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ADDITIONAL TOOLS & RESOURCES

AT A GLANCE,

HERE'S WHAT'S INCLUDED:

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THE 80/20 AUDIT

Six questions that reveal the 20% of your work driving 80% of your results, so you can ruthlessly cut the rest.

2

THE LEADERSHIP RIPTIDE:

Stop managing what your people do and start developing how they think, so they stop needing your oversight.

3

TWO SIMPLE QUESTIONS, ONE BIG RESULT

A ten-minute Friday ritual that grows one team member a week.

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OUTSIDE RESOURCES

A compilation of my favorite books to help you lead better, scale, and grow your business.



THE 80/20 AUDIT

Six questions that reveal the 20% of your work driving 80% of your results, so you can ruthlessly cut the rest.

You may already be familiar with the Pareto Principle, also known as the 80/20 rule. The assertion is that a small number of causes lead to a majority of the results. Roughly 20% of what you do produces 80% of your results, and therefore 80% of what you do is largely irrelevant.

A couple years ago I helped one of my long-standing clients run an 80/20 Audit, and it allowed him to gain the clarity he needed to identify the areas that, if he doubled down on them, would create exponential results. I asked him a handful of questions and based on his answers, he re-invested how he was spending his time accordingly. The result? Over about an eight-month period, he went from working nearly 70 hours a week to only working a couple hours a day. On top of that, his organization grew its revenue by over 40%. All it took was getting clear on what his 20% was, investing the majority of his time into those activities, and ruthlessly eliminating, delegating, or hiring out the rest.

WORK THROUGH THESE SIX QUESTIONS AND WRITE OUT YOUR ANSWERS:

Which 20% of my clients generate 80% of my revenue?

What types of clients (the 20%) create 80% of my headaches?

What are the 20% of tasks or activities that consume 80% of my time or energy?

Which 20% of my skills, expertise, or knowledge contribute to 80% of the value I bring to my organization?

Which 20% of my products, services, or offerings contribute to 80% of my profits?

Which 20% of my marketing and sales activities generate 80% of my leads or conversions?

As your organization grows, so does your list of responsibilities. All the more reason to bedeliberate about where you choose to invest your time and energy.

Get clear on your 20%, invest the majority of your time there, and ruthlessly eliminate, delegate, or hire out the rest.



THE LEADERSHIP RIPTIDE

Stop managing what your people do and start developing how they think, so they stop needing your oversight.

In spring of 2024, our family went on a trip to the Florida coast. We love the ocean and we love big waves! Waves are powerful, but the biggest danger isn't the visible waves on the surface of the water. It's the riptide underneath.

On the surface, everything looks normal, but step into a riptide and you'll be dragged farther and farther from the safety of shore. It's counterintuitive, but the only way to survive a riptide is to let it carry you sideways so you can get out of the current and regain control.

Leadership has its own version of this. On the surface, your team looks fine. The numbers are solid and everyone's got their head down working hard. You've got clear goals, active management, and constant feedback, but underneath the surface, something's pulling people away from real growth.

You've slowly shifted from developing your people to managing their behavior. Once you're caught in it, the more you try to control what people are doing, the more you pull them (and yourself) off course. It feels like you're "holding people accountable," but if you're always the one correcting, reminding, and nudging, you're building a system dependent on your oversight.

I often connect with successful business owners who express frustration around the amount of oversight they feel they still need to give leaders on their team. They want leaders who can solve problems on their own, take ownership of a situation without much oversight, and execute at a high level with confidence.

If you want to see this dynamic formed within your team, the formula is simple: stop managing what your team is doing and start developing who they are becoming. I'm not asking you to ignore results, quite the opposite. When you put a heavier emphasis on shaping the thinking of your people, they naturally become the type of leaders and team members who produce results without your constant hovering. Instead of telling your team what to do or how to do it, ask them questions that develop their ability to think critically and strategically about the situation:



THE LEADERSHIP RIPTIDE

"How do you think we should handle ____?"

"Who else might be impacted by this decision?"

"What's another way we could solve this problem?"

"Tell me more about how you arrived at that decision/conclusion."

When you feel like your team needs your oversight and control, don't attempt to create more control. That's like attempting to swim against the riptide. Pivot and focus on developing the way your people think so they become proactive vs. reactive and start to operate at a higher level. That's real leadership.

TWO SIMPLE QUESTIONS, ONE BIG RESULT

A ten-minute Friday ritual that grows one team member a week.

Often times the best way to develop and empower people is simply slowing down enough to think about them individually. After a coaching session with a client of mine about three years ago on the importance of developing and empowering his people, he decided to pick one team member a week and ask himself two questions every Friday afternoon.

QUESTION ONE:

"What's one way that I can encourage, uplift, acknowledge, or show appreciation to this team member in a really genuine way?"

He made sure it wasn't generic, but rather something specific they'd done recently, or about who they are, or a specific way they uniquely contribute to and benefit the team.

QUESTION TWO:

"What is the number one way this person needs to grow? What is their next level? Where are they now, where do I need them to get to, and what is the next step for them in that growth? And how can I help them move forward in it this coming week?"



WORK LESS, LEAD BETTER

After a couple months of this process, his team was so motivated and operating at such a high level that he was able to move from working full days five days a week to taking half days on Mondays and Fridays without losing a step in the team's performance.

Pick one team member this Friday and ask yourself both questions.
Then act on your answers the following week.

OUTSIDE RESOURCES FOR BUSINESS

SCALING AND GROWING YOUR BUSINESS

10x is Easier than 2x (Dan Sullivan & Benjamin Hardy)

Buy Back Your Time (Dan Martell)

MINDSET

The Gap & The Gain (Dan Sullivan & Benjamin Hardy)

Mindset (Carol Dweck)

STRATEGY

Making Time for Strategy (Richard Medcalf)

The 80/20 Principle (Richard Koch)

Essentialism (Greg McKeown)

Effortless (Greg McKeown)

MASTERY/HIGH-PERFORMANCE

The Big Leap (Gay Hendricks)

The Power of Full Engagement (Jim Loehr & Tony Schwartz)

The Energy Bus (Jon Gordon)

CUSTOMER ASTONISHMENT/SERVICE

Never Lose a Customer Again (Joey Coleman)

Unreasonable Hospitality (Will Guidara)

THINKING/PROBLEM SOLVING

Deep Work (Cal Newport)

Stolen Focus (Johann Hari)

