



**EXECUTIVE
BUSINESS
ADVISORS**

Making Businesses Stronger

High Performing Teams: A Proven Plan To Get More Out Of Your Employees



CHAPTER ONE

As I walked into my office and set my pile of books and papers on my desk, I looked out the window and saw that it was raining heavily outside. My office had a large window with a beautiful sea-view, but even that view couldn't relax me that evening as I sat down behind my desk and stared at the downpour. I wondered, "Why was it so difficult for me to manage this team?" I had just gotten out of an intense four-hour meeting with my sales team, and I had never felt so overwhelmed as I did at that moment. I was only in charge of eight sales executives and it was starting to sink in that my job was consuming me inside and out.

I was very ambitious when I started in this role as Sales Director. In my mind, I had only just started this journey toward success and I was finding it very difficult to even conquer this first step. What the hell is going on, I asked myself, and why can't I figure out how to make this team work the way I knew it could?

I went home and spent much of the weekend examining these questions. In one way, each and every one of us is on an equal playing field because we all have only 24 hours to work with on a given day. Clearly, there are other factors involved, but

setting those aside, we all start each morning with goals for that day and we only have 24 hours to achieve them.

So why are some people highly successful, while others spend a lifetime frustrated by the results of their work? What is the difference between someone who achieves at a high level and someone who doesn't? I'm referring to people for whom the playing field was otherwise completely level, people who grew up under the same economic conditions, people who had very similar levels of education and whose families had the same types of connections.

And still, I saw that some people were wealthy millionaires and held positions of power and influence while others struggled to get promoted at their jobs or had trouble even holding a job.





It couldn't even be explained by how smart someone is. The ranks of highly successful people in this world include many who had very little education and are more or less self-made. At the same time, you don't have to look too hard to find an MBA or a PhD who can't make ends meet.

So, what was this secret formula, this thing that successful people do, or don't do, that leads to the kind of success I desired for my own life and career? I was determined to get to the root of this question and figure out how to apply it to my own circumstances.

I quickly realized that if I were going to achieve my goals, including being in charge of larger operations, I had to develop myself as a more effective leader. That led me to question how I define success.

Clearly, it wasn't really about performance and metrics at its core. Those numbers may serve as useful information in evaluating the performance of a team or company, but they don't serve you very well as the basis for establishing your personal goals.

Success... Redefined

In the following month or two, as I pondered on these questions, I had a lot of "A-ha" moments. One of the first and most important epiphanies I had could be summarized like this:

"No one can be successful completely on their own. Failure, however, is often a solo act."

I started taking stock of practically every successful person I knew personally, as well as many I had read about. These are people whose footsteps I hoped to follow in, so I started thinking about how they had achieved success and in which ways they had had common experiences. I realized that these successful people, who had been where I wanted to go, were leading operations that involved thousands of people. In other words, they had help and plenty of it.

I decided to re-think my personal definition of success. I decided that, from that day forward, I would consider myself successful if my business is capable of running effectively without me. That would mean that I had put the right processes in place and developed a high-performing team that is able to run the business in my absence, leaving me with time to focus on the goals I want to pursue next.

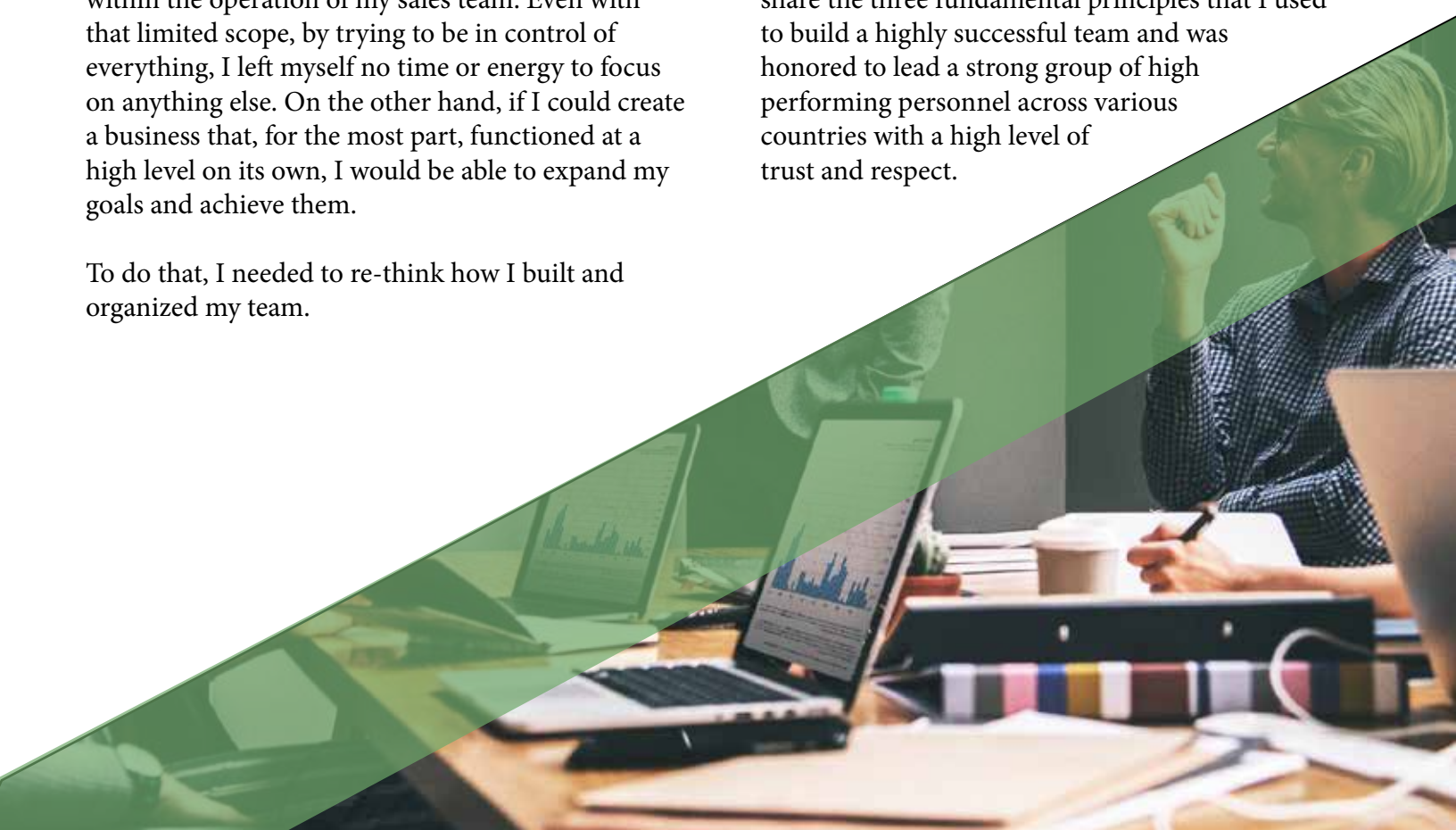
Let's examine that definition. When you are in charge of a business and your goal is to be as profitable as possible, many moving parts have to work well together. First, you must have a product or service to sell, so it stands to reason that this product or service must be of high enough quality that people want to pay for it. Then, you have to have a marketing and sales operation that is able to get the word out in a compelling message and complete the sale. Finally, you absolutely have to deliver the results that you promised in your marketing and sales messaging.

