

secrets of high growth companies



by stuart ross



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Chapter 1

Introduction

Congratulations for choosing to learn the skills and discipline required to make your business high growth!

If you're like most of the companies we work with at High Growth Academy, your business is already successful, but sales and profits might be static and you want to take your company to the next level.

We work with the most ambitious and fastest growing companies across the world, providing the skills, knowledge, training, and business coaching necessary to achieve and sustain high growth. We understand the mechanisms for achieving high growth and have an outstanding track record working with companies that are committed to being the best they can be.

And the very first step is to *make a decision*.

The kind of success I'm talking about doesn't happen by chance. You can't leave it to "market conditions." It starts with a decision to grow: a conscious choice to commit to bringing your company to the next level, whatever it takes.

You'll find as you read this book that being committed to "whatever it takes" is one of the secrets of high growth companies.



What You'll Learn Inside This Ebook

At High Growth Academy, we have developed a proven model to achieve and sustain high growth that has worked with great success for over 500 companies around the world.

By reading *Secrets of High Growth Companies* you'll get the core concepts of our model.

You'll learn:

- What separates high growth companies from the rest
- What specific characteristics high growth companies share
- How to assess whether your company is ready for growth
- How to get your company ready for growth
- The proven model for high growth and how to adopt it
- The skills necessary to be a high growth company
- Everything you need to know about being a successful leader
- How to build an a high performance team



- The essence of developing a strategy that will keep you ahead of your competitors
- How to implement your strategy efficiently and effectively
- And more

So fasten your seat belts and let's get growing!



Chapter 2

How to Read This Book

Let's get one thing straight: in order to get the most out of *Secrets of High Growth Companies*, you've got to actually implement the strategies I share. If this ebook ends up on your virtual shelf, never to be touched again, it does neither of us any good.

For best results, here's what I recommend...

- 1. Read the entire ebook in one sitting the first time through.** You'll get the whole picture that way. Turn off the phone, log out of your inbox, pour yourself a cup of coffee and invest a couple of interrupted hours learning the *Secrets of High Growth Companies*. It's the turning point you've been looking for.
- 2. Print the ebook.** There's something about turning physical pages in a physical book that can be extremely useful. For best results, consider printing the ebook and highlighting parts that are especially salient.
- 3. Grab a notebook and pen.** As you read, you'll have insights and ideas. Write them down in a separate notebook. Additionally, write down questions the material raises for you. These questions might be about the way you are doing something in your company now, or how you might implement one of the models described in the ebook.
- 4. Set goals based on what you read.** All the information in the world is useless...unless you turn it into action steps, and more importantly, *follow through*. After you're finished reading, take a few minutes to go back through your notes and pick at least



one idea to focus on. Then set 3-5 solid goals per idea that will drive increased performance for yourself as a leader, and/or for your company overall.

5. Implement your plan. Your last step is to be sure to implement your plan as outlined. Schedule time for when you will actually begin to take action on the goals you set. For best results, begin immediately. Then share your goals and get someone to hold you accountable to deliver them.



Chapter 3

What is a High Growth Company?

The term **high growth** has been used in a lot of different contexts. What exactly does it mean?

The Organization for Economic Cooperation and Development (OECD) defines a high-growth company as any firm with a minimum of ten employees at the beginning of a three-year period that achieves an average annualised employment growth greater than 20 per cent over that period.

I would like to up the ante on that definition by adding that it is a company that has attained **double digit growth** on their bottom line over the same time period.

It's interesting to note that in the UK, just 6% of all companies fit the OECD's criteria for high growth, yet they produce 54% of all new jobs!

But more than a definition based merely on numbers, there are certain definable qualities and distinguishing characteristics that separate high growth companies from the rest.

Characteristics of a High Growth Company

How do high growth companies achieve success? Are they luckier than others? Do they have more time and resources than others? Is it strong leadership, a great team, or good products and services? Is it the ability to identify market opportunities, develop a clear strategy, and then execute it?



Many companies have these qualities, but few progress into the category of high growth. Whilst there are many apparent reasons why companies do not make it, the key reasons revolve around a failure to adopt the right management practices in a disciplined way .

Growth is exciting but it creates pressures on time and resources. When it happens rapidly, management teams tend to think, “What worked last year will work next year.” They fail to invest time in themselves as individuals or as a team. They forget that to sustain high growth they themselves must learn and grow faster than the company.

Companies that achieve high growth are characterised by an ability to adapt and become flexible enough in the market to outlast the competition. Some common characteristics of high growth companies include:

1. **A robust financial position**, which means...
 - A balanced combination of working capital and equity
 - Arrangements in place for additional and contingency funds as required
 - Achievement of above-average industry and sector profitability
 - Multiple opportunities for and achievement of rapid growth in revenues



2. **A strong brand identity, profile and image**, which means...
 - Investment in new product development and a portfolio of products at different stages of the product life cycle
 - A loyal base of customers whose needs they fully understand
 - A focus on building their brand
3. **A market leading position**, which means...
 - Identification and targeting of expanding and/or niche market segments
 - Substantial resources devoted to innovation, research and development activities
 - Winning of awards and recognition as an outstanding company in one or more categories
4. **Competition on product differentiation, quality and/or service rather than price**
5. **A high performance management team** with functional specialists and experts. This also means excellent human resource policies and practices



The Lifecycle of a High Growth Company

But companies don't start out as high growth. There is a natural progression, or lifecycle, that every high growth company must undertake before it achieves this enviable position. Take a look at the descriptions below and discover where YOUR company is!

1. The Prove Phase

In this early phase of a business, it's involved in the process of **proving that the business model is viable**. This phase is often typified by the struggle to put the model in place, long hours, and constant minding.

The fundamental question is: can this business deliver consistently, successfully, and make a profit?

In the **Prove Phase**, the focus is not just on putting systems in place, but on having a flexible team that can continue to refine the business model until they have a business that works. Needless to say, this includes establishing systems for finance, human resources, management, marketing, sales, delivery, etc., that support the company's goals, and that all work together effectively and consistently. The test of whether or not the business is ready to move out of the Prove Phase is whether or not the CEO can step away from the business for a period of time and still have it run effectively. If it can, the business has reached a crossroads.

This is the place where many CEOs ease up. The company is producing a good, steady income. It's a proven model. It's running along without too many hiccups or glitches. Many are content simply to let the business linger at this stage indefinitely.



But if you choose not to bring the company to the next phase, you run the risk of never completing the lifecycle. You may well find yourself on the treadmill; running in place. This creates the risk of getting stuck in a rut that may ultimately usher in the end of the business.

The only sure bet is to move into the Growth Phase.

2. The Growth Phase

Entering the Growth Phase of the business cycle is a choice. Of course, you can always stay with your viable business model for as long as it remains viable; however, high growth companies don't stop there.

High growth companies reflect the energy of the leaders who run them. They have made a conscious choice to operate in a new way. Running a high growth company is akin to a way of life. It must be embraced with discipline and a willingness to adopt new skills and develop more refined thinking.

Moving into this phase of the cycle will necessitate you developing advanced leadership skills. You will need the right mindset for high growth, the skills required to build a high performance team, develop a plan to keep you ahead of the competition, and implement your strategy efficiently and effectively.

