eliminate wasted time, movement, and materials to continually improve efficiency, cut production costs, and compete more effectively.	Team members have no commitment to eliminating wasted time, movement, and materials to compete more effectively. Efficiency is not measured, managed, or rewarded.
	Performance Incentive Plan	Every team member has an incentive package that motivates them to work as hard as shareholders and managers. A blend of base and at-risk pay is used to incentivize commitment, and creativity and team members are about the business as if it were their own.	Employees leave their position, motivation, and creativity at home each day and contribute the minimum required effort to keep their jobs. Employees and managers expect base pay and benefits with nothing at risk and no incentive to care.
	Strategic Plan	A written strategic plan crystallizes the vision, mission, and values of the team, annual and quarterly financial targets, and strategic objectives to implement strategy by managers and updated with input from all team members on a minimum of a quarterly basis.	A written strategic plan has not been developed, so the vision, mission, values, and objectives of the team are poorly defined and constantly changing. Strategic direction and decisions are made by the shareholders without input from the rest of the team.
	Leadership Development Plan	A plan to identify and intentionally develop emerging managers and leaders is carefully monitored by the shareholders and executives. All key stakeholders are incentivized for long-term commitment with a profit-sharing plan and a plan for leadership succession is clearly defined.	No plan exists to identify and intentionally develop emerging managers and leaders as high value human capital. Long-term commitment is usually discouraged by a turf protecting culture and a win-lose approach to compensation.
	Team Meeting Rhythm	A rhythm of regularly scheduled team meetings for goal setting, reporting, and accountability take place on a regular, quarterly, weekly, or daily basis. Decisions made by shareholders and upper management cascade through the organization quickly and efficiently.	There is no rhythm of regularly scheduled team meetings and the communication from shareholders and managers is inconsistent at best. On-site planning meetings are rare and decisions are communicated haphazardly throughout the organization.
	Organizational Plan	Managers carefully monitor the system of work flow in the organization. Organizational charts and job descriptions are regularly updated to prevent waste and duplicated effort. Everyone on the team knows their role and sphere of authority and work moves smoothly through the business.	Little thought is given to the system of work flow in the organization. No formal organizational charts or job descriptions exist. Role confusion among the team creates wasted and duplicated effort. Authority has not been clearly delineated or delegated, so work moves inefficiently through the business.
	Team Building System	You are using a reliable system for placing your team members in roles best suited to their strengths and building them into a powerful cohesive and committed team that delivers business results.	You pay little to no attention to strengths when assigning roles. Your team is plagued by lack of trust, unhelpful conflict, low morale, and poor team execution, yielding unacceptable business results.
Money	Current Business Plan	Managers monitor and update the business plan on a quarterly basis to forecast cash-flow, determine working capital requirements, and calculate the company's ability to pay back debt and make a profit for shareholders and investors.	Managers have no business plan to forecast cash-flow, determine working capital requirements, and calculate the company's ability to pay back debt and make a profit. Planning is done only in reaction to the immediate needs of the business.
	Break-Even Plan	The managers have implemented a plan to cut fixed costs enough to keep the breakeven and quickly viable sales to above break-even so owner drawings and fixed costs are covered, and debt is being repaid.	Managers have allowed fixed costs to blow and sales to decline to the point where revenue is below break-even, essential costs are not being covered, and debt is increasing continuously.
	Revenue & Profit Budget	The managers have developed a month by month budget to forecast the amount of revenue required to deliver desired EBITDA net of owner drawings. Management and financial decisions are made in consultation with weekly budget versus actual reports.	The managers have no month by month budget to forecast revenue and expenses and deliver desired earnings and owner drawings. Management and financial decisions are made based on bank account balances and sales estimates.
	Cash Gap Plan	Managers carefully monitor their plan to improve collections, tighten terms with vendors, increase price as aggressively as possible, and eliminate operational inefficiencies. Cash is being used to invest in growth and repay high interest debt.	Managers have allowed receivables to grow unchecked, vendors have tightened their terms, and price pressure and inefficiencies have cut gross margins. Cash flow problems are increasing indebtedness and investments are being postponed.
	USP & Guarantee	Shareholders and managers have identified and passionately articulated a Unique Selling Proposition and a Guarantee to compel ideal (target) customers to pay a higher price instead of doing business with competitors. The entire team is aggressively communicating this message to the targeted market.	No Unique Selling Proposition and a Guarantee exists in the minds of shareholders, managers, team members, clients, customers, and prospects. The only point of differentiation is price as the business has no significant value proposition. An unclear and confusing message is communicated by the team.
	Sales Management System	The sales force has a well-trodden, carefully scripted sales process and their activity is coordinated with an appropriate customer relationship management software solution which measures and reports conversion rates and results on a weekly basis. Sales force compensation is based on actual sales results.	Those involved in sales have no formal or tested sales process and their activity is not coordinated, measured or managed on a regular basis. There is a large gap between high and low performers. Sales force compensation is structured around salaries with little emphasis on delivering results.
	Tactical Marketing Plan	Managers have developed an aggressive, measurable marketing plan to produce a predictable number of leads, improve conversion rates, increase the average revenue per transaction, and increase the revenue per transaction. The results of spending per customer so profits increase exponentially. Results of the marketing plan are being measure and improved on a weekly basis.	No marketing plan exists to produce a predictable number of leads, improve conversion rates, increase the average revenue per transaction, and increase the revenue per customer. The results of spending on marketing and advertising is unmeasured and unmanaged. Managers are doing virtually nothing to proactively drive revenue growth.

To see how your business stacks up send me an email at wayne@takeactionresults.com and get the score card!

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The 22 Silver Bullets

1. Time Management Plan
2. Operations & Training Manual
3. Apprenticeship Plan
4. Comprehensive Exit Strategy
5. Delegation Skills



TIME

1. Strategic Plan
2. Team Building System
3. Key Performance Indicator System
4. Performance Incentive Plan
5. Employee Acquisition Plan
6. Psychometric Profiling Process
7. Team Meeting Rhythm
8. Lean Program
9. Organizational Plan
10. Leadership Development Plan



TEAM

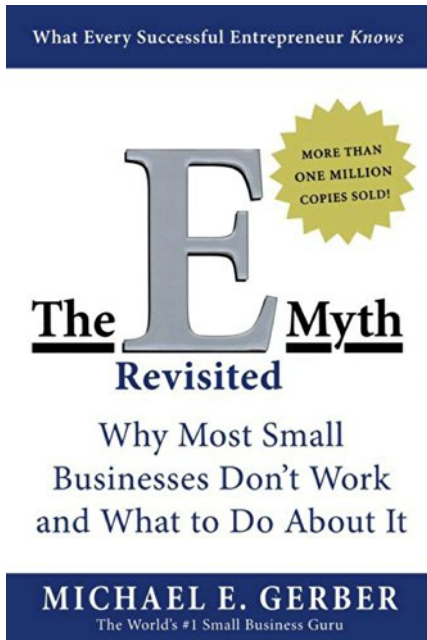
1. USP & Guarantee
2. Revenue & Profit Budget
3. Current Business Plan
4. Break-Even Plan
5. Tactical Marketing Plan
6. Sales Management System
7. Cash Gap Plan



MONEY



Take Action Results
Profit! Freedom! Lifestyle!