I realized on that rainy day in Mumbai, staring out of my office window, that I alone cannot be every moving part in the system. And remember, at the time, I was only responsible for the moving parts within the operation of my sales team. Even with that limited scope, by trying to be in control of everything, I left myself no time or energy to focus on anything else. On the other hand, if I could create a business that, for the most part, functioned at a high level on its own, I would be able to expand my goals and achieve them.

To do that, I needed to re-think how I built and organized my team.

Once I figured out the formula for doing so, I began to cautiously implement it with my team in the company. I had to tweak it as and when it was necessary along the way and learnt a lot of important elements of how to take care of sensitive issues as they arise. But I was determined to follow that path irrespective of whatever hardships and pushbacks I would face. And after about two years of practicing it thoroughly every day and on seeing significantly much better results, I was soon given a major responsibility & became the country head responsible for the company's overall performance with a much bigger team of about 300 people. This was a wonderful feeling & I could taste what success was like. But I was determined not to sit back and relax, because, I knew that I could still do better, much better and thus continued the hard work and improvised further and built a formidable team of employees reducing the attrition rate significantly & improving the company results substantially. My efforts & success was recognized and just after another three years, I was given the responsibility for the overall operations of 5 countries and 1,200 people.

If I can do it, so can you. It is only about doing the right thing in the right way. Having said that, let me share the three fundamental principles that I used to build a highly successful team and was honored to lead a strong group of high performing personnel across various countries with a high level of trust and respect.



The 3 Key Principles to Building a Highly Effective Team

Previously, I had built and managed teams in a very traditional way. When hiring new people, I looked at their resumes to gain an understanding of their background and experience. During interviews, I tested their knowledge, and gauged how I felt about them at a gut level. After checking references, I made my decision on the candidate I wanted to hire.

While all this sounds fairly reasonable, it had led me to this point in my career... feeling overwhelmed and bogged down by the demands of my job. I came to the conclusion that I needed to build my teams on three important principles:

1. Delegation
2. Empowerment
3. Trust

I believed strongly, and still believe to this day, that this is the best way to build a team that performs at the highest levels without needing constant, hands-on supervision.