This part of the life cycle always starts with leadership. You, as the CEO, must drive the vision. Once you have a sure fire vision and the skills to make it a reality, you move into the final phase...



3. The Achieve Phase

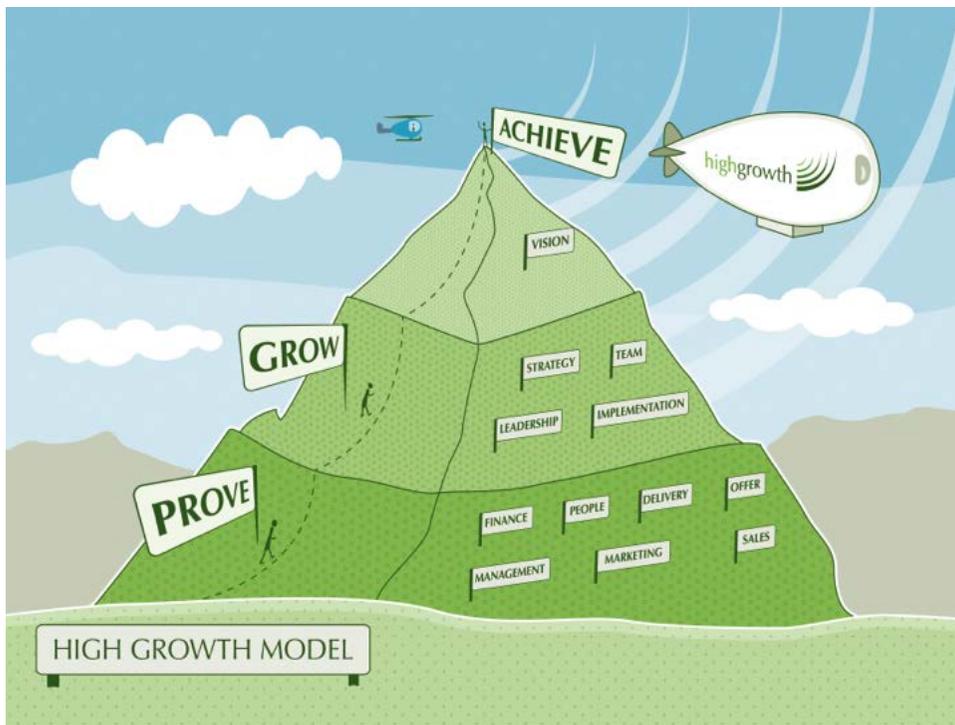
In this phase of the cycle you have achieved your vision. You have implemented the strategies you developed, and you now have predictable success. You may choose now to remain with the company and redefine its vision, taking it on a new growth cycle.

Alternatively, you may want to move on to achieve another vision: perhaps you want to start a new business, or pursue another dream.

But before you can get there, you must move through the Growth Phase and achieve that initial vision.

Is *your* business ready for growth?

The next chapter will help you answer this critical question...





Chapter 4 Is Your Company Ready for High Growth?

In order for your company to be ready for the Growth Phase, you need three things.

1. A business that works
2. The resources in place to allow for growth
3. A decision to move to move high growth

To move forward, all three must be in place. Let's take a look at each of the requirements in greater detail.

A Business that Works

This refers to a proven business model that delivers a consistent rate of return -- whether you are there or not. It means that all the elements of your business are working well, including...

1. Marketing. Do you have consistent marketing strategies that deliver qualified leads to your business? Are you tracking the source of all leads? Do you measure the cost of each lead? Have you defined a Unique Selling Point (USP) that is consistently communicated to your target market? Do you educate your target market on the benefits of your product or service on a regular basis?



2. Sales. Do you have you a defined sales process? Are you tracking your sales conversion rate? Is the sales team equipped with quality sales material? Does the sales team regularly undergo training? Does the production team support the sales force and do everything they can to assist the sale?

3. Delivery. Are you delivering consistently? Do you test and measure everything to ensure customer satisfaction? Are you certain of the needs of your clients? Do you consistently under- promise and over-deliver? Do you strive for excellence? Do you have documented processes to ensure to ensure that every customer experience is the same?

4. Finance. Do you have an annual budget you work within? Are financial statements (cash-flow, P and L, etc.) done monthly at a very minimum? Are you aware of break even and know where your business stands in this regard? Do you actively manage you cash-flow? Are suppliers paid routinely on time?

5. Team. Are responsibilities clearly defined? Do team members have defined job descriptions? Are team members listened to and encouraged to speak up and make recommendations? Do team members remain positive and not tolerate negativism among its members? Do you have team meetings? Is communication effective within your organisation?

5. Product/Services. Are all your products/services profitable? Are existing products/services constantly being improved? Do you fully understand your customers needs? Are time and resources dedicated to developing new products/services?

6. Systems. Have you identified and documented important systems? Are important systems automated? Are daily and weekly measures in place for key systems performance?



7. CEO. Do you work less than 50 hours per week? Do you have more time than you need to get things done? Do you have contingency staffing plan in place? Does the business work without you?

The Resources in Place to Allow for Growth

It's not enough just to have a business model that is productive now. Moving to high growth requires resources -- both people and cash.

To find out if you're ready to move to high growth, evaluate yourself on the following...

1. People. Is your existing team positive towards growth? Do they have the potential to grow further with the business? Is the current culture characterised by positivity and a 'can do' attitude?

2. Cash. Are you proactively managing your cash? Is there a cash reserve in place to facilitate growth? What strategies do you have in place to improve further your cash cycle? Is there a person responsible for managing the cash position in your organisation?

A Decision to Move to High Growth

Finally, in order to move to high growth, you must choose to do so.

As the business owner/leader, understand that moving to high growth will require a new set of skills, accelerated change, new disciplines, uncomfortable decisions, commitment and energy. It's not easy. So are you ready to take on all that this decision entails?



The decision to move to high growth starts with you, the business owner. After all, the organisation is merely a reflection of you. Once you start on this journey, there is no turning back. It will be a roller coaster ride – and you'll end up somebody very different than you are today, in a very different place than where you are now.

If that sounds about right to you, then turn the page and let's begin.



Chapter 5 The High Growth Disciplines

In order to lead a high growth company, you must be willing to acquire new skill sets. These skill sets fall into four categories, which are:

1. **Leadership:** The growth phase requires a different mindset, strong beliefs and lots of confidence.
2. **Team Building:** The leader's job is to recruit the best and create a culture of excellence.
3. **Strategy:** You need to be ahead of the curve. That is the business is thinking ahead of the competition and the market.
4. **Implementation:** Being nimble is key. Rapid implementation will set you apart from 95% of the competition.

As a leader, you are the catalyst for growth and those who learn and improve their game first win!

It's a whole different mindset once you reach the Growth Phase. While Prove Phase companies are focused on trouble-shooting, problem solving, and getting ahead of the curve in order to ensure that their business model works, Growth Phase companies must be disciplined, measured, innovative, organised, and efficient in order to *stay* ahead of the curve.



Be aware that the faster you grow, the more complexity is introduced into the system. Thus, the growth rate of your company is determined by your learn rate. An organisation has to be learning faster than your growth rate in order to be successful.

You see, growth is a continuous cycle of leadership, team, strategy, and implementation. Once you've been around once, you'll need to start again, as you'll be in a different place.

The diagram below demonstrates this point clearly:





Here are a few comparisons to give you a better sense for what the transition to a Growth Phase mindset looks like.