Review the 22 Silver Bullets and clearly see how many of them directly address developing the People team and creating systems for

- Hiring
- Training
- Sales and Marketing
- Operations
- Performance Management
- Meetings....
- and more!!

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The Solution to Disorder

A Well Managed Business Runs on Systems!

Have you heard of the E-Myth? It is a book by Michael Gerber. His advice is really quite simple - build a business that is not dependent on the owner being there to be successful. Even if the owner never has any intention of having multiple locations or franchising, it needs to be built from the start with that mindset. If the owner is the only person empowered to make decisions or solve problems, the owner is the bottleneck for growth and success.

Here is the key:

Systems Run the Business

People Run the Systems

The Owner Leads the People



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One of my 4 Pillars is

Plan Meticulously
Execute Flawlessly

Most do not Plan to Fail

They just Fail to Plan!

As ex-Army I love this one

Ready, Fire, Aim - oops!



As the graphic above highlights, business planning can be very complex. Let's make it really simple and focus on

3 Silver Bullets

to get you out of Chaos or Disorder, back to Control and on your way to Prosperity and Freedom!

Time

1. **Time Management Plan**
2. Operations & Training Manual
3. Apprenticeship Plan
4. Comprehensive Exit Strategy
5. Delegation Skills

Team

1. **Strategic Plan**
2. Team Building System
3. Key Performance Indicator System
4. Performance Incentive Plan
5. Employee Acquisition Plan
6. Psychometric Profiling Process
7. Team Meeting Rhythm
8. Lean Program
9. Organizational Plan
10. Leadership Development Plan

Money

1. USP & Guarantee
2. Revenue & Profit Budget
3. Current Business Plan
4. Break-Even Plan
5. **Tactical Marketing Plan**
6. Sales Management System
7. Cash Gap Plan



Time Management Plan

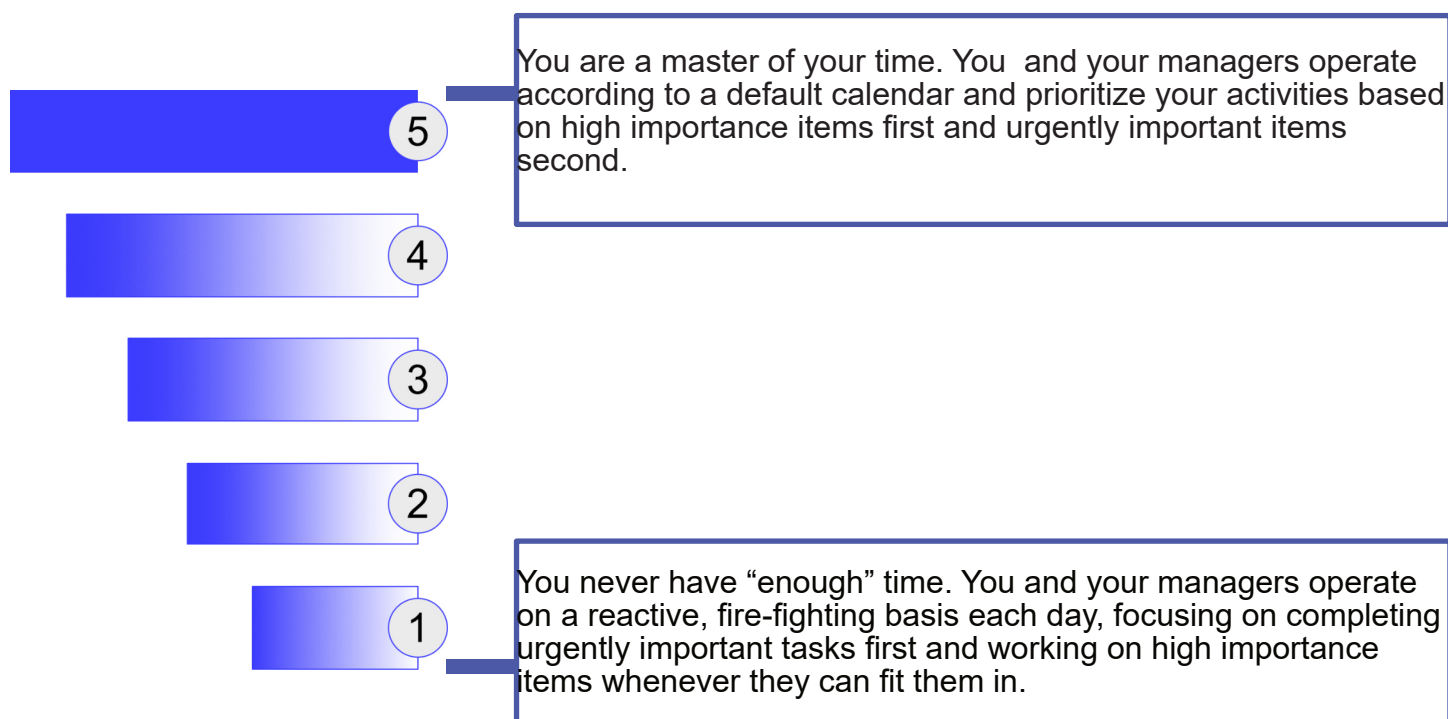
There are 2 things you can never get back once they are gone...your Credibility and your Time!

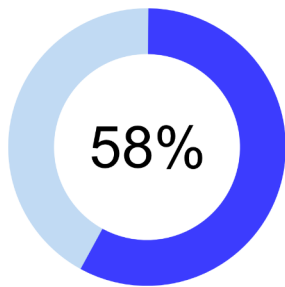
Are you spending all your time **IN** the business or **ON** the business? Taking control of your time is the first step to taking control of your business.

Many business owners are exhausted, discouraged, and at the end of their ropes. "There's not enough time in a day," they say. "I'm working harder than ever just to keep my head above water. I know I need to spend more time focusing on the bigger picture, but how will I ever find it?"

A couple pages back I showed that developing systems, building and training your team and getting your business organized will all take time.

Let me show you how to find the time you need! Let's begin by rating how you are doing now with your current Time Management Plan on a scale from 1-5.





of business owners say they waste time related to email and poor organization

TAB Survey 2017

A staggering other number from SBA in 2018. Some business employees report as few as 1.5 Productive Hours per week.

In his book 'The 7 Habits of Highly Effective People' Dr Steven Covey presents this framework for understanding how you are using your time. The unfortunate reality is too many spend too much time in Quadrants 3 and 4. A really well run business has the owner spending limited time in Quadrant 1 and most of their time in Quadrant 2.