Delegation

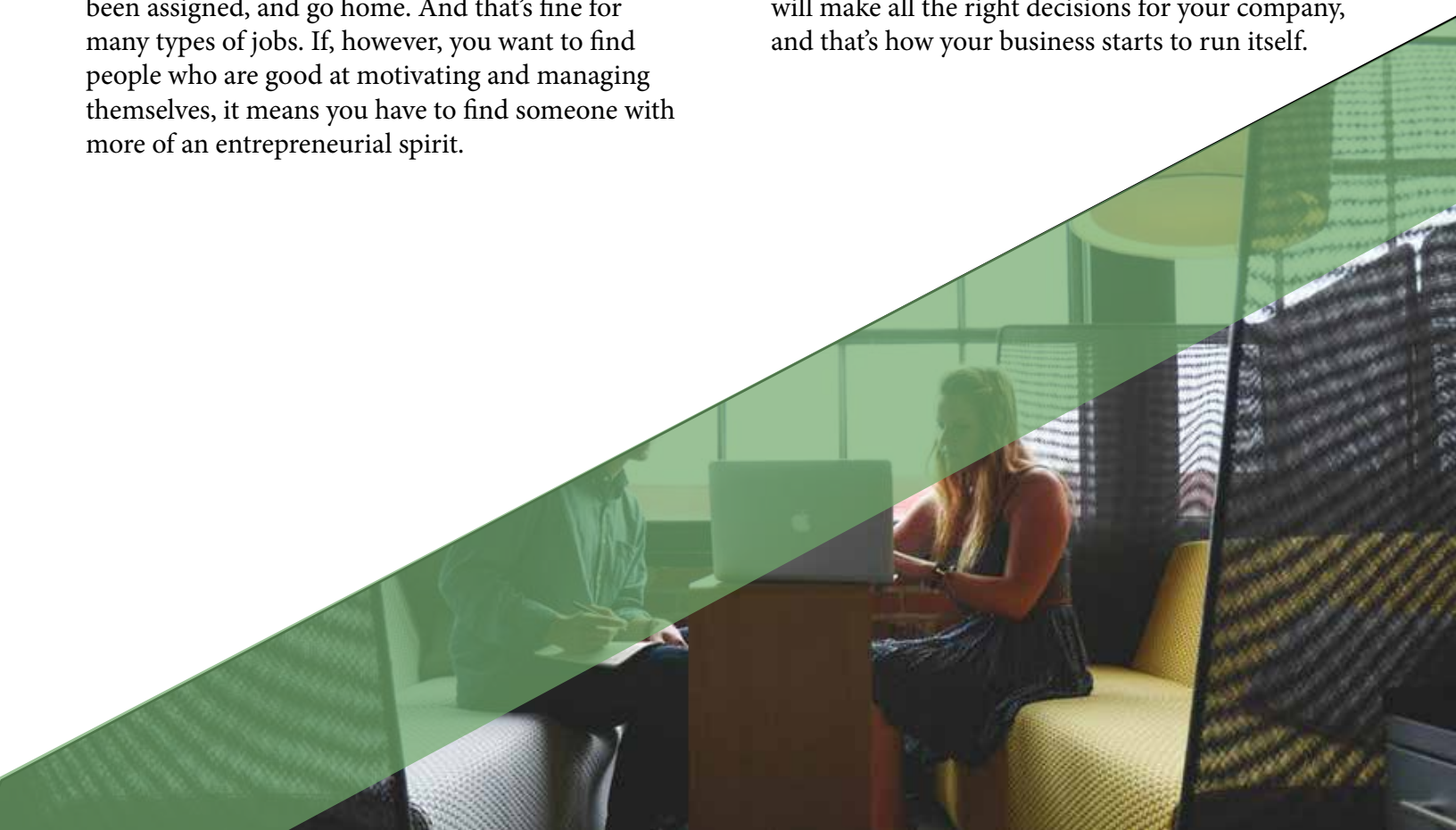
When you delegate, you do almost all of your managing on the front end. Let's say, for example, that you have a project you want one of your team members to work on. To delegate effectively, your role as a manager is to communicate clearly what you want done and when you want it done by. It's also important to convey why the project is relevant and what the impact is expected to be. This allows the team member who has been assigned the project to feel like they have some ownership in its success or failure. If you do this on a consistent basis, your employees will feel a greater sense of fulfillment with their jobs, will hold themselves accountable to the results, and will work harder to achieve them.

That means that, when you're interviewing, you need to discuss a candidate's ability to manage themselves. Get the candidate to talk about other times in his or her career when they have had important projects delegated to them, and which they have completed successfully. While there are a lot of people who are very good at what they do, some consider themselves "worker bees," who simply want to come to work, do a great job completing the tasks they've been assigned, and go home. And that's fine for many types of jobs. If, however, you want to find people who are good at motivating and managing themselves, it means you have to find someone with more of an entrepreneurial spirit.

Empowerment

Of course, it's not enough to simply delegate tasks to your employees. The goal is not just to delegate, but to build a team that will make the right decisions for your business. And that means you must empower them to make those decisions without checking with you or another supervisor in advance. Empowering an employee means teaching them how to make the right decision under a wide range of scenarios. And despite your best efforts during this teaching or coaching process, you may find that you can't cover every possible scenario. At that point, your employee has to understand your business and your goals well enough to make the right decision, even when it's not something you've already discussed with them.

One thing you can be certain of is that mistakes will be made. However, instead of punishing or criticizing the employee for the mistake, it's better to use this as a teaching opportunity. Tell him or her what you would like to happen the next time the same scenario comes up. This will accelerate their learning and expand their knowledge of what your company does and what your goals are. In time, they will make all the right decisions for your company, and that's how your business starts to run itself.





Trust

Eventually, you'll reach a point where you have built your team the right way and you have faith in their ability to make the correct decisions and get things done. Still, some business owners and managers find themselves wanting to get overly involved in the day-to-day details of their business, even when things are going well. Imagine someone from your past with whom you've worked for a long time, someone who, over the course of years, has always done an outstanding job and made the right decisions. Because they have such a strong record of performance, it wouldn't make sense for you to try to tell them precisely what to do. In fact, you may instruct them to do the wrong thing, because they are the ones who are performing the job every single day while you are focusing on other things.

This is the level of trust you want to have with your team members. Remember, the whole point of building a team in this way is to give yourself the time and energy to focus on more high-level issues, like strategies for future growth, and other goals you may want to achieve. If you can't trust your employees to do their jobs the way they're supposed to, especially if they have proven that they are more than capable of doing so, you are simultaneously

stealing time away from focusing on future opportunities while potentially overruling good decisions with bad ones.

All of this comes down to effective leadership. As a leader, my goal was to build the most effective team possible. Additionally, it was important to me that my team felt good about their jobs and their employer so that they would perform at the highest levels. Up to that point I had been a boss – in other words, a manager who told his employees what to do. On that frustrating rainy day, sitting in my office staring at the rain, I started a journey that took me from being a boss to being a true leader.