Prove Phase companies are generally small, often with 1-10 people working together around the clock to build something of value. Growth Phase companies must expand the inner circle and assemble an outstanding team. This involves knowing how to recruit and retain staff as well as how to utilize their skills most effectively. As the CEO of a high growth company, you will spend more time on high-level strategy and management than on the day-to-day operations of your business.

Because Prove Phase companies are smaller in size, the culture is self-contained. Growth Phase companies must think actively and consciously about creating a winning corporate culture, and a vision that resonates with customers and employees

Prove Phase companies think short-term: getting through this quarter or year. They are reactive as they tweak and test and create a business that works. Growth Phase companies must start thinking longer term. They must out-think their competitors, creating a business that can sustain growth and build a real competitive advantage, whilst also reacting and responding to shorter-term needs and opportunities in the market.

High growth companies maintain constant vigilance. They are aware at any moment what their bottom line is, what the competition is doing, and what the market is demanding. It is the determination, purpose, energy, and appropriate action of high growth leaders that propel their companies into the future.

Now that you better understand the disciplines, read on to gain an insights into the concepts which underpin each.



Chapter 6

High Growth Leadership Skills





High growth leaders have distinctly different characteristics that set them apart from other leaders.

They have a winning mindset of growth and focus that propels them onward. They are able to manage their energy, and with it drive the organization towards growth. They excel at time management. They have the discipline to review their priorities on a daily, weekly, and monthly basis, and stick to the plan. High growth leaders are masters of persuasion. They know how to generate enthusiasm and passion in their people. Finally, high growth leaders are authentic. They understand themselves, their values and beliefs, and they know how to act in accordance with who they are.

Let's take a close look at five characteristics of high growth leaders now.

1. The Right Mindset

Oprah Winfrey once said, "No matter who you are... the ability to triumph begins with you."

Success in a high growth company begins with a CEO who energizes and propels the rest of the organisation towards the goal.

There is a simple, self-perpetuating cycle: the mindset you adopt determines how you behave. How you behave determines your results. Your results impact your mindset. And on and on it goes.

This is the cycle that drives everything. That's why it's so critical to have a high growth mindset. You must be a high growth leader every day, and instill that confidence in the rest of your team.



There are seven components of a high growth mindset. They are:

- 1) **Responsibility:** This is a word that conveys many things. First, it means the ability to respond to events (*response-ability*). High growth leaders are tuned into what's happening in their companies and are ready and prepared to take swift, decisive action. Second, it means being willing to live with the outcomes you produce. High growth leaders don't blame circumstances or other people. If they don't like the outcome they get, they know they need to change -- and they are willing to do so. When results are lackluster, they ask themselves, "What can I do differently next time?" By taking 100% responsibility for what they do, they are in control of their destiny.
- 2) **Determination:** Being able to declare "we will do whatever it takes to reach our goal" is the mindset of the high growth leader. This attitude is anchored in strong beliefs, values, and personal faith that any goal is attainable. These leaders display an absolute determination to move forward and make it happen. This may involve learning new skills and making mistakes along the way. They accept that willingly as part of the growth process.

When new skills are required, some leaders are more afraid of being seen as incompetent than they are willing to learn skills that will produce success. A high growth leader accepts that there will be an awkward stage during the acquisition of new skills, but what is most important is being willing to fight through that phase.



- 3) **Self-Belief:** You must believe in yourself and your ability to make things happen in order to be a high growth leader. Does this belief come automatically? For many people, the answer is no. Believing in yourself is a choice -- one you may have to make each day. You can reinforce your belief by showing a commitment to constant improvement, through reading, training, and practices of self-discipline. A leader with strong self-belief fuels enthusiasm and passion that will spread like wildfire throughout the organization.

- 4) **Commitment:** High growth leaders are 100% committed to their results, no matter what it takes. They stick to their plans. There are no excuses, only results. They pursue their goals not just when it's convenient, but when it's difficult; and they do so with energy and passion. Their team sees them "walking the talk" and follows in their footsteps. Commitment isn't just one long race, but a series of short races all toward the same goal.

- 5) **Optimism:** This is by far the most important quality in high growth leaders! Research studies have found that the degree of a leader's optimism is directly proportional to the degree of their success. So take note. And know that optimism can be nurtured. As with self-belief, it is a choice you make when you look yourself in the eye in the mirror each morning.

Optimism encompasses a number of qualities:

- It's a way of dealing with difficulty
- It's being able to see the benefits in every situation
- It's seeking lessons from every challenge



- It's seeing the big picture
- It's teasing out the opportunity where others see only failure

Nurturing optimism in yourself and your team is the most powerful single act you can do if you want to fit into the ranks of high growth leaders.

- 6) **Continued Growth:** Information expands exponentially in today's world. High growth leaders have to be on the cutting edge to out-smart the competition. That means a commitment to lifelong learning.

The fixed mindset doesn't believe in change. Newness is frightening. The default position is *I can't*: "I can't learn this new skill," "I can't be successful in this market," "I can't make my team motivated," etc.

The growth mindset, on the other hand, sees unlimited possibility. There is recognition of where you are now and what you need to do in terms of learning, skill improvement, and organizational changes to move beyond your current limitations. High growth leaders know how to ask the right questions, but don't necessarily have all the answers. They are open to feedback and are able to learn from it. They don't agonize over their mistakes, but take what they can learn and move on. Most importantly, they encourage everyone else in the organization to do the same.

- 7) **Action:** High growth leaders take action. They are risk-takers. This doesn't mean they are indiscriminate gamblers; rather, they take calculated risks based on solid information and are willing to accept difficult challenges. They recognize that fear tends to come up when they step into the unknown, and they have learned how to acknowledge the fear and act anyway.



2. High Energy

One of the core qualities of great leaders in high growth organisations is energy. Change, growth, and results all require enormous energy. Many business leaders fail to achieve what they want, simply because they lack the energy it takes to follow through.

When your energy is unbalanced, it creates a barrier to moving forward in your business. Some of the symptoms of poorly managed energy are:

- Impatience
- Lack of trust
- Negative attitude
- Lack of focus
- Excessive criticism
- Moodiness
- Indecision

This might seem like a small thing in the moment, but it will have long-term negative consequences on how you and your team relate.



So how do you manage your energy better to create the results you want as a high growth leader? The answer lies in understanding and constantly managing the following four types of energy:

- 1) **Physical energy:** This is obvious. You need to be able to perform physically, and for that your body needs fuel. When your physical energy drops, you aren't able to stay with the task at hand. So eat well, exercise regularly, and get enough sleep. It is amazing what a difference this will make in your business and life.
- 2) **Mental energy:** Mental energy provides you with the ability to stay present in the moment, focused on the task at hand, and intellectually engaged. Many people's mental energy ebbs and flows at different times of the day. Begin to notice the times you are at your sharpest mentally and see if you can spot a pattern. For example, many people have a lot of mental energy in the morning, find it fades in the early afternoon, and then recovers later in the evening. Whatever your pattern is, plan to do strategic thinking and problem solving during the times when you are at your best.
- 3) **Emotional energy:** When your emotional energy is out of balance, it can be a great distraction and lead to impulsive behaviour. What's more, it can make you an erratic boss and an ineffective leader. Business is a full-contact emotional sport. There are ups and downs, conflicts, fantastic victories, and frustrating defeats. Strong leaders are aware and know how to manage their emotional responses so that they are proactive, not *reactive*, even in intense moments.