	URGENT	NOT URGENT
IMPORTANT	Quadrant 1 Things you must do NOW Crisis Pressing Problems Deadlines	Quadrant 2 The Quality Quadrant Planning Relationship Building Recreation
NOT IMPORTANT	Quadrant 3 These are Interruptions Some Phone Calls Some Email Some Meetings	Quadrant 4 This is "Busy" Work Time Wasters Some Calls and Email Unproductive Meetings



Do you really know where you are spending your time?

Try this for just one week using a simple spreadsheet or an app or just on a piece of paper. For each day from whenever you start your day until you end it, write down what you have done in 30 minute increments. Then make a note of what Quadrant that 30 minutes falls into. This only works if you are really honest with yourself about the value of that time spent. Then at the end of the week review to decide if you can find things you did that you could have

1. **Delegated** to someone else to do.
2. **Deferred** to another time to deal with more important things.
3. **Deleted** because they were really not necessary to do at all.

Have you heard of Time Blocking? Here is an excellent article that explains what it is and how it works and why it is extremely effective. [TIME BLOCKING](#)

Your ultimate goal is to have what is called a Default Calendar that blocks out your time. It can change daily but it should be created to ensure your critical activities are organized and scheduled. Below is my Default Calendar. Notice I color code where Green means Revenue Generating Activities - either working to find new clients or conducting Coaching sessions.

	5. Time Budget				
	M	T	W	Th	F
6:30am	Vision Book, Affirmations	Vision Book, Affirmations	Vision Book, Affirmations	Vision Book, Affirmations	Vision Book, Affirmations
7:00am	Email, Marketing, & Admin	Email, Marketing, & Admin	Email, Marketing, & Admin	Email, Marketing, & Admin	Email, Marketing, & Admin
7:30am	Social Media Marketing	Social Media Marketing	Social Media Marketing	Social Media Marketing	Social Media Marketing
8:00am					
8:30am					
9:00am	Phone Fun: Make Referral Calls, SB	Phone Fun: Make Referral Calls, SB	Phone Fun: Make Referral Calls, SB	Phone Fun: Make Referral Calls, SB	Phone Fun: Make Referral Calls, SB
9:30am	Calls & Book RTR's!	Calls & Book RTR's!	Calls & Book RTR's!	Calls & Book RTR's!	Calls & Book RTR's!
10:00am					
10:30am					
11:00am					
11:30am	Ask for Referrals	Ask for Referrals	Ask for Referrals	Ask for Referrals	Ask for Referrals
12:00 noon	Lunch	Lunch	Lunch	Lunch	Lunch
12:30pm	Comp Roadmap to Results	Comp Roadmap to Results	Comp Roadmap to Results	Comp Roadmap to Results	Comp Roadmap to Results
1:00pm	Calls	Calls	Calls	Calls	Calls
1:30pm					
2:00pm	Comp Roadmap to Results	Comp Roadmap to Results	Comp Roadmap to Results	Comp Roadmap to Results	Comp Roadmap to Results
2:30pm	Calls	Calls	Calls	Calls	Calls
3:00pm					
3:30pm	Comp Roadmap to Results	Comp Roadmap to Results	Comp Roadmap to Results	Comp Roadmap to Results	
4:00pm	Calls	Calls	Calls	Calls	
4:30pm					Bookkeeping & Administration
5:00pm	Workout	Workout	Workout	Workout	
5:30pm					
6:00pm	Dinner	Dinner	Dinner	Dinner	
6:30pm					
7:00pm	Email, Marketing, & Admin	Email, Marketing, & Admin	Email, Marketing, & Admin	Email, Marketing, & Admin	
7:30pm					
		Personal Time			
		Busy Work			
		Prospect/Customer Calls			



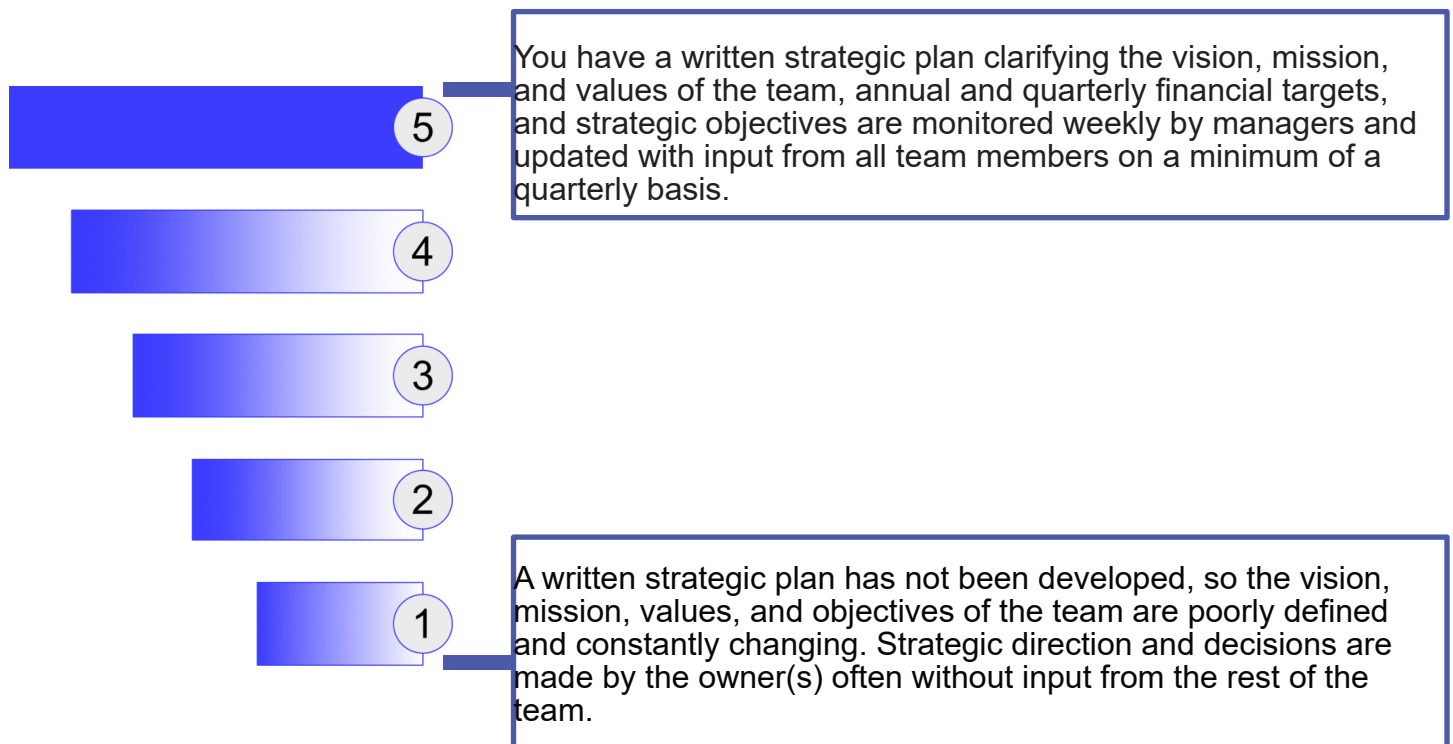
Strategic Plan

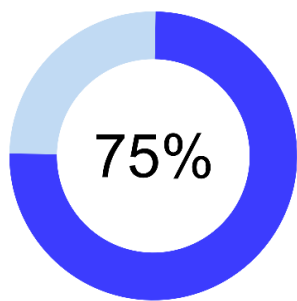
It is not enough to know where you are going (although that is critical). You **MUST** also know how to get there. You need a strategic plan which is an evolving, written plan that sets forth the vision, mission, and values of your company, long and short range goals, and KPI's to measure progress so your team moves together as one.