I think the best way to put it is that a boss is someone you have to follow. A leader, on the other hand, is someone you want to follow. And I have found that it is one of the most important keys to running a highly successful business.

HOW YOU CAN APPLY THIS LESSON

As a business owner or manager, one of the keys to reaching the highest levels of success is your ability to develop a team capable of running your business without your constant involvement. But creating that team can be difficult, especially if you've never done it before.

Here are three things you can do to start assembling that team.

1. Set clear goals with outcomes that are attainable and measurable. This way everyone knows what they are expected to accomplish and nothing is left to chance.
2. Create a “common vision” for the outcomes and goals of each project. By creating a shared vision, your team will be unified, and different perspectives on what a successful result looks like will be kept in check. Make sure everyone is working towards the same goal.

3. Provide an open, collaborative, and judgment-free work environment. Of course, doing so is easier said than done, but when you encourage team members to leverage the expertise of others without looking inadequate, you create a workplace where goals are achieved faster and more accurately.

Using these guidelines, you can immediately start building a team that can function as an independent unit, consistently driving towards success.



CHAPTER TWO - DELEGATION

There is a common misconception about what delegating means. It often gets confused with merely telling people what to do. As a manager or business owner, you are responsible for the performance of the people who report to you. And in the case of a business owner, that means everybody who works for your company. When I use the word delegate, I'm referring to the delegation of responsibility, not the delegation of tasks. There's a big difference. Simply delegating tasks, including all the details contained within those tasks, is also referred to as micromanaging. There is a massive downside to micromanaging because your employees become conditioned to making decisions based only on what they think you want. More important, they try to make sure they're doing their work exactly how you would want it done. As a result, even if they have an excellent idea about how a task should be done, they are more likely to keep it to themselves because they think that's what you want them to do.

In the end, you miss out on the full benefit of what your employees bring to their jobs. In other words, you're paying for an entire employee, but you're not getting the benefit of his or her creativity, ingenuity, or intelligence. It's like buying a nice car and only using it to listen to the radio. Plus, it's exhausting for

you because you have to keep thinking of every little detail and stay on top of it if you're going to hold your people accountable.

When I talk about delegation, I'm referring to delegating responsibilities. That is, telling your employees the result that you want, but not exactly how to get there, because that is what they are capable of figuring out themselves. Of course, to delegate responsibilities the right way, you have to provide effective training to your employees. That means you're dedicating a fair amount of time up front to make sure your employees know what is expected of them. Think of it this way; once you have your employees trained correctly, and you can delegate responsibilities to them, you save a tremendous amount of time on the back end because you're not micromanaging every detail.



Plus, you're getting the added benefit of their intelligence, creativity, determination, and ambition.

Logically, most people would agree that all of this makes sense. Why then are so many business owners and managers reluctant to delegate? Through my experience and research, I have determined several common reasons for this. And if you find yourself thinking or saying any of these phrases, you might want to consider it a possible indication that delegation is an issue for you.

“If you want something done right, you have to do it yourself.”

We've all heard this phrase a thousand times, right? Among successful people, especially entrepreneurs or business owners, it conveys a sense of self-confidence, which makes sense because most people in this position have some substantial accomplishments behind them. In other words, how could they have gotten as far as they have unless they knew what they were doing? They must be doing something right!

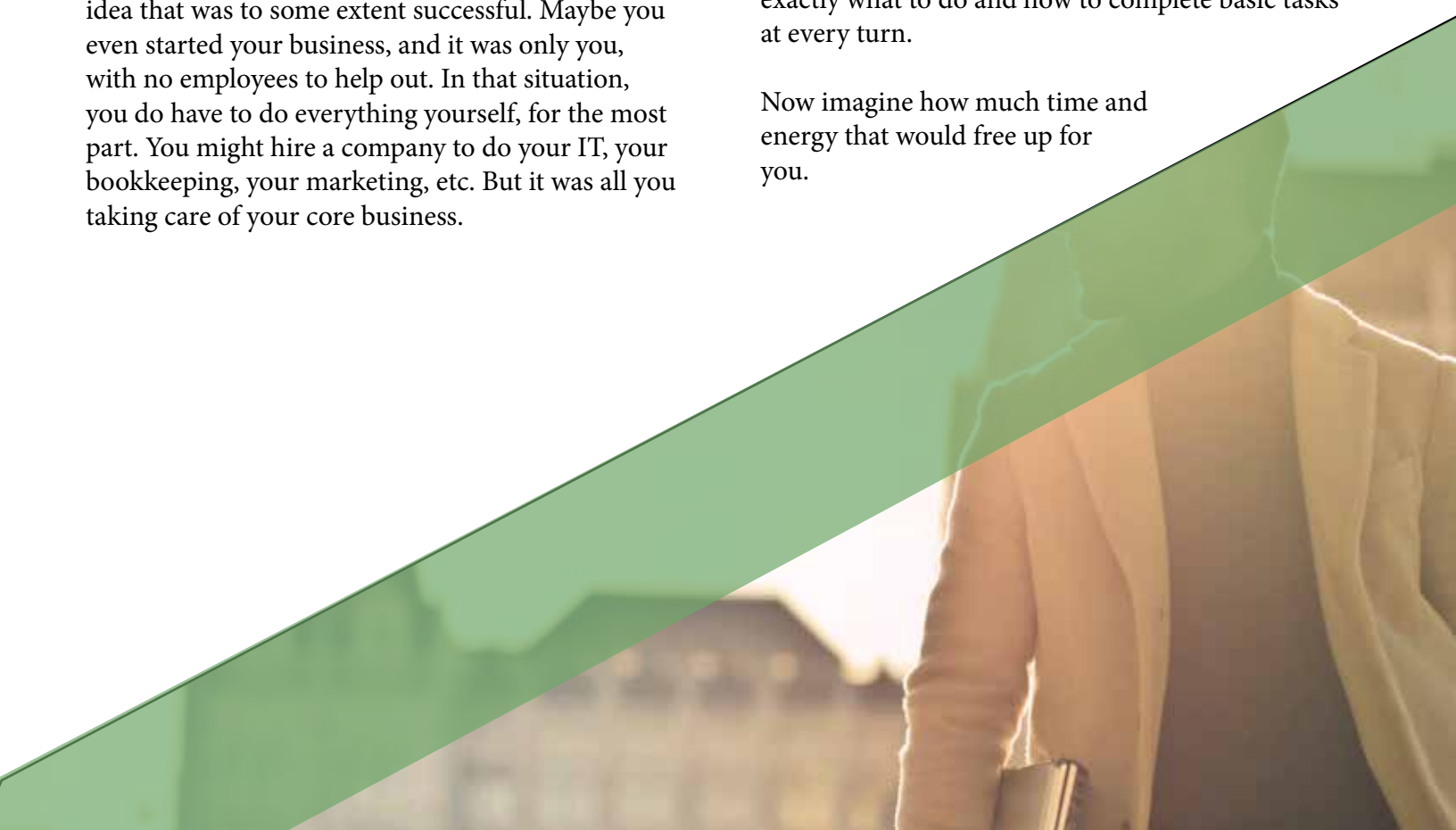
I don't blame people for feeling this way. If you're a business owner, you had to have started with the idea that was to some extent successful. Maybe you even started your business, and it was only you, with no employees to help out. In that situation, you do have to do everything yourself, for the most part. You might hire a company to do your IT, your bookkeeping, your marketing, etc. But it was all you taking care of your core business.