- 4) **Spiritual energy:** This is where your motivation and persistence come from. It speaks to the centers of value on which you rest your beliefs and values, whether or not you specifically believe in a higher power. It is what helps create optimism, self-belief, and faith in your vision and mission. When you are spiritually balanced, you are able to care for others as well as yourself.

3. Routine Discipline

High growth leaders are disciplined; they are not crisis managers. All high growth leaders have positive habits which they consistently apply. The secret of their success can be found by observing their daily routine. Their habits have become nearly or completely automatic, which frees up tremendous energy and time for the tasks at hand.

The source of high growth leaders' discipline is their effective, value-based goals -- goals that drive them to accomplish things about which they are passionate and important.

In addition, high growth leaders are masters of their time. They are familiar with, and utilise regularly, basic principles of time management, such as...

- Planning (including "Think Weeks")
- Delegation
- Lack of procrastination
- Application of the 80/20 Rule (Pareto Principle)
- And more



Perhaps most importantly, they also recognise that to live a disciplined life, you must remain focused. This includes always being willing to ask yourself: what do I need to STOP doing so I can remain focused on my goals?

4. Impact and Influence

In order to lead a high growth enterprise, you must be able to engage, energise and inspire your team towards success. High growth leaders are masters of persuasion. They have the behavioural flexibility to change their style if necessary to get someone on their side.

Strong leaders know that establishing rapport and building trust are critical to team excellence. There are 3 levels to effective influence.

1. **Building Trust:** In order to trust another you must have confidence in their integrity and abilities. It is the opposite of distrust. Distrust leads to questioning another's motives, capabilities, or track record. When character and competence come together it creates trust and credibility.
2. **Establishing Rapport:** High growth leaders recognize that "true communication is the response you get." Thus, they will adjust their style to build excellent rapport. They are aware of the importance of paying attention to not just the words someone is saying, which often comprises just a small portion of the message, but also to tone of voice and body language which can offer much information. Most people tend to learn and communicate either auditorally, visually, or kinaesthetically. A savvy leader will adopt a communication style that matches the person they wish to persuade or encourage.



- 3. Push/Pull Persuasion:** Push/Pull Persuasion is the principle that in any given interaction, someone is “pushing” (with tactics such as proposing, reasoning, evaluating, and pressuring) or someone is “pulling” (with tactics such as finding common ground, sharing, involving, and listening). A high growth leader must be able to evaluate which type of communication the other is bringing to the table, and then employ the opposite to influence them effectively. So if the other is pushing, you must pull; if the other is pulling, you must push.

5. Be Authentic

Being an authentic leader means being truly yourself. You are not putting on an act, acting one way at home and another at work. In whatever you do, you come from a place grounded in your purpose. When people are around you, they can simply sense that you are “real.”

Here are the components all authentic leaders understand about themselves:

Purpose: This is your reason for being. A well stated purpose is positive, brief, includes yourself and others, is able to be experienced every day, and makes you really happy. You define your purpose by clarifying your values. Your values drive your behaviour and represent your priorities and deepest driving forces.



Vision and Goals: Your vision guides your life and provides direction for the choices you make. It is critical to concretise your vision into goals. Only 3% of people have written goals and they represent 98% of wealth created over a 25 year timeframe.

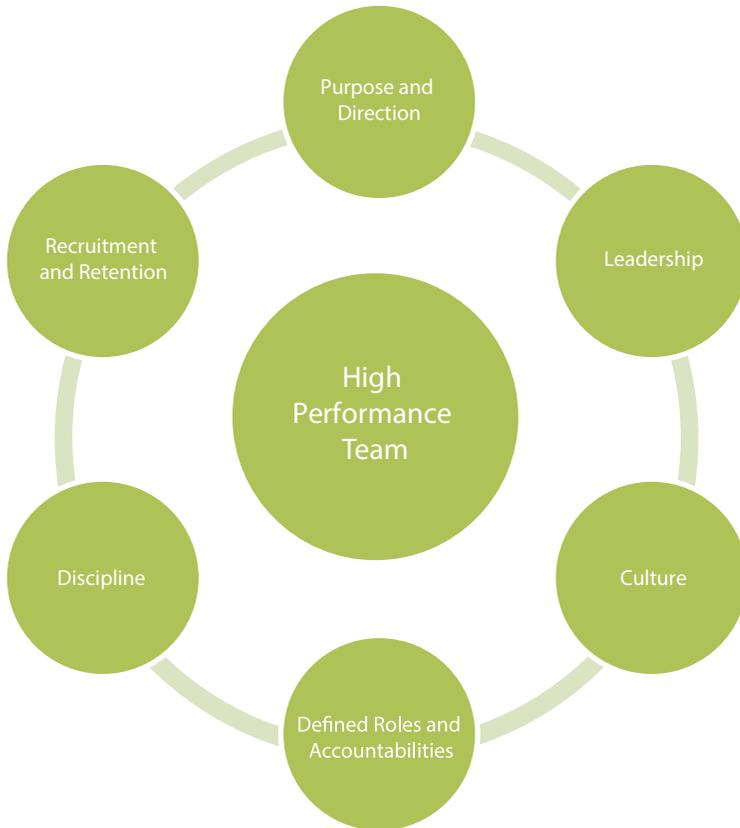
Self-awareness: All change starts with knowing yourself. When you know yourself well you will also develop awareness of others, which increases your emotional intelligence and your self-management skills.

When you are authentic, you allow space for others to feel authentic and grounded as well. This creates positive working relationships, passionate, dedicated employees, and a company culture that is infectious.



Chapter 7

Creating an Outstanding Team





People are drawn to high growth leaders who can paint a vivid picture about the purpose of the company -- something people can get excited about and can see how their contribution makes an impact. We all want to feel a part of something bigger than we are. As a high growth leader, you must be able to demonstrate how this can happen.

As you do, you will bring together a team of people who share your values, your sense of integrity, and who have a hunger to make your vision a reality.

Here are six components of creating high growth teams.

1. Leadership of High Performers

Once you've attracted your dream team, your success depends on how effectively you manage them. It's not enough just to provide supervision and direction. **You need to set your team on fire!** If you want a company that's a superstar you have to inspire, motivate and direct your team.

High growth teams are unique. They consistently outperform competitors over time. Why? Because they are committed to a common purpose and hold themselves mutually accountable.

In order to create a high growth team, you must **clarify direction and reinforce urgency**. Your key role is to catalyse a clear, shared vision for the organization and infuse all with a commitment and sense of the urgency to pursue that vision.

Build commitment and confidence by being the leader people want to follow. Demonstrate confidence and trust in the direction you are going on a day to day basis. You will attract and optimize the talent of the team. Know the right questions to ask in pursuit of the right answers. Focus on amplifying teamwork, not draining it.



As a high growth leader, take care to **strengthen and build complementary team skillsets** in technical, interpersonal, and problem solving areas, thereby creating a balanced team. This also involves retaining top performers and fixing roles, not people. The organization adopts an attitude of constant, never-ending improvement.

There is a **team versus individual focus**. The team is deeply committed to one another's personal success and growth. Teams, not individuals, become the primary performance unit for the company.

