



DO BUSINESS FASTER™

Jim's Profit Accelerator 158 Hoarding Success

Success feels so good it's hard to really question it. The operative word is *really*. The common response of top-level leaders, especially when they are owners, is growth initiatives that polish the chrome and change the seat covers. The reason is simple: it was such a struggle to get where they are that they'll be darned if they'll take that big a risk again, except at gunpoint.

Test question: As you prepare your plans for 2018, what's the biggest investment you plan to make in your business? Let's map it on the line below. How does this investment compare to the biggest investment you've made, ever?

Here's how: On the lines below, mark **A** for the biggest, and **B** for 2018:

Size of Investment: Smaller ←-----→ Bigger

Size of Risk: Smaller ←-----→ Bigger

The math: If B is less than A, you're in danger of coasting: **B < A = Coasting.**

What does it mean? If you're investing more, but at lower risk, consider what that says about you as a leader. Even though your dollars are up, your risk is down. That boosts your longer-term risk. You've pulled back, ignoring the people like you out there who are dialing up their risk to get the kinds of success that you're now hoarding.

SPEED BUMP: If you could build this company, someone else is driving to beat you.

As you argue, consider the share of your balance sheet that you're risking. It's probably less than when you started out, but it's also less that it will take to fuel the kind of growth that pulls you *ahead* of your competitors. *Ahead* means that they can't catch you with one year's investment, or even two.

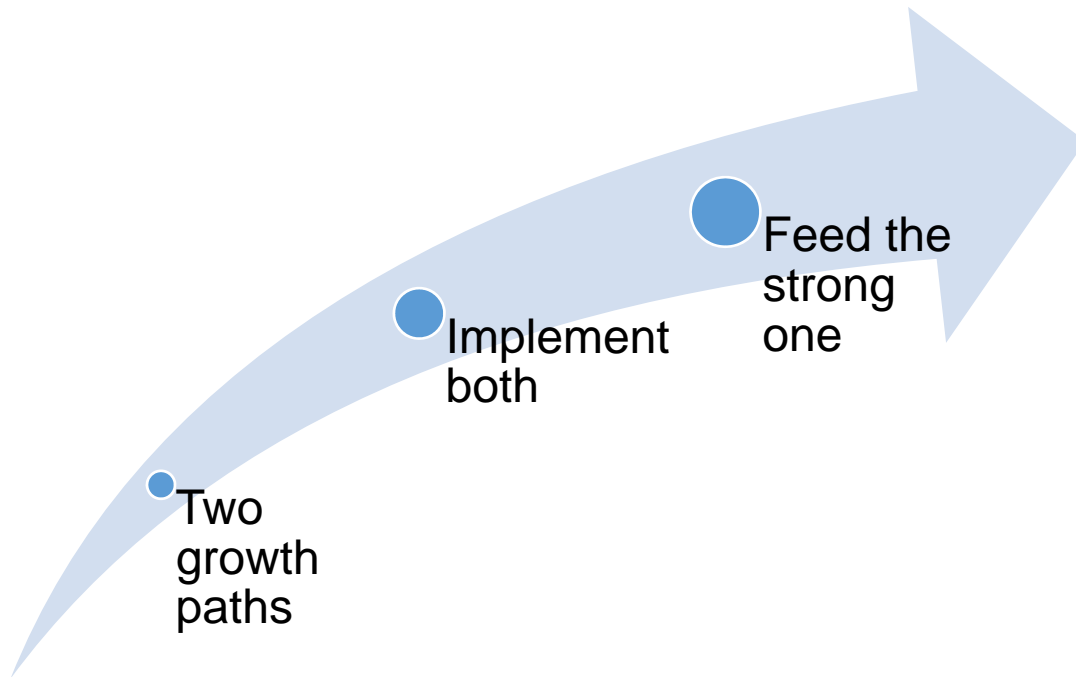
SPEED BUMP: What will you put on the table to stay on top?

Saving Grace: There is one way to get the result at a bit lower risk, but it demands the discipline and focus that can be tiring to maintain. Here's the three-step method to crank up your return and maintain acceptable risk:

1. Demand the analysis that yields at least TWO growth paths for your firm.
2. Ask your team to plan to implement BOTH.

3. After one quarter of implementation, stop the weaker one and shift resources to the stronger one.

SPEED BUMP: How will you recapture the fire that got your team here?



Secret: Your team is even more invested in “maintain first, grow second” than you are. That means that it’s unlikely that you, by yourself, can light the fire to produce the two alternatives in #1 above. No offense, but they’ll convince you of moderation, either by shaving the odds of the great outcome or by demonstrating the substantial earnings of moderate growth. All that will be true, but amounts to a surrender.

What to do instead? Bring in an outsider with the competence and questioning skill to pull greatness out of your team. It’s in there—they brought you to this place. The “outsider aura” is real. You’ve experienced it. Other winners do it. Do you have the courage to light it up for yourself?

ACCELERANT: Who will ignite your future?

For more information on how you can accelerate revenues and profits in your business, please call or email me.

A note on **SPEED BUMPS:** Use them to click quickly with an idea that can immediately be implemented in your life as a business leader. Think: “How can I use this today?” or “Who can use this?”

For more information, visit www.grewco.com.

Jim Grew, the Business Defogger and Accelerator, helps leaders discover hidden opportunities within their businesses and exploit them for dramatic results. Jim has led 9 businesses, worked in 31 companies at C-level, and is an expert in strategy and executive leadership. He presents regularly to industry groups, mentors business leaders, and shares insights in his Executive Letter (above). Jim holds BA and MBA degrees from Stanford

University. In his new book, *The Other Side of Succession*, he shares how to plan for the future by growing your business now.

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