As you grow, however, you have to start looking at things differently. Often, that means hiring employees to fulfill the expectations of your customers. At this point, you have to change your thinking. No longer can you operate under the assumption that you alone can get things done the right way. You have to make the transition from a boss to a leader.

And if you think about it, isn't this the best business strategy you can have? After all, if you start by hiring three or four people to your company, isn't the best thing for your business to get the very best of what your employees have to offer? Or, put another way, doesn't it make sense to get the most you can for the money you pay to your employees?

Please understand, that does not mean working your employees to exhaustion. It involves training them on what your business does and what you want to accomplish, communicating clearly what your expectations are for them, and then letting them do their jobs to the best of their ability. Imagine for a second what it would be like to have complete confidence in a team to make the best possible decisions for your company and executing on those decisions. As opposed to you having to tell them exactly what to do and how to complete basic tasks at every turn.

Now imagine how much time and energy that would free up for you.





“My company, my responsibility.”

This type of thinking often goes hand in hand with the type of thinking described in the previous section. As business owners, it’s a good thing to become self-identified with your business. When you go to a cocktail party or a networking event, how do you introduce yourself? Chances are you tell them your name and the name of your business, along with a little bit about what your company does and the value that it provides. That’s good because it shows that you hold yourself accountable for the results and accomplishments of your business. Some business owners, however, take it too far.

Instead of focusing on the results, they also feel responsible for every part of the process that takes place within their company and sees themselves as the ones who are solely responsible for it. That sounds unimaginably overwhelming, right?

To be clear, delegating doesn’t mean completely abandoning your business. That would also be an abandonment of your leadership obligations. What it does say is to make sure your employees know what to do and that they’re good at their jobs. Then, check in with them from time to time to make sure

they know you’re available if they have any questions or need any critical, high-level decisions to be made.

This will give you enough time and energy to focus on how your company is performing, and where you want your business to grow in the future. It will allow you to cultivate new relationships with potential customers who can bring in a lot more business. And it will also give you some time to enjoy your life, whatever that may mean to you and your family.

“I want my employees to be good, but not too good. That makes me uncomfortable.”

This is a little tougher to pin down because most successful people, such as entrepreneurs, don’t want to admit they feel this way. Not even to themselves.

However, when they dig more deeply, they discover that they feel a little threatened by the idea that anyone else could do their job as well as they can. You’re more likely to see this in the corporate world, where executives and managers may be concerned that a subordinate might leapfrog them for a promotion. That said, it does happen within small entrepreneurial businesses as well.

In most cases, I’ve found that, once the person I’m

working with realizes what's going on inside their feelings, this is fairly easy to correct. Once you identify that this is a mindset that's holding you back, it's simply a matter of reinforcing to yourself that your employees are not a threat to you, but rather are there to help your business be more successful. Over time, this change in your mindset will become permanent. Furthermore, by delegating important tasks and decisions to them, you make them feel even more positive about their jobs and more loyal to you, their employer.

One of the best ways to overcome this is to make sure you have an open line of communication with your employees, which is an important part of building an elite team anyway. By communicating openly, you'll be able to understand what motivates your team much better. As you get to know them more and more, you will probably find that most of your team is happy to be able to communicate with you so openly. And most important, you'll feel better about their roles and ambitions with your company and less like they pose a threat.

“I don't want to be left out of the loop.”