Your strategic plan outlines where your company is going, so everybody in your business is working with the same information. Strategic planning helps to define what your organization is, exactly what it does and why it does it all with a focus on optimizing your future potential. The strategic plan contains an action plan with specific objectives and deadlines as well as setting out who is responsible for what.

Not having a strategic plan for your business is like trying to navigate through a city you have never been to without GPS or a map. You will quickly get lost in a highly competitive business environment that will inevitably throw challenges your way. If there's uncertainty ahead, then you need a strategic plan.

On a scale of 1-5 be honest and rate where you are with your Strategic Plan.





Of business owners admit they could be more productive if they held their team accountable for activity and they tracked progress.

TAB Survey 2018

The RIGHT People Doing the RIGHT Things RIGHT!

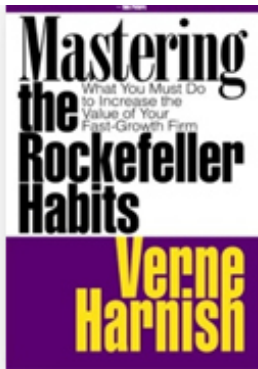
In his book 'Mastering The Rockefeller Habits' Verne Harnish presents this incredible framework for creating a strategic plan. It all comes together in the graphic below. That is one complex graphic so let's take some time to break down the key components and how you can put it all together ON ONE PAGE!

Right People – Right Things – Things Right



Mastering the Rockefeller Habits Copyright © 2002 Verne Harnish





There are four main decisions or key questions your Strategic Plan helps you address:

1. What Are Your Core Values and Purpose?
2. What Are Your Dreams?
3. What Makes You Different?
4. What Do You Need to Be Focusing on NOW?

What is also really exciting about what Verne Harnish offers is the One Page Strategic Plan (1PSP). You can see the template below. It provides for all of the following

S.W.O.T. (& Trends)	Actions – Rocks & Accountabilities
Core Values/Beliefs	KPI's
Purpose – BHAG	Brand Promise, Elevator Pitch
Targets – Thrusts/Capabilities	Annual/Quarterly Theme
Goals – Initiatives	

1 Page Strategic Plan
Template

S.W.O.T. Analysis									
Strengths of Organization		Weaknesses of Organization		Opportunities to Exceed Plan		Threats to Making Plan		Trends to Watch	
1		1		1		1		1	
2		2		2		2		2	
3		3		3		3		3	
4		4		4		4		4	
5		5		5		5		5	

Core Values/Beliefs	Purpose (Why)	Targets (Where)	Goals (What)	Actions (How)	Theme	Baseline	
Forever	10-30 Years	3-5 years	1 year (2008)	Quarter	Quarter / Year	Historical	
<div>Future Date: December 31, 2008</div> <div>Revenue</div> <div>Gross Profit</div> <div>Net Income</div> <div>ROI</div>	<div>Future Date: December 31, 2008</div> <div>Revenue</div> <div>Gross Profit</div> <div>Net Income</div> <div>ROI</div>	<div>Future Date: December 31, 2008</div> <div>Revenue</div> <div>Gross Profit</div> <div>Net Income</div> <div>ROI</div>	<div>Year Ending: December 31, 2008</div> <div>Revenue</div> <div>Gross Profit</div> <div>Net Income</div> <div>ROI</div>	<div>Quarter #</div> <div>Revenue</div> <div>Gross Profit</div> <div>Net Income</div> <div>ROI</div>	<div>Quarter #</div> <div>Revenue</div> <div>Gross Profit</div> <div>Net Income</div> <div>ROI</div>	<div>Quarter #</div> <div>Revenue</div> <div>Gross Profit</div> <div>Net Income</div> <div>ROI</div>	
<div>Annual Theme Name</div>		<div>Annual Theme Name</div>		<div>Annual Theme Name</div>		<div>Annual Theme Name</div>	
<div>Q1 Theme Actions</div>		<div>Q1 Theme Actions</div>		<div>Q1 Theme Actions</div>		<div>Q1 Theme Actions</div>	
<div>Scoreboard Design</div>		<div>Scoreboard Design</div>		<div>Scoreboard Design</div>		<div>Scoreboard Design</div>	
<div>Celebration/Reward</div>		<div>Celebration/Reward</div>		<div>Celebration/Reward</div>		<div>Celebration/Reward</div>	



Keys to Successful
Implementation

1%

VISION

99%

ALIGNMENT

Bonus Resource

Free 1PSP Template

As a bonus thank you gift for reading this report, I'd like to give you a FREE template of the 1PSP you can use in your business. To request it, simply email me at wayne@takeactionresults.com with the Subject 1PSP.

The Strategic Plan is so important I include it with every coaching engagement. Depending on your business this can take a number of hours over a period of a few weeks and should include a Team Day as part of the process. I can also work with a business owner to complete a Strategic Plan separate from any ongoing coaching. The key BENEFITS of having a Strategic Plan include helping you achieve these objective.

1. Prepare and Define Activities.
2. Analyze you Strengths, Weaknesses, Opportunities and Threats (SWOT).
3. Create follow on Plans and Tactics to complement your Strategic Plan.
4. Implement your Strategies.
5. Create alignment with your Team.
6. Measure your Success with KPIs.
7. Improve Productivity and Profitability.

If you are not looking at your strategic plan daily or weekly, you probably don't have one!

If you can't tell me the top 3-5 performance measures for your strategic plan, you most likely don't have one!