All these leadership traits help you become a **multiplier of performance**. In other words, you bring out the best in your people, so that you get ever more with ever less.

2. Have Purpose and Direction

In order to have a clear direction behind which the organisation can mobilise, you must have a clear purpose. The purpose should state your reason for existence – your whole team's "why"! It must convey the business you are REALLY in and act as inspiration to your team. It must be broad, fundamental, inspirational, and enduring.

Here are some excellent examples:

"To organize the world's information and make it universally accessible and useful." Google

"To make a contribution to the world by making tools for the mind that advance humankind." Apple

"To experience the emotion of competition winning, and crushing competitors." Nike



“To solve unsolved problems innovatively.” 3M

“To make people happy.” Walt Disney

From your purpose, you develop your team’s **primary goal**. This must be a clear and compelling goal that serves to unify your organisation’s effort. An effective primary goal stretches and challenges the organization, while remaining achievable.

Finally, you develop a vivid description or picture of what the company will look like in 3 to 5 years, when you achieve your primary goal. The more clearly you can articulate the specifics of what winning means, the better you’ll be able to motivate and inspire your team.

3. Create an Inspiring Culture

In a survey of 1,200 high growth leaders, 91% said that the organisation’s culture was as important as its strategy. The primary purpose of leadership is to get the culture in place.

Every company has a unique personality and “soul” based on shared values all throughout the organisation. This is its culture.

Winning cultures are difficult for the competition to copy, yet they provide an environment where employees are satisfied to work for more than just pay.

A high performance culture has high performance challenges, a sense of urgency, and a commitment to excellence. It is solutions-based and self-monitoring. It is also a culture of transparency, where excellence is recognised and appreciated.

Be aware, though, that if you, as the CEO, don’t explicitly establish your company’s boundaries and the rules of the game, your team will do it for you. You will end up



with a de facto culture that probably won't be to your liking or in-line with your vision.

4. Define Roles and Accountabilities

Clearly defined roles and accountabilities help set expectations so that your entire team can deliver results.

In order to do so effectively, you must...

- Identify core activities
- Document core processes
- Ensure clear process accountability
- Empower the team to make decisions
- Have measurements in place for each role
- Create a visible plan

One of the best ways to do this is with an organisational chart. An organisational chart properly outlines the functions for each position, providing transparency within the



different areas of the business, clarifying specific roles performed in each area, and ensuring that everything gets done.

Making roles and accountabilities visible means there should be a name beside each role. You and your team need a clear picture of every process performed within your business and who is responsible for each task. This eliminates confusion and improves efficiency, because team members know exactly what their roles and responsibilities are, and what they can and cannot do.

Note that often in high performance teams you will find cross-functional responsibilities. Since the primary performance unit is more team- than individual-focused, Key Performance Indicators (KPI's) can be used to measure team performance and progress as well as individual performance.

In addition, consider using KPIs as part of your overall compensation strategy -- or in other words, making at least a portion of your team's compensation based solely on performance. This is a win-win solution for you and your team. Your fixed costs fall as your profits rise because you're paying for results. Your team gets rewarded for good work, not just filling space.

Keep in mind that in rapidly changing business and economic landscapes, high growth leaders don't get stuck in "the way it's always been done." Innovation is how you survive and thrive. So look at your organisational chart as a "living" document that doesn't set anything in stone, but rather defines and clarifies what is happening right now.



5. The “Rhythm” of High Performance

Structured communication is key to strategic implementation. High growth teams function with routines and discipline, especially in terms of meeting schedules. This allows the team to perform without external concerns about function, because there is a regularised forum for dealing with concerns or problems. It enables effective and efficient communication, and better and faster decisions.

The rhythm of meetings in high growth teams typically looks something like this...

- 1) Daily: Huddles that last 15 minutes to handle tactical issues, concerns, and strategies.
- 2) Weekly: Meetings for 1 hour for the leadership team to discuss big issues.
- 3) Monthly: Meetings of 4 hours for priorities, such as reviewing KPI's, making adjustments, external or internal concerns, and next steps.
- 4) Quarterly: Day-long, retreat-style strategy meetings to review performance, internal and external issues, key initiatives for the next quarter, and implementation plans.
- 5) Annually: 2-day retreat-style meetings to review performance, external and internal issues, identify and evaluate strategic options, and update strategy and key initiatives.



6. Recruit and Retain the Best

The people you choose to surround you make the greatest contribution to your success or failure. That's why it's vital to recruit and retain high-quality team members who have embraced your vision and are just as committed to it as you are.

How can you set yourself apart from a sea of competitors vying for the same top level candidates?

Build relationships with key candidates *before* you're looking to hire.

Long-term outreach can be a key factor to acquiring top talent. Establishing rapport is the single most important differentiator. Even before you have an immediate position to fill, start developing relationships with the best individuals in your industry. Of course, you must do your research and tailor your approach to build a personal connection with the most qualified candidates.

Once you plant a seed with qualified candidates, you can show them the benefits of working for your company early on, allowing the relationship to naturally develop over time instead of during a rushed recruitment process.

In addition, develop internal advocates. Your existing employees know the company and USP better than anyone else. Use this to your advantage. Make them visible during the first stages of recruitment.

Before a potential employee steps through your door, they should have a positive perception of your brand and a good idea of whether their skills match your needs, and vice versa.



Once you've got a candidate in front of you that you're seriously considering for a key hire, use this "gut" test to see if they're truly a fit. Ask yourself...

1. Would I enjoy sitting next to this person on a transatlantic flight? Chances are, if you are calling the flight attendant an hour into the flight for a seat change, they're not a good candidate. Remember, you are going to spend lots of time together.

2. Would I care if they worked for my closest competition? If you start to sweat at the thought of having to sell against them, snap them up right away!

3. If I were on a romantic dinner date, would I want them to be my server? Do they have an attitude of service that can match the importance of any occasion? To serve graciously in such a way that it enhances the experience of others, without having to be the center of attention, is one of the most crucial indicators of a great team member.

Trust your heart and intuition in the hiring process. It's how you attract and keep the people you love to work with. Remember: high growth means good recruiting; good recruiting sustains high growth.



Once you've recruited a solid team, you need to retain them! Here are a few ideas that will help you retain a strong team:

1. Make sure you recognize the efforts of the team or its individual members regularly. Positive feedback tells your employees the kind of behavior you want to see more frequently, and they will give it to you!
2. Get to know each of the team players' strengths and weaknesses. Provide meaningful ongoing training and develop their roles in line with their strengths.
3. Through regular and consistent meetings, be totally transparent about the company's success, challenges and progress towards goals.
4. Understand your role in the team – that is; team leader, chief mentor, coordinator and strategist.

Finally, make sure everyone on the team understands clearly what each of their roles is and how it contributes to the overall team performance. High performers like to know they're doing a good job, so make it easy for them to feel as though they are.



Chapter 8

High Growth Strategy





Strategic planning is the most important function of a CEO. It identifies where you want your company to be in the future, and what actions you must take to get there.

Strategic planning is critical to the growth and success of every company. A formal strategic planning process enables the Board/senior managers to have a significant impact on your overall direction and on-going performance. For a company of any size, strategic planning is the “roadmap” to future success.