This is another area where open communication helps a lot. For many business owners, having someone on your team who can be self-sufficient can make them feel as though they don't have a finger on the pulse of their business. That might seem like an issue because, if someone asks you a question about your business and you don't know the answer, it could be a little embarrassing. Worse, if you're talking to a customer or client and you don't know the answer, you might worry that it could shake their confidence in your company.

It's important to accept that, the larger and more successful your business becomes, the more impossible it is that you'll be able to have every detail right on the tip of your tongue. So, if you can't overcome this obstacle, you're limited in how much your business can grow and expand. After all, there are only so many details you can keep straight in your head, and that shouldn't be something that limits your company's potential.

For the most part, your customers will understand that, if they have a question, you might have to check and get back to them. It's far more important that you focus on actually getting the information they want and getting it to them as quickly as possible, as opposed to trying to know everything that's going on, without exception. Additionally, it's a good idea to set up regular, structured meetings so that your team has an opportunity to update you with what's going on in your business. That will enable you to have confidence that you're aware of the most important things going on with your company.

No matter how you accomplish it, learning to delegate is a key factor in ensuring that your company can grow. That means you also have to learn how to hire and train your team members effectively. You have to coach them whenever the opportunity presents itself. If you don't start to delegate, on the other hand, there is a high price to pay because your company's ability to grow will be limited by your capacity to be productive.



HOW YOU CAN APPLY THIS LESSON

As your business grows, you'll reach a point when there simply aren't enough hours in the day for you to do it all yourself. If you want to continue growing, you have to learn to delegate effectively. That means delegating responsibility, not just simple tasks, freeing you up to focus on strategies that will drive growth.



CHAPTER THREE - EMPOWERMENT

Once you're comfortable with the idea of delegating to your employees, you've only taken the first step. And while it is an important first step, empowering your employees to do their work the right way is just as important. Delegation without empowerment leaves you delegating only the simplest tasks, such as those that require almost no training or direction at all. So, if the only tasks you're delegating are making photocopies, loading paper in the printer, answering phones, and getting coffee, you're not really getting the benefit of delegating to your employees.

Instead, if you have five employees and this is how you delegate, you really only have five extra sets of hands, which means you're leaving their minds and hearts on the sideline. Another example of delegating without empowering would be giving an employee more complex tasks, but hovering over every detail.

So, for example, Let's say you own a sandwich shop with a storeroom in the back that's become very cluttered and you want it cleaned up. Delegating without empowering means you would tell the employee you have assigned this to exactly what to throw out and where to put every single box of utensils, every roll of paper towels, all the cleaning supplies, and so on.

So why is that a problem? Well, first, it's simply too much for a business owner to keep track of when cleaning and organizing the store room is only one of a thousand things on your mind. By using this style of delegation, you've turned one of those thousand things – organizing the store room – into an additional 25 or 30 things, essentially the number of items in the store room. Second, when you are highly specific with micromanaging how you want things done, the employee focuses on completing the task exactly how you want it done. So, if there's a question in his or her mind about how you want the store room organized, he or she is going to interrupt you with questions every time they're not sure what to do.

Now, compare that with a scenario in which you have empowered your employee to make decisions on their own. Instead, you would focus your instructions on the results you want in organizing



the store room. You would tell your employee that you want the store room cleaned up and organized, showing them briefly what types of things should be thrown away and the end result you want. For example, you might say that anything over two years old should be thrown away, make sure all the cleaning supplies are locked in a metal cabinet, and you want a clear path from the door to the back of the store room. If they have any questions, you answer them on the spot, and then leave them to their work. You've just taken a task that might take a few hours of your time to one that takes a few minutes.

At this point when I'm working with clients, a couple of questions come up frequently:

“It's my company! Why shouldn't I have things done exactly the way I want them?”

If that's what is most important to you, having everything done exactly how you would do it yourself, that's entirely up to you. However, it is a choice, and what you have to accept is that you are choosing to limit your growth potential because there simply aren't enough hours in the day to do it all if you have big dreams.

“What if it's just faster to tell them exactly what to do than to deal with all the interruptions and fixing the mistakes?”

Indeed, it's true that empowering your employees to do a good job with the tasks you've delegated to them takes more time on the front end. Remember, however, that we are talking about a long-term view of your business performance. The purpose of doing

this is to free up time on the back end so that you can think about your business more strategically, instead of focusing strictly on day-to-day tasks. You may be familiar with the frustration that comes with feeling like you are working your behind off and not getting anywhere. And you may wonder how those entrepreneurs who are wildly successful find the time to do it. This is one of the ways they are able to find that time.

For some people, this is an entirely new concept. They may have spent their whole lives either being managed or managing other people without empowering them to make decisions and to work independently. That often leads to the big question...

How do I learn to empower my employees? That's where leadership comes in.

The role of leadership.

Remember earlier when I said that, in order to empower your employees, you have to spend a little more time on the front end to save a lot of time on the back end? That additional time is spent training your employees and coaching them while they learn how to perform at a high level. Many people think that coaching and training are the same, or at least go hand in hand. However, while they are both vitally important to your business,





there is a difference between the two.

When you are training a new employee, you are teaching them how to do their job.

Coaching, on the other hand, is more about building an employee's knowledge and confidence to make decisions that benefit your business. Let's say, for example, that you own a landscaping service and you've just hired a supervisor who will be in charge of three crews. As you train your new supervisor, you might talk about the routes that his or her crews will be working, a list of the customers on those routes, any specific issues or challenges you might have with a specific customer, and any paperwork that your new supervisor might have to complete. Training needs to be largely complete before the supervisor can start working.