Tactical Marketing Plan

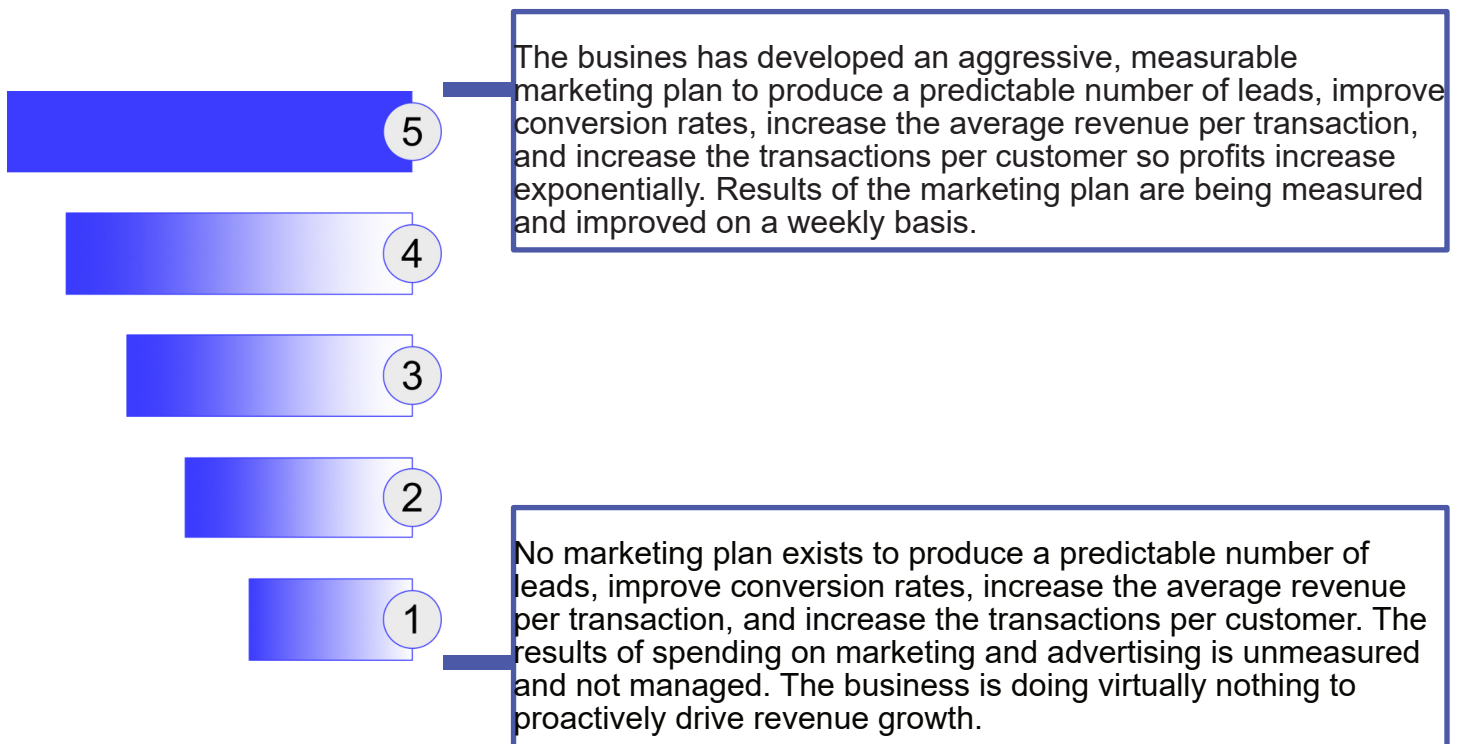
I ask all prospective clients what they think is the key to growing their business. Nine times out of 10 they say the same thing: “We need to spend more time and money marketing our products and services.” ***My response? I don’t think so.***

Now don’t get me wrong. Marketing is important. In fact, I love marketing! Marketing is critical. However, here’s a simple truth...

Trying to grow your business by pouring more time and money into sub-par marketing is a waste of money. In my experience, new clients are usually wasting money on marketing programs that aren’t providing an adequate return on investment. *Now, you’re probably thinking: “But to get new customers I need leads. So to get leads, I have to advertise...or at least do something!”*

In a majority of cases, the answer isn’t merely doing more -- it’s doing better!

On a scale of 1-5 be honest and rate where you are with your Tactical Marketing Plan.



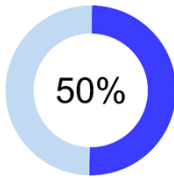
Let me introduce you to what I call the **PROFIT EQUATION**. It is a very powerful tool for quickly identifying 'hidden' profits in your business. It demonstrates how you can leverage a number of small or incremental improvements in your business to achieve almost unbelievable results over a reasonable period of time.

Profit Equation Worksheet

	CURRENT	FUTURE	Change
Leads Generated	1,000	1100	10%
X			
Conversion Rate	25%	27.5%	10%
=			
New Customers	250	303	21%
+			
Retained Customers	2,000	2250	13%
=			
Customers	2,250	2553	13%
X			
Revenue/Customer	\$360	\$390	10%
=			
Revenues	\$810,000	\$995,475	23%
X			
Gross Margin	39%	43%	10%
=			
Gross Profit	\$315,900	\$428,054	36%
-			
Fixed Costs	\$180,000	\$162,000	-10%
=			
Net Profit	\$135,900	\$266,064	96%

10% Increase
Leads to 96%
More Profit!





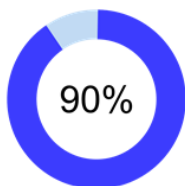
Of consumers say
They would be deterred
From using a local
business If the contact
information on the
website was out of date

By achieving a mere 10% improvement in each of the areas above, you will reap amazing results! Moreover, note that most of the upgrades are marketing-related: generating more leads, improving your conversion rate, and getting existing customers to spend more money with you more often. So how do you do it?

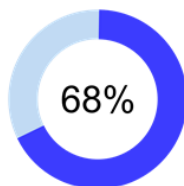
There are two vital components. **First**, establish a system for measuring your marketing. Every strategy whether an ad, social or blog post, postcard or letter should ask your prospect to do something as a

direct result of seeing or hearing your message . The objective is to track the precise effect you get. (This action doesn't necessarily have to be a buying decision -- often it's merely the next step in your sales process.) Then, you must measure how well your marketing pieces perform. Once you know which ads are effective and which aren't, you have the information you need to save and make a tremendous amount of money, simply by using those that bring in leads and disregarding those that don't. **Second**, begin measuring your results by implementing high-impact, low-cost marketing tactics. Here are some of my favorites...

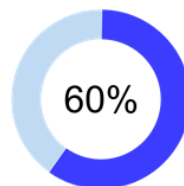
- 1. Ask for referrals.** If you're like most business owners, anywhere from 50%-80% of your new customers come from referrals and word-of-mouth (if that's not the case for you, you've got some major room for improvement here). And yet, many companies have NO formal, incentive based referral system in place. I've had clients more than double their lead flow by implementing a formal and systematic referral process.
- 2. Create a rewards program.** Reward customers for buying frequently! Create a membership or rewards program that helps your customers feel more involved...and encourages them to come back more often! Everyone loves to feel like they belong somewhere or get special care just because of who they are.