High growth companies have both a participative and competitive strategy that allows them to gain a clear strategic focus.

The **participative strategy** sets out **the market in which you are competing**. It defines the scope of your business and ideal customers. It also identifies your desired geographical reach, what products and services you offer your target market, and what the key macro indicators of market change are.

The **competitive strategy** allows you to gain a clear strategic focus on how you will compete. What are the key elements of your sales and marketing strategy? What are your routes to the market and how can you deliver to the market efficiently? And finally, what finances are needed and where will investments be made?

Part of the plan will also determine your strategic route. You can be a...

- **Product leader:** “It costs more, but it’s worth it” (see Nike, Apple)
- **Cost leader:** “I can’t believe the value” (see Walmart)
- **Convenience leader:** “It’s so hassle-free” (see Amazon)



- **Service leader:** “They offer such great advice and support” (see Neiman Marcus)
- **Solutions leader:** “That’s exactly the solution I was after” (see IBM)

Here are six essential steps to developing your strategic plan.

1. Start with a Vision

Every successful enterprise must start with a compelling vision. The job of the CEO is to create that vision and get the buy-in of the team.

There are four key components of a strong vision:

1. **A purpose:** What is the why? What business are you really in?
2. **Values:** the broad guidelines on how you will proceed as you pursue your purpose.
3. **A Primary Goal:** The one overriding goal that encompasses your vision and takes priority.
4. **Vivid Description:** A clear picture of exactly what success looks like.

A strong vision will foster commitment and energise the team. It will establish a level of excellence, create meaning, and bridge the present and the future. It must be credible, realistic, attractive, and future-oriented in order to inspire your team.

In short, a good vision is a mental model of a future state that reflects the uniqueness of the organisation, its distinctive competence, and what it is able to achieve.



2. Define Your Business Model

A business model describes the economic engine that drives your business. It shows how the assets and capabilities of your organization are used to deliver customer and economic value. A good model should have the following characteristics:

1. Unique value for the customer
2. Difficult to copy
3. Grounded in customer and economic reality

You need to fully understand your business model and ensure that it is working well with all of the key processes you have in place *before* you implement new initiatives. Remember, your core business model is what got you to where you are today. It is the essence of your success. Before you plan any more initiatives, ensure that you have the resources in place to continue delivering the core business model without interruption.

3. Prepare

Before beginning a strategic planning session, there are several key analyses you must undertake, which will give you insight into your company's performance, market, and competitors.



First, ask yourself these questions to help you get into a “big picture” state of mind:

- Where are we now?
- Where are we in the lifecycle of our business?
- Which stage is our organisation currently experiencing? Why?
- Where is the lifecycle of our industry?
- What stage in the lifecycle is the industry experiencing? Why?
- Where am I personally? What stage am I experiencing as an individual working in my business?
- What is the state of the economy?

Then drill down into the specifics with these **10 key analysis tools**, which will give you insight into your company’s performance, market, and competitors.

1. Market forces: Define and assess your market – product, geography, target customer.
2. Market growth trends: The intensity of direct competition, customer power, intensity of indirect competition, supplier power, and threat of entry of new competitors.
3. Market growth drivers: Demographic trends, consumer trends, and customer purchasing power.



4. Pareto: Do an 80/20 analysis, reviewing your products and services, customers, area locations and distribution channels by sales, profits, GM%, and costs.
5. Financial performance trends: examine all financial data for trends (eg gross profit ratio, net profit ratio, overheads ratio etc.)
6. Cost analysis: Do a year-over-year comparison, net profit breakdowns, and Pareto analysis to have a complete picture.
7. Competitor analysis: Examine the offer, the quality of the offer, pricing, convenience, and get an overall score.
8. Customer feedback: How are you doing? What are customer priorities for the coming year?
9. Employee feedback: What should you stop doing, start doing, and keep doing.
10. High growth questionnaire: Identify key issues internally, with the market and with the competition.

Finally, once you have completed these analyses, identify those key internal and external issues and determine how you will respond to them. Ask these **Key Strategic Questions....**

1. Are you playing not to lose or are you playing to win?
2. What are you doing to deepen your customer relationships?
3. How could you be put out of business?



4. What are your underutilised assets or strengths?
5. What am I missing?

4. An Effective Strategic Planning Process

It's not enough simply to sit down and strategise. For best results, even the strategic planning process itself should be well-thought through and well-planned. This includes...

- Deciding who should be included in the strategic planning team
- Clarification of roles among those who are selected
- Careful structuring of the planning meetings
- Guiding the team through the process itself

A strategic planning session should look to identify both short-term (1-3 years) and longer term (3-5 years) objectives. As you sit down with your team as the CEO of a high growth company, keep the following four principles in mind...

1. It is essential the process be led by the CEO (YOU!). In addition, the executives and managers involved should know ahead of time what to expect and what outcomes you're looking for as a result of the planning process.
2. There must be organizational commitment to both the planning process and the implementation of the plan; all the participants in the process must see the benefits to themselves personally as well as to the company as a whole.



3. The planning process is as important -- if not more important – than the content of the plan itself, in order to keep all key leaders on your team engaged and working toward a common goal.
4. The planning process is never done. It is part of the overall process of managing the company.

5. Focus on the “Big Rocks”

Imagine for a moment that I am standing in front of you and beside me is a table. On the table are three bowls and one large, empty jar. One bowl contains sand. One bowl contains small stones. The final bowl contains several large rocks.

I show these bowls to you and ask you if you think the contents of all three bowls will fit into the empty jar. Visually, it doesn't seem possible, and so you say no.

And, indeed, I show you that you are right. First I dump the sand into the jar, then I add the small stones. There is hardly room for one of the remaining big rocks, let alone the other few.

But my demonstration isn't quite over.

I return the contents of the jar to their respective bowls. Then I try to fill the jar again. Except this time, I add the big rocks first. Then I add the small stones, and they find places to rest in the nooks and crannies of the big rocks. Finally, I pour in the sand. It easily finds spaces left empty by the big rocks and small stones.

All the contents of the bowls fit...and quite nicely.

Why am I asking you to imagine this demonstration, initially proposed by Stephen



Covey in *The 7 Habits of Highly Successful People*? Because, unfortunately, most companies go about strategic planning in a way analogous to the first approach I mentioned: they take care of the “sand” or the little tasks first, because they reason that these tasks won’t take much time or they’re easy to do. Then they tackle the small stones. But halfway through the small stones, they find they are running out of time and energy.

Inevitably, they never actually get to the “big rocks” -- even though the big rocks are the few key tasks that are absolutely crucial to success.

The moral of the story? Always identify the big rocks first. These should be a maximum of five for any time period – a quarter, a year, five years. The small stones and sand will find a way of fitting into the gaps.