For an entrepreneur, coaching should be ongoing. It's never complete because unique circumstances always come up. Coaching is about developing someone to make good decisions so that you don't have to make all of them yourself. If, every time a decision has to be made, your employees have to come check with you, it can slow down your business, which may be a problem for your customers. Your goal as a coach is to educate your

employees on the high-level objectives of your business and teach them how to base decisions on that overall purpose. While training can be cut and dry, coaching is often fuzzy around the edges. There's usually only one way to fill out a form correctly, but for many scenarios, there may be three or four viable options on how to proceed and your employee needs to know what to do. They need to be able to decide which option is the best.

You can be certain that, as you coach a new employee and develop their decision-making skills, he or she will probably make a decision that you don't agree with. You have to develop the mindset that, just because you don't agree with it, that doesn't necessarily make it wrong, especially if there are three or four options available. Instead of becoming frustrated, it's important for you to see these moments as opportunities to coach your employee.

Ask them how they arrived at the decision they made. What other options did they consider? You may need to reassure them that they're not "in trouble," while explaining to them what you want them to do if the same scenario comes up in the future.

The key to being a good coach and empowering your employees is patience. Over time, the employee

you're coaching will improve those decision-making abilities and zero in on your goals for your business, aligning their decisions with your strategies. Putting in the time, effort, and patience necessary to coach your employees is an important part of being a good leader.

It's about giving a piece of yourself.

Here's an exercise I'd like you to try right now. I want you to take a step back and see yourself the way your employees might see you. You are an entrepreneur, a business owner whose company is successful enough that you've had to hire employees to run your business the right way. You probably have a lot of experience, both in the business you currently run and other industries as well. There's a good chance that you're a little older and much more accomplished than most of your employees, which means they may admire you as an example of who they aspire to be, and not just their boss.

Surely you can recall a time early in your career when you had a similar relationship with your supervisor, right? Think back to the first person you worked for who you looked up to. Maybe it was a manager in a large company who took you under his or her wing and showed you the right and wrong way to do business. Or maybe one of your first jobs was for a small business where you reported directly to the owner of the company, and you had the utmost respect for his or her accomplishments.

Think about how you felt about this person at that time, when you were just starting to learn what it was like to be an adult in the business world. By empowering your employees through effective coaching, you can be this type of person to them.

Every day, you can give them the gift of a little

piece of yourself, a piece of your experience and knowledge. You can share your wisdom with them. And, leading by example, show them how to conduct themselves in their jobs. And you will be similarly looked up to, admired, and respected.

Why is this important? Because, by giving this piece of yourself to your employees, you are putting them in an environment where they are more likely to want to do a great job for you. Remember, they have ambitions, too. They understand that what you share with them will help them as they progress in their careers. Not only will you get high-performing employees, you'll have loyal employees who want to do the best they can for you. And that can only benefit your business.



HOW YOU CAN APPLY THIS LESSON

Delegating without empowering employees to make good decisions does very little to help your business grow because it doesn't free up very much time for you. Empowering your people to make the right decision eliminates the need for you to keep up with all the mundane details day by day, hour by hour. And that gives you more time to focus on targeting your goals for growth.



CHAPTER FOUR - TRUST

The last part of this equation is trusting your team members and it is probably the most important. Why? Because without this third and final component, the first two have little value. Sure, you might make incremental improvements in efficiency and productivity, but without trust, you'll never be able to grow to the levels you aspire to. Remember, this is not an academic exercise. The whole point of delegating, empowering, and trusting is to help your business perform at a higher level. The strategies I have laid out here are designed to optimize the performance of your team, freeing you up to focus strategically on your business, instead of getting bogged down in tactics and details.

Trust is what allows you to have confidence that the team you have hired, trained, and coached to be high-performance employees will fulfill their job duties. As a business owner focused on building your business strategically, you have a lot of responsibilities and they sometimes take you away from your place of work. That's why you have employees. So, if you have to attend meetings or travel out of town to advance your business interests, can you do that effectively if you're worried about what's going on back at the shop? With some business owners, they will do an outstanding job of learning how to delegate tasks and coaching their team members to make good decisions, and even after their employees have shown that they can make

those decisions, the business owner still has a lot of stress and anxiety over not being involved in the day-to-day details.

For some entrepreneurs, this change in the way they think can be extraordinarily difficult because it really has nothing to do with your employees. It's all about you. It's all about your ability to adopt a new mindset where you can let go and leave your business in the hands of the people you trust. And the reason you trust them is because you selected them, you hired them, and you trained them to be good at what they do.

Another reason some business owners may have difficulty is if they, for whatever reason, simply aren't very trusting of other people. Indeed, trusting people comes naturally for some and is problematic for others. Whether you are comfortable trusting people or not may go all the way back to your childhood and how you were raised, along with all





the various experiences you've had throughout your life. If you've reached this stage of your life and you simply aren't comfortable trusting people, you may have a lot of work to do. That said, it is absolutely worth the effort you put into it.

I have worked with many clients who have a deeply ingrained inability to trust, or at least they start out that way. I can tell you from experience that, while it takes some work, anyone can change their mindset to a trusting one if they're willing to look inward at themselves honestly and openly and make the commitment to change. You have to truly want to change for the benefit of your business success. I have seen some amazing transformations, and developing a trusting mindset comes down to making three important changes:

1. Recognizing and accepting that you need to change your thinking, and doing so without judging yourself negatively. You may find that you are selectively able to trust people. For example, it's possible that you are very trusting when it comes to your interpersonal relationships, such as with a spouse, family member, or close friend. When it comes to business, however, you may be far less likely to trust people. Or, you may not be able to trust people very well at all. Either way, it doesn't mean there's something "wrong" with the way you

think, but it is something you'll need to change to achieve your goals.