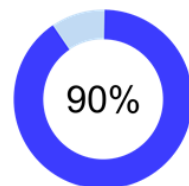
Of consumers read
online reviews



Say positive reviews
make them trust a local
business more



Of consumers have
searched for a business
at least 6 times/year



Of businesses that
market to consumers
say social media is best

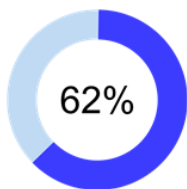


3. **Invite inactive customers back.** Remember: you can't get what you don't ask for. Send periodic invitations and special offers to customers who haven't been in for a while. You'll be amazed at how much more responsive a list of former customers is than a cold list.
4. **Understand why people leave.** Take great care to track your customers so that you can become aware when they've stopped coming back to you. Whenever you lose someone, see if you can find out why they left. If possible, speak directly with them and ask what you could have done to retain their business. It might be a little painful to hear about complaints or problems -- but if one person has had a negative experience, chances are others have experienced something similar. This information will be invaluable as you make systematic improvements in your business to increase retention over time.
5. **Send an email newsletter.** If you want to maintain a relationship with your customers, even when they don't have an immediate need for your products and services, the answer is simple: communicate with them! One of the best ways to do this is through email newsletters. Send them interesting, informative articles that they can use in their daily lives. Worried that you won't have time to create a newsletter each month? Check out Elance.com or Guru.com and search for ghostwriters, copywriters, and content writers. You can usually find surprisingly affordable providers who will take the burden of creating and deploying your email newsletters on your behalf...so you don't have to worry about it.

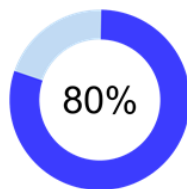
Good Marketing Makes the Company **Look** Smart

Great Marketing Makes the Customer **Feel** Smart

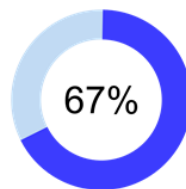
Joe Chernov



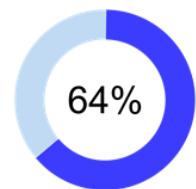
Content Marketing is 62% less expensive than traditional marketing and generates 3 x the leads



Of marketers report an increase in email engagement



Of marketing leaders use a marketing automation platform



Of people across all generations prefer messaging to a call or email



Bonus Bullet!

Sales Management System

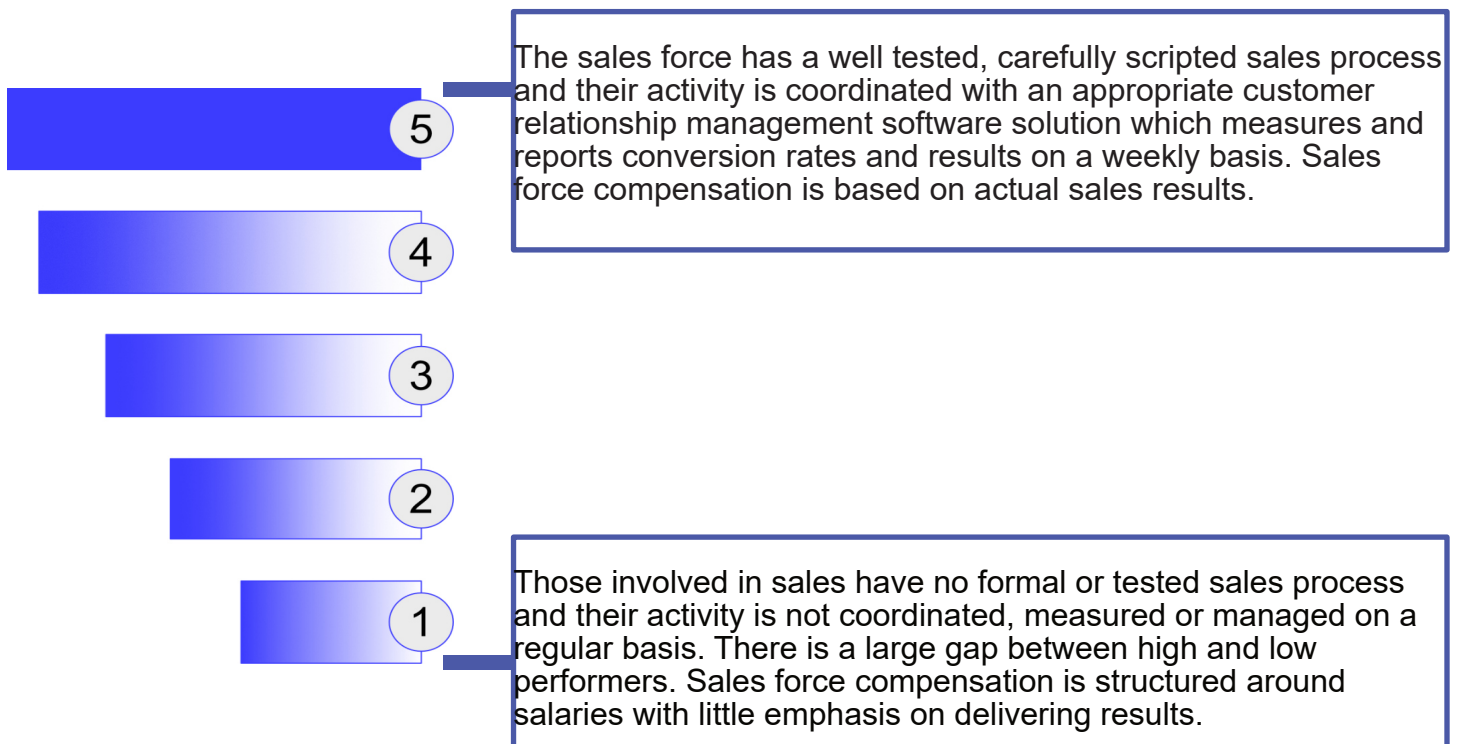
Regardless of your industry, there is one thing makes the world go 'round' in business: sales.

If you don't have a sales team that sizzles, you'll struggle mightily. Poorly managed sales staff and a lack of a systematized sales process is one of the biggest problems I see business owners make.

Sales Truth #1 - Sales is Just 2 Things
Find Someone to Talk to and Then Talk to Them!

Sales Truth #2 - You Cannot Control your Results
You Can Control the Actionable Activities that Lead to Results!

On a scale of 1-5 be honest and rate where you are with your Sales Management System.





Of people think they
can sell!

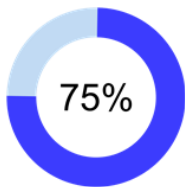
Here's how to set it up to make sure it works!

1. **Develop Key Performance Indicators for Your Sales Team.** First things first, you need to know what specific numbers your sales team needs to hit in order make your business thrive. This sounds simple enough, but you'd be surprised at how many businesses fail to calculate these numbers!

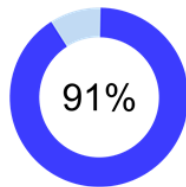
Of course, it's not as simple as just setting some arbitrary standard and leaving it at that. To be most effective, you need to base these numbers on actual, past results – so that you're not creating goals that are either so high that they're unattainable, or so low that they don't stretch anyone.

2. **Tie Your Employees' Performance to their Compensation.** When your staff has a vested, financial interest in their results, their output will soar. Some business owners shy away from this, but believe me when I say that almost nothing you do will prove more powerful in terms of increased effort and productivity.
3. **Create an Environment Where Your Sales Staff Can Thrive as Individuals.** Everyone is different. They are motivated by different passions and goals. Effective sales managers understand this, and motivate their people by showing them how reaching their sales targets will help them achieve what they really want out of life.