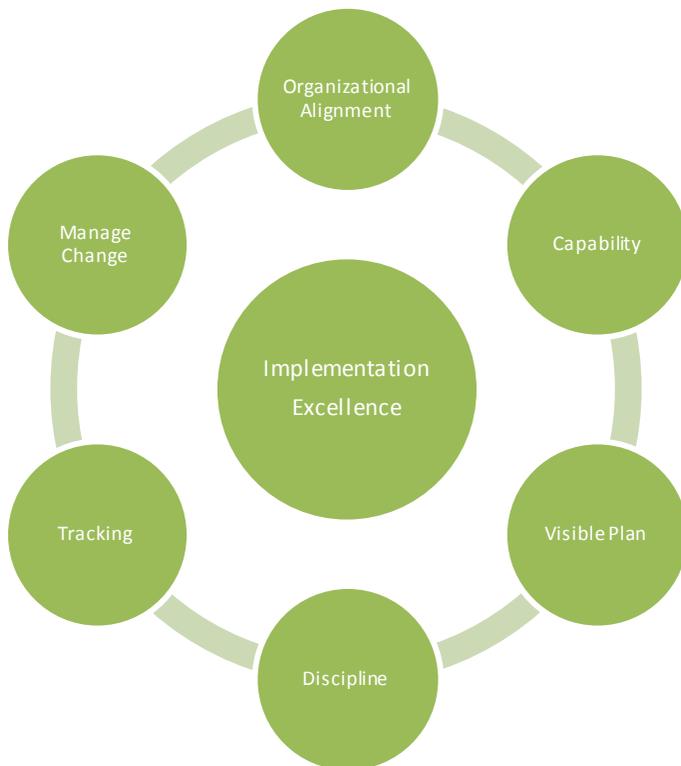
6. A One-Page Plan

Finally, as remarkable as it sounds, if you can’t articulate all of this **clearly and simply in a one- page plan** then you have more work to do. You must be able to distill down the essence of your plan in order to move forward. On the next page, you will find a powerful one-page strategic planning template you can use in your high growth company.



Chapter 9

Implementation





Many companies find that strategy development is easy -- it's the *implementation* that gets them into trouble. After all, strategic planning meetings can be exhilarating. You're working with the best minds in the company. You're forward-focused, thinking of the vision you have for the future and the dreams you want to see materialise before your very eyes.

And then reality sets in.

It's time to do the hard work of putting your strategy into action, and that can be challenging. After all, implementation involves changing behaviour and action. It means adopting new habits. It means creating new patterns of culture and systematisation throughout your company.

But at the end of the day, it is the strategy *implementation* that delivers the revenue, not the strategy *formulation*.

Here are five keys to implementing your strategy successfully.

1. Align Your Organisation for Growth

High growth leaders create an environment of ownership, accountability, and responsibility. This begins by taking each initiative identified for delivery throughout the strategy process, and naming one person to be accountable for making sure it is implemented effectively.

In addition, each person on the team must take full ownership for their respective roles in implementation.



In a high growth work environment, there is clear and ongoing communication about project goals, accountabilities, expectations, and outcomes. There are established benchmarks for monitoring the people and the projects, as well as defined communication processes. If something is missing or unclear, members of the team are expected to be responsible for seeking clarification.

It is often said that for every hour spent in planning, you will save three hours in implementation. When leaders and teams take ownership, accountability, and responsibility for planning a project or implementing part of a strategy, it will save time, money, and employee morale.

2. Developing Implementation Capability

CEOs often make the mistake of thinking that once their business is running well, they can turn their attention to new initiatives. However, you must have a plan in place to ensure your ongoing business keeps humming along, producing as it should, before you focus on new strategic initiatives. This includes having the financial resources and people allocated to delivering the underlying targets for the business.

Implementation capability of key strategic initiatives revolves around *resources*: do you have what you need to get things done? This includes human resources -- time, mindset, skill levels, etc. -- as well as financial resources.

If you are going to improve innovation and implementation then an accurate current assessment of your innovation and implementation capacity is essential. Conduct an audit that looks across your organisation to see what is working well and what is holding back innovation.



Start with analytical questions, such as:

- How many new products/services did we launch last year and how does this compare with our plan?
- How long does it take an idea to go from initial approval to full implementation?
- What proportion of our turnover comes from products/services launched in the last two years?
- How effective is our idea generation program? How many ideas are we generating?
- How “healthy” is our new product pipeline? What is the forecast value of developments in the pipeline?
- How many ideas per employee are submitted and how many are approved?
- What resources in terms of people and money are we allocating to innovation?



In addition to these analytical questions, the audit should examine softer issues. In-depth interviews with a sample of people from different departments and levels will give you insights into your culture. Typical discussion points should centre around such questions as:

1. To what extent are people empowered to try out new ideas?
2. Do you recognise and reward risk taking?
3. Do you blame people for failure when initiatives do not succeed?
4. Can people challenge the decisions of the boss?
5. Are you complacent or entrepreneurial?
6. Do you proactively look outside for ideas?
7. Do departments openly collaborate on projects?
8. What is stopping you from implementing more ideas quickly?

The audit should also examine the idea approval process. How many hurdles does a proposal have to clear to get approved? How many people are involved? Create flow diagrams of the theoretical and real approval processes. Does the approval process work? Can small ideas progress rapidly or do they have to go through the same approvals as major initiatives?

A good audit will identify key areas for improvement in both culture and the innovation processes, and give you the capability you need to implement new initiatives without running into unexpected roadblocks.



3. Have a Visible Plan

Once you understand your implementation capability, you can work on a plan for your new initiatives. In order to develop a clear simple implementation plan, you need to know for each initiative...

1. **What are the deliverables?** What can you expect as a result of delivering the new initiative? What are your targets?
2. **Milestones with specific dates.** Put a road map in place so that you have the key milestones and dates identified for ongoing assessment.
3. **The resource requirements.** What do you actually need in terms of people, finances and structure to deliver the new initiative?
4. **Identifying in scope/out scope.** Make sure to identify and clarify any grey areas between what is ongoing business and a new initiative.
5. **Who is accountable and who needs to know.** As with all aspects of the implementation process you must identify who is accountable for each element of the plan. You also need to clarify who needs to be consulted or informed about the new initiative to keep the lines of communication clear.

Deciding on the initiatives to be delivered in a planning period is an iterative process, driven by capability and resources available. Remember: companies always overestimate what they can achieve in a short period of time (e.g. a year/quarter) and underestimate what they can achieve over a longer period. However, as a general rule, five key initiatives is a good guide over what can be implemented over a delivery time period



Then, of course, you must continually evaluate your results to ensure you're on track. Have you reached your targets as identified in your plan? Evaluate weekly, monthly, quarterly and yearly using KPI's for performance, goals and initiatives.

4. Focus on Discipline Implementation

What do discipline and implementation have to do with each other?

Too often, I have seen organisations start with a bold new strategic idea, go through the planning stages with great enthusiasm, then give up at the first sign of trouble once they reach the implementation stage.

Rather than seeing that perhaps one variable of the plan needs adjustment, or that they need to rethink one or two of their key goals, they decide it's just better to stick to what they know.

That, I'm afraid, is the slippery slope to business failure.

Discipline is key to creating a high-growth business. You need to have developed the daily routines and habits that allow you to control all aspects of the business. As with managing high performance teams, structure is crucial to the implementation of strategy. There must be a meeting cycle to review progress of initiatives, as well as ensure that the underlying business remains on track. Any deviations must be acted upon rapidly.

See the "rhythm of meetings" section on page 39 to discover how you can help keep discipline across your entire company.



5. Track Your Progress

Only by tracking your progress can you determine how well you're implementing your strategic plan. You can't manage what you don't measure!