2. Shifting your focus to results instead of tasks. This may be a long-held habit that will take some time to change. Be aware that this requires some patience because the end result usually takes a little time to get to while the process plays itself out. Meanwhile, while you're waiting for this end result, the tasks you're accustomed to keeping an eye on are being handled by your team. You may have to focus intently and consciously on not getting bogged down with these details, and instead spending your time working on the bigger picture that will allow your business to grow.

3. Being patient. Often, there is a correlation between business owners who find this challenging and people who are considered "Type A" personalities. These are people of action, people who want to get things done and move on to the next project. They are fast-paced people who have been successful because they have no shortage of energy and thrive on adrenaline. It may even be why they started their own company, because the rest of the world simply doesn't move fast enough for them. For these entrepreneurs, they may need to wean themselves off of being focused on every little detail. And while it may be challenging, it can be done.

HOW YOU CAN APPLY THIS LESSON

While it may be the most challenging, learning to trust your employees is the key to building the team you need for you to grow your business. If you can't trust your team to perform at a high level, even if you've successfully mastered delegating and empowering, you'll have trouble freeing your mind up to focus on strategy and growth.



CONCLUSION

If you find yourself wondering if all of this effort will be worthwhile, I can assure you that it is. Right now, I want you to pause and take a step back, and think about what your goals and dreams are for your business. Unless you're content simply seeing your business ownership as you might a "job" you go to Monday through Friday, you have to position your business so that it will grow.

If you think about it, time is the only level playing field in the business world. It's one thing that the highly successful business owner with a company that brings in revenues in the millions of dollars has in common with the person who happily works for an hourly wage. Indeed, some people start out with more money than other people. Some people may have grown up in a family with better connections than others. Some people are better educated than others. And, yes, some people have more luck than others. However, each of us gets only 24 hours in a single day.

Developing a team that performs at a high level allows you to earn money beyond what you can accomplish by yourself in 24 hours. By combining your efforts and productivity with the efforts and productivity of your team, there is truly no limit to how profitable your company can be. After all, if the business that you bring in starts to exceed what your team can do in those 24 hours, you can always expand your team to meet the need.

I sincerely hope that this e-book has inspired you and opened your eyes to what is possible for your business. There are many people just like you who have accomplished great things as business owners, and many others who started out with even less than what you have. Neither success nor failure are pre-ordained. And it's not a question of whether you have good luck or bad luck. I have worked with hundreds of clients who have started with little or nothing and built businesses that create wealth for them and their families.

My first wish for you is that you understand and believe that this can happen for you, too. My second wish is that you take the actions necessary to reach your dreams and enjoy a happy and fulfilled life.



THE MANAGEMENT EXCELLENCE WORKSHOP

Of course, building teams that perform at the highest levels is only partly how businesses like yours can position themselves to grow and be successful. Over nearly three decades of business leadership, I have worked alongside some of the best minds in business and had the privilege of learning what makes them successful. As the Founder of Executive Business Advisors, my mission is to now share those concepts with like-minded entrepreneurs who dream big and are determined to achieve their goals.

During my Management Excellence Workshop, you will learn the keys to transforming your business and accelerating your growth. It's a road map that involves taking the actions necessary for your business to achieve higher levels of success.

Whether you have an established business or are just starting out, if you want your business to grow, this workshop will lead the way.

You will learn a wide range of strategies that will allow you to:

- Build a strong foundation for sustainable growth.
- Turn your sales and marketing efforts into a business building machine.
- Create a high performing team.
- Develop a satisfying work-life balance.
- Become the leader your business deserves.
- Scale your business to grow consistently.
- Ensure business success by understanding why businesses fail.
- Reach the highest level of operational efficiency.

Studies show that 90% of all businesses fail in the first five years. Remarkably, most of these failures are avoidable and can be traced to several root causes. You can take the first step toward making sure this doesn't happen to your business by attending the Management Excellence Workshop, presented by Executive Business Advisors.

To learn more about the Management Excellence Workshop visit GrowWithSanjay.com



ABOUT THE AUTHOR

Sanjay Parekh

Sanjay Parekh is Founder and President of Executive Business Advisors, a firm whose purpose is to help businesses achieve higher levels of success. Sanjay has more than 25 years of successful business leadership experience, which includes strategic planning, sales and marketing, team-building and global manufacturing. Sanjay's background ranges from his work as a director in a family-owned business to heading a multinational corporation in Asia.

Starting at age 18, Sanjay started his professional career with his father's manufacturing company while attending college. Even though it was a family business and his father was the CEO, he started on the shop floor and worked his way up, gaining experience in all the departments and functions within the company, and knowledge of how each department worked.

Working with his father, Sanjay was instrumental in growing the company to its eventual standing as one of the most successful packaging companies in India. He later served as a senior management member of a multinational corporation with operations in 18 countries around the world.

Sanjay's areas of expertise include turning around companies that are struggling financially by forging impactful business relationships, building cost-effective systems, identifying and analyzing challenges based on relevant information, and weighing risks and benefits. One of the keys to his work is his application of proven assessment tools that reveal hidden areas of potential improvement, leading effective solutions that help his clients meet their goals.



Making Businesses Stronger