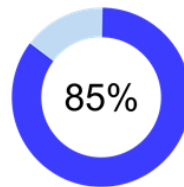
One of the best things you can do is to have everyone on your staff create a "Vision Book" that outlines in specific, visual detail what they're really working for: the car, the house, the vacations, the ability to give to the charities and causes that mean the most to them, the financial security, whatever. I have a FREE Vision Book template I'd be happy to give you – simply send an email to wayne@takeactionresults.com to request your own copy.



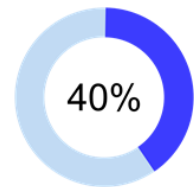
Of salespeople say they
have no idea what they
are doing



Of customers say they
would give referrals but
only 11% of
salespeople actually
ask for them

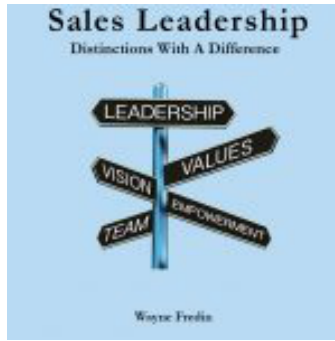


Of prospects and
customers are
dissatisfied with their
on the phone
experiences



Of salespeople admit
they are not prepared
for their calls



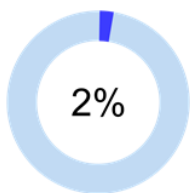


In 2015 I published my book *Sales Leadership: Distinctions With a Difference*

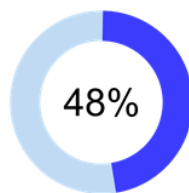
In 2019 I launched my Online Sales Academy at
www.takeactionsalesacademy.com

Finally, make sure the work environment is positive but includes some friendly competition. Create contests with fantastic incentives. Give generous bonuses when people meet and exceed their sales objectives. Make working for you a rewarding experience – and you will be rewarded handsomely.

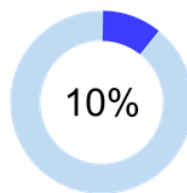
4. **Provide Your Staff the Resources They Need.** Make sure your sales team has everything they need to be successful. This includes Customer Relationship Management technology that makes it easy for them to track and manage all their accounts, solid scripting, high quality leads, and ongoing training to help them hone their skills and improve their results.
5. **Hold Sales Staff Accountable for Their Performance.** More than any other department, you need to keep your eye on the sales team to make sure they're meeting their objectives. Review their numbers weekly. Coach them as necessary to help them improve.



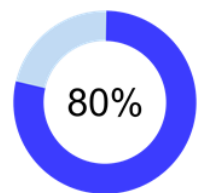
Of Sales are made on the FIRST call



Of salespeople NEVER follow up with a prospect



Of salespeople make more than 3 CONTACTS with a prospect



Of sales are made after 5 CONTACTS with a prospect





1. [Time Management Plan](#)
2. Operations & Training Manual
3. Apprenticeship Plan
4. Comprehensive Exit Strategy
5. Delegation Skills



1. [Strategic Plan](#)
2. Team Building System
3. Key Performance Indicator System
4. Performance Incentive Plan
5. Employee Acquisition Plan
6. Psychometric Profiling Process
7. Team Meeting Rhythm
8. Lean Program
9. Organizational Plan
10. [Leadership Development Plan](#)



1. USP & Guarantee
2. Revenue & Profit Budget
3. Current Business Plan
4. Break-Even Plan
5. [Tactical Marketing Plan](#)
6. [Sales Management System](#)
7. Cash Gap Plan

Summary - Putting it all Together

When your business has outgrown your ability to lead and manage effectively and you accept you could use some assistance, what you have learned here is a great starting point. The synergistic effect of the Roadmap to Results, 5 Steps to Freedom and 22 Silver Bullets can get you to where you need or want to be. In this eBook I have only scratched the surface of 4 of the 22 Silver Bullets. Here is a suggested reading list where many of the fundamental principles and ideas for my framework, strategies and plans originate. Click to buy from Amazon.

[Think and Grow Rich](#)

Napolean Hill

[Mastering the Rockefeller Habits](#)

Vern Harnish

[The 7 Habits of Highly Effective People](#)

Dr Steven R. Covey

[The E-Myth Revisited](#)

Michael E. Gerber

[Zapp!The Lightning of Empowerment](#)

William Byham

[Start with No](#)

Jim Camp

[The Goal: A Process of Ongoing Improvement](#)

Eliyahu M. Goldratt

[Built to Sell: Creating a Business That Can Thrive](#)

[Without You](#) – John Warrillow

[Developing the Leader Within You](#)

John C. Maxwell

[Hire Tough, Manage Easy: How to Find and Hire The](#)

[Best Hourly Employees](#) – Mel Kleiman



Are you open to some help with this?



Taking your business out of the 'Disorder' stage can seem simple enough when viewed from above but the reality of actually doing it starting next Monday morning can be something very different and daunting!

Book a Confidential
15 Minute Call with Wayne

Back on Page 4 I asked you a really tough question about your business and if you have read to this point I have to assume that you are looking for answers to challenges you are facing. Implementing the systems discussed in this guide will help you move out of the Disorder or Chaos stage and into the more rewarding and profitable Control and Prosperity stages.

View this as just another expense and it is not worth continuing. ***Treat it as an important or maybe critical investment in your business with an expected ROI and the time and effort required will pay off.*** Clients who have done this work report increased profits, smoother day-to-day operations and the ability to take well earned vacations without worrying that everything will fall apart while they're away from the office.

Implementing the plans and systems covered in this guide will take time. Very seldom is there a quick fix or 'one and done'. When you're in the 'disorder' stage, time is what you most often feel you do not have enough of. Business coaching can accelerate the process by providing an outside perspective to pinpoint the exact problems and help you create a specific custom-tailored action plan. Coaches also provide the support and accountability to get the work done. Remember Covey's Quadrant 2 - even if this is deemed important but not urgent (which is where you ideally spend most of your time), the day to day urgencies and imperatives overrule.

The next page will offer insight into how coaching with me works so you can see what it would look like if we work together. If coaching with me sounds like something you'd like to explore, I invite you to book a confidential 15-minute call so we can each assess whether or not it will be a fit.



