

4 STAGES OF HANDS-OFF BUSINESS GROWTH

SCALABLE PROFITABLE SERVICE GROWTH



1

BUILD GROWTH

CEO does no more than 20% of Service Delivery. CEO's role includes high-level strategy, quality control, project management, and all marketing and sales roles.

Processes in place for team to handle the more standardized parts and run 80%+ of billable services to clients. The CEO directs much of project planning, and ensuring client results. Business can grow as CEO has more time to generate new business, and team has capacity to deliver more work. Stress and hours worked tend to decline for CEO.

Challenges: Capacity is marginally increased, but there are more responsibilities and more to manage. CEO still tends to "own" everything. Without a strong team, it can become a stressful game of 'Monkey-in-the-Middle.' CEO mindset shifts needed to deepen your value in the market, and **delegate ownership** to team.

Get to this Stage: Decide on 1 problem you'll solve for 1 target market, and how you'll standardize 80% of the service for 1 solution.

Lay it out into a *Client Success Map* for more focused selling, and to create a consistent outcome for each client. To profitably replace yourself, you need to increase value, increase your fees, and/or look for huge advantages to reduce cost to deliver service.

Create consistent lead flow so you aren't tempted to accept clients that will slow your growth!



Value of business: client list, brand, and team.



2

BUILD CAPACITY

CEO does no more than 5% of Service Delivery. CEO's role includes high-level strategy, quality control, and most marketing and sales roles.

This is a very exciting place to get to! Project management functions are in place. Management layer is developing. Processes and *Service Management Blueprint* enable the team to run 95%+ of client services. Your business becomes more proactive and predictable. The services become more efficient, profitable, and scalable. The value center is moved from your brain, into transferable intellectual property owned by the business.

Challenges: This step takes *diligence and persistence*. The pace can be overwhelming, and few of your peers will understand. You need to grow other leaders at this stage. But *YOU must grow as a leader, too*. You must *let go*, and assign ownership to accomplish this next level. Very few skilled service businesses arrive here because they don't believe it's possible.

Get to this Stage: Hire/promote a leader and develop them into a 2nd in command by leading them to execute the following. The *Client Success Map* in Stage 1 creates more profits and consistency with services. Now, your team integrates that into a *Service Management Blueprint*. They identify missing *Resources*, which improves client outcomes, and frees you up to grow the business. Finally, develop internal *Quality Checkpoints* so that the CEO is confident services are well executed. Which eliminates worry about projects going off the rails. A tight management system increases quality and profit for each project. You get clarity about the health of each project—without diving into the weeds, and losing your focus on your areas of genius. **Build your company by building leaders.**



Value of business: client list, brand, team, and intellectual property.



3

RUN - HANDS-OFF OPERATION

The business can run and generate profit for weeks without the owner. CEO's role consists of strategic direction, marketing strategy, and generating bigger sales.

You are really starting to grow an asset now! You have a management layer in place. You are firmly in the CEO role. You may give feedback on specific client projects, but high-level strategy, and quality control are where you spend much of your time. The team handles marketing implementation and sales admin tasks. CEO does no more than 5% of service delivery / billable work.

Challenges: You've essentially replaced yourself. You may have to face up against a deep rooted fear of being irrelevant. CEOs at this stage report feeling like they aren't needed anymore, and may feel a lack of purpose and drive. Money will often no longer be the key motivator, so you really need to dig in to your WHY to keep moving forward.

Get to this Stage: Stress test your business to see what breaks when you are gone. Lead your team to fix those breakdowns for a stronger business. Strengthen your vision of what you are creating to motivate yourself and your staff.

You'll be developing strong financial policies and protocols to ensure healthy cash flow, and prevent crisis. In preparation for delegating this responsibility to a Controller, you'll need to create checks and balances for fraud prevention.



Value of business: client list, brand, team, and intellectual property. Much more valuable asset!



4

GROW - HANDS-OFF

Business can now run and grow without the owner. CEO's role consists of leading innovation, growth, and developing leaders.

You are in the director's seat and the business can run and grow without you for months, if not indefinitely. At this point you have managers overseeing operations, marketing, sales, and have a controller. You have unlimited options and may choose to work in any one of these functions. You could have your team run the business passively, or even look at the various options to sell your company.

Challenges: The same challenges with Stage 4 apply. You can lose a sense of purpose. You may not want to retire, but can have a lot of time on your hands. As a high performance individual, you may need more mental stimulation.

Many choose to start a new project. But you need a very clear plan for how you'll spend your time and create purpose in this new level of freedom. Otherwise, you may backslide, and break things to have something to fix. Others who have not carefully planned have found themselves facing loneliness and depression from a loss of meaning in their lives.

Get to this Stage: Define repeatable marketing processes and campaigns, and delegate to your team. You must have a strong marketing strategist leading your marketing. You build on the work done in earlier stages to delegate a proven sales process, to a competent, vetted sales team.

You'll also continue from Step 3 to hire an internal or outsourced controller to help you make better financial decisions.



Value of business: client list, team, intellectual property, and growth engine. An attractive asset that can generate cash without the owner. Sellable business!