A solid tracking protocol includes clear criteria for what the deliverables will be, what the milestones are, what resources are required, and who will be accountable. Progress needs to be tracked on a daily, weekly, and monthly basis. This is your feedback mechanism. As you progress through the process, you'll know whether you need to go back to the drawing board, tweak the plan, or go full steam ahead.

The best tracking tools are KPI's. They can be divided out into 3 categories: Key Result Indicators (KRIs) tell you how you have done. Performance Indicators (PIs) tell you what to do. And Key Performance Indicators (KPI's) tell you what to do to increase performance dramatically.

Like everything in business, tracking progress can be represented as a cycle, starting with implementation, measuring results using KRI's and KPI's, reviewing results, and then making management decisions for going forward based on the information you've analysed.

Do not neglect this critical aspect of implementation.



6. Manage Organisational Change

In high growth companies, strategic planning and implementation represent the path of continuous improvement. It is the process of planning, then implementing, planning, then implementing that allows a high growth company to remain nimble, adaptive, and profitable.

You may, however, encounter some resistance as you introduce innovation and change. This is quite common and is easily managed when you prepare beforehand.

The best strategy for leaders who require constant adaptation of their team members is to understand the predictable sources of resistance in each situation, and then work through them. Here are ten common sources of resistance, and tips for how to manage each one:

- 1) **Loss of control.** Change interferes with autonomy and can make people feel that they've lost control over their area. People's sense of self-determination is often the first thing to go when faced with a potential change coming from someone else, and that can make them highly resistant.

Tip: Leave room for those affected by change to make choices about specific aspects of implementation, even if you are changing the overall direction. As much as possible, invite them into the planning, giving them ownership over the change, so that they don't feel disempowered.

- 2) **High levels of uncertainty.** If change feels like walking off a cliff, people will reject it. People often prefer to remain happy in what they know than to head toward an unknown.



Tip: Create certainty of process, with clear, simple steps and timetables, so that the unknown is more visible.

- 3) **Surprise!** Decisions imposed on people suddenly, with no time to get used to the idea or prepare for the consequences, are resisted.

Tip: Plant seeds — that is, sprinkle hints of what might be coming and seek input.

- 4) **Everything seems different.** We are creatures of habit. Routines become automatic, but change jolts us, sometimes in uncomfortable ways. Too many differences can be distracting or confusing.

Tip: Wherever possible, keep things familiar. Remain focused on the important things; avoid change for the sake of change.

- 5) **Loss of face.** People associated with a failed initiative, or an initiative that is being retired, are likely to be defensive about it and resistant to a new direction. They dread the public perception that they might have been wrong.

Tip: Acknowledge the elements of the past that worked whilst making it clear that the world has changed, requiring new adaptations.

- 6) **Competence concerns.** Change is resisted when it makes people feel stupid. Deep down they are worried that their skills will be obsolete.

Tip: Spend time reassuring, providing information, education, training, and support systems, to help people feel competent and confident in their new roles.



- 7) **Increased workload.** Many fear that change will inevitably mean more work.

Tip: Acknowledge the hard work of change by allowing some people to focus exclusively on it, or rewarding and recognising participants who adapt quickly and willingly.

- 8) **Ripple effects.** Like tossing a pebble into a pond, change creates ripples, reaching distant spots in ever-widening circles. The ripples disrupt other departments, important customers, people well outside the venture or neighborhood, and they start to push back, rebelling against changes they had nothing to do with that interfere with their own activities.

Tip: Consider all affected parties and work with them to minimise disruption. As much as possible, foresee the ripple effect and work to eliminate «collateral damage.»

- 9) **Sometimes the threat is real.** Now we get to the crunch. Change is resisted because it can hurt, for example, when new technologies or skillset requirements threaten existing employment.

Tip: Be honest, transparent, fast, and fair. As much as possible, promote from within and empower your quality people to acquire the skills necessary to grow and transition with your company.

Although leaders can't always make people feel comfortable with change, you can minimise resistance. Identifying the sources of resistance is the first step overcoming it. When you are aware of these potential reactions, you can plan the implementation of your initiatives accordingly, and get better, faster results.



Conclusion

The world is changing at an unprecedented rate. Some say we are in the midst of a paradigm shift as dramatic as the Great Enlightenment, as technological advances take us into the future at dizzying speeds.

As a CEO, you need to have the tools and techniques to change and grow in this new world or you simply won't survive.

High growth leaders know this truth and are always making adjustments to the plan.

We have covered a lot of territory in our journey together through the inner workings of high growth leaders and their companies. To ensure you understood the most salient parts, here is a quick summary of what we covered...

1. We talked about the different phases of a company's growth and how you know when your company is ready to move from the Prove Phase to the Growth Phase.
2. We looked at the shared qualities of high growth leaders. Some of these qualities you may already have, and some you may need to develop through training and coaching.
3. We discussed how to go about getting and keeping the outstanding team you will need to move into the growth phase of your business.
4. We turned our attention to developing strategies that will cover all aspects of the change process and allow for ease of implementation.
5. We explored what it takes to successfully implement a well prepared-strategy and how to align your business to manage the changes ahead.



As you read this ebook, I hope you took the time to ask yourself the tough questions about where your company is now, and what it will take for you to achieve long-term success.

If you're like some, you might be discouraged because you fall a little short right now. Don't worry. None of us was born with a full set of success skills. The important distinction that separates high growth businesses from the rest of the pack is that high growth leaders are willing to acquire the skills necessary for success... while others simply aren't.

Acquire All the Skills You Need to Take Your Business to the Next Level

That's why I've created **High Growth Academy** -- an innovative e-learning system that will help you acquire all the skills you need to move your business solidly into the Growth Phase...and keep it there.

This is a powerful system that will teach you to implement the strategies that will help you grow your business.

With High Growth Academy, you get...

- **Results-Driven Training** -- so that you identify your business goals and achieve the success you deserve
- **Inspiration** -- mindset shifts that keep you consistently optimistic, inspired, and energised to grow your business beyond what you thought possible



- **Step-by-Step Information** that makes it easy for you to understand and implement these strategies in your business
- **A Proven Track Record** -- High Growth Academy has trained thousands of companies worldwide on high growth strategies
- **Sustainability** -- the training materials are designed with sustainability in mind, perfect for any potentially high growth business.

Remember that being a high growth leader requires a lifelong commitment to continuing improvement, and the open mind will expand to meet the future.

To learn more about whether or not High Growth Academy is right for you, visit us online at <http://highgrowthacademy.com/>

Success is at your fingertips. All you have to do is reach out and grab it.

To your success,

Stuart Ross,

Founder
High Growth Academy



Appendix



Strategic Plan on p. 52

 xxxxxx Strategic Plan		Strategic Overview	3 Year	1 Year	Quarter
Description	Participation	Company Status	3 Years	1 Year	Quarter
Purpose	Market	Status and Activities	Key Goals	Key Goals	Key Goals
Values	Target Customer Segments	Products/Services	Key Metrics	Key Metrics	Key Metrics
Risks	Geography	Distribution	Key Initiatives	Key Initiatives	Key Initiatives
Core Values	Products/Services	Financial	Key Initiatives	Key Initiatives	Key Initiatives
Strategic Focus	Market Drivers	Key Initiatives	Key Initiatives	Key Initiatives	Key Initiatives
Measurement of Success	Measurement of Success	Key Initiatives	Key Initiatives	Key Initiatives	Key Initiatives