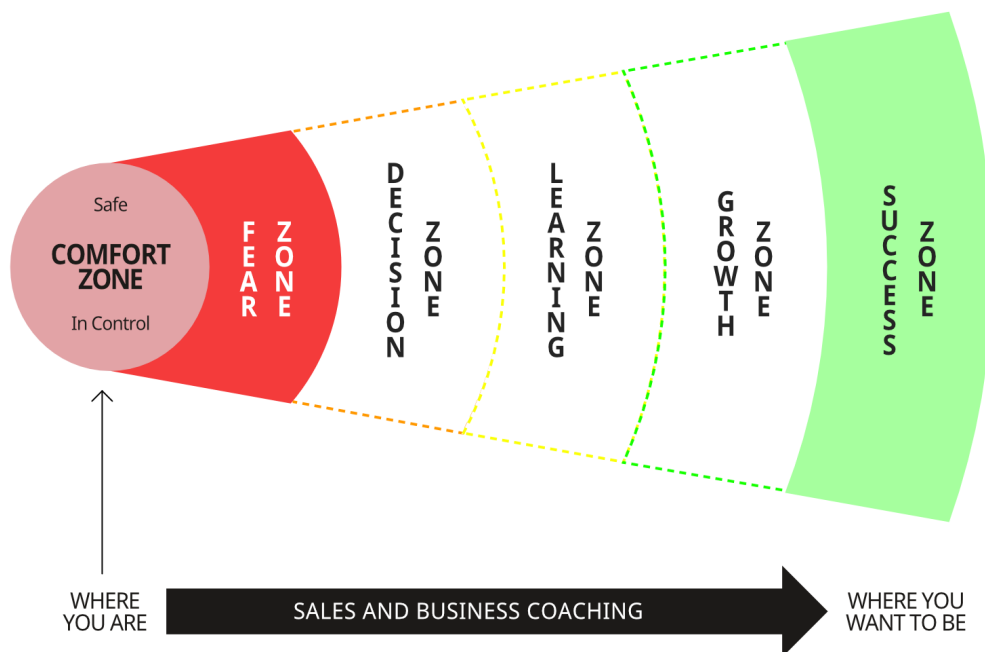
How Business Coaching Works

This is your business. You make all the decisions. My role is to ask questions, provide perspectives and offer options and suggestions. Together we figure out what is the right course of action for YOU. If it is not your decision and you are not 100% invested in making it work it will simply not happen. Make the decision and follow that with a commitment to action and the results will happen!

You will receive coaching in 3 broad areas including

1. Personal and Professional Growth. As you grow so will your business. The Roadmap to Results passes through the Growth Zone - it cannot be bypassed!
2. Business Tools. We will work with a series of strategies, tactics, plans and techniques to get things done!
3. Action and Accountability. I cannot do this for you. What I can do is support and encourage you to make sure you do the things you commit to. Like a fitness or sports coach, a business coach gets you to do more and do better at every step!

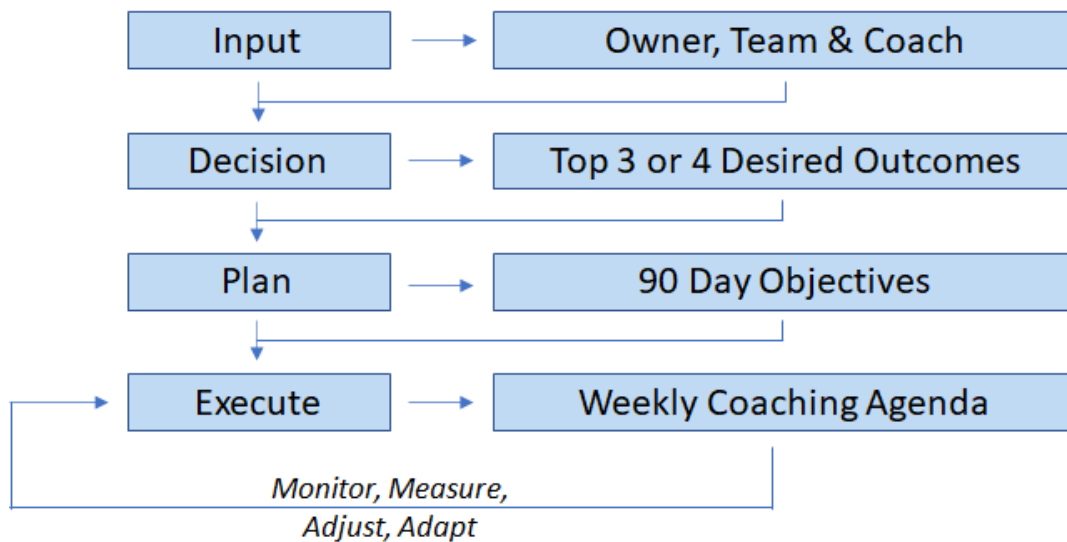
Roadmap to Results "Connecting the Dots"
to PROFIT, FREEDOM, LIFESTYLE



What Next?

Coaching beings the moment you make a Decision and a Commitment.

We will start by doing a detailed assessment of your business to answer the most fundamental question of where are you now? We will identify the problems you have and where you need to focus first. Together (and if you choose with **INPUT** from select members of your team) you will decide what you want to tackle in the first 90 days to drive immediate results. That **DECISION** will allow us to create a **PLAN** with SMART (specific, measurable, attainable, realistic and time based) objectives or outcomes for our first working 90 days together. Then we **EXECUTE** based on a weekly coaching agenda.



Remember we cannot control the Results but we can control the Activities that lead to Results. Our Weekly Coaching Agenda will always start with a review of what has been accomplished so far and in particular in the past week. We will review critical KPIs. Based on this, you will determine what adjustments need to be made to continue the progress to date.

This is critical - in the first 45-60 days we do not make any changes to the first 90 day desired outcomes. That would be like proverbially 'moving the goal posts'. If we have done a good job of setting SMART goals and we get off to a slow start we need focus and adapt and adjust. The only time we may adjust the desired outcomes is if we are way ahead of schedule.

Why 90 days? Firstly, this is a very typical financial reporting period and secondly it is the period for which my personal guarantee is in effect. I guarantee to generate enough new net profit in the first 90 days to pay my fees or I will continue coaching at no cost until that is met.



Do you Qualify to Work with Me?



I only work with Business Owners who are committed to working in their business to get a strong return on their investment in business coaching. I am as invested in the time and effort and relationship as you are.

Book a Confidential
15 Minute Call with Wayne

For this to be a true WIN - WIN relationship, you must see a strong return on your coaching investment and I must be able to leverage your success to continue to attract new clients. This is not a business transaction - it is what I expect will be an ongoing relationship. I do not ask for a contract so we both have the ability to part company with 30 days notice should either of us feel it is just not working out.

We both have lots at stake - for you it is the success of your business and for me it is my reputation. Given that, I have a few key criteria I use to determine if you are the right client for me including

- You are an intelligent, ambitious, high achiever. You want to grow a successful business.
- You're willing to accept feedback, make changes and explore the world outside of your comfort zone. (This is where real change happens!)
- You understand and accept that Coaching is a Process and not an Event. It takes focused and determined effort by both of us to create the changes necessary to drive the outcomes and success you desire.

To explore whether we could be a fit, schedule a 15 minute call with me. If we feel there is merit and value in going even further we will schedule a Complimentary Roadmap to Results call. This will take 60-90 minutes and will be a virtual coaching session to directly experience what working with me will be like. This will give you the insight you need to decide if a longer term relationship is in order.

*Best of
Success!
Wayne*

