

Modes of Management

By Bob Norton



Helping You Break Through Barriers You Can't See

This is a Sample Chapter From a Book In the Secrets of a Serial Entrepreneur™ Series

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Modes of Management – Shifting Management Gears

Adjusting Your Management Style to Your Company's Stage

From the moment a new company is founded to its appearance on the Fortune 500 list, executives must be able to transform the way they manage a company — shifting gears, often dramatically to a different management style — to ensure the company's optimum development. I am not referring to individual executive style here. What I am talking about is the total adjustment and evolution of the context in which major management decisions are made. I call this the “Mode of Management”, which is very dependent on the company's current developmental stage.

Every Company Is Unique. Every decision has a different context. Avoiding “reflex decisions” about “how I did it last time” separate the best executives from the also-rans.

Would you make the same product development decisions in an identical way with one hundred dollars in the bank and no customers as you would with \$50 million in the bank and 1,000 customers? Of course not! So why do many managers often run an organization in the same

way, despite the many gradual and often sudden changes that happen between these two extremes? It is human nature to continue to do what we have always done, to simplify and repeat what worked in the past, despite vastly differing circumstances. We need a system or context for adjusting and teaching the different “modes of management” as companies evolve. Some of these changes come naturally, but most are very subtle and linger far longer than they should. A failure to change can do substantial damage to a company before adjustments are made, or even doom the company to flat sales in the long term.

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A key to ensuring corporate success is to let the various stages of a company's development determine its overall management “mode”. It is a given that we must use the appropriate management mode for each and every decision and action we take in a company. The company's existing condition and/or stage of development is always the most significant determining factor, or the main context, for almost every decision.

Making Decisions In The Context Of A Company's Stage Of Development Should Be A Top Priority. Timelines are Different, Risk Appetite is Different and Most Strategic Decisions Will Be Dependent On That Context.

Companies can reap enormous benefits when the style by which they are managed is adjusted quickly to accommodate the company's shifting complexities, stages and sensitivities. In fact, quickly adjusting this mode of management can be a huge competitive advantage since most companies fail to adjust quickly enough. Just about every company exhibits often-overlooked, but critical, stress points that signal the need for decisive action or gradual reorganization. Recognizing these signs during a company's gradual metamorphosis, and responding to them appropriately, may mean the difference between bankruptcy and survival, or at least will help avoid stagnation.

Any good manager knows an adjustment in style and tone is warranted for different individuals and situations. People have different motivations and often respond differently to the exact same circumstance. This is natural; people react to other people's tone and body language in very individual ways. We receive immediate feedback in the form of facial expression, body language and actions, and adjust our reactions

The Learning Curve To Understand The Differences Of Managing Different Stage Companies Can Be An Entire Career.

accordingly. However, a company, which is a much more complex organism which consists of many individuals interacting with complex outside market conditions, provides little

immediate feedback. Therefore, it is very difficult to use direct feedback to fine-tune your management mode. Only years of experience can build enough data to form theories and adjust management modes with proper timing.

Why We Simplify Too Much

Millions of years of evolution have taught us to run from danger and created a mind that adheres to simple "rules" that have worked for us in the past. Our mind wants basic rules we can reuse and has been designed to use these learned shortcuts again and again. For example, we all know that fire is hot, don't touch it. The more pain (failure) or pleasure (success) that results from a lesson, the deeper these rules are ingrained in our minds. "Experiential" learning like this is remembered better because it involves more senses and pain and pleasure than simply reading something. This is why people who experience a single, huge success often have a tougher time changing or accepting inputs from external sources. They take this success as proof that they are "always" right and begin to repeat what has worked for them before. If they use their one 'learned' mode in a different context then they are more likely to fail.

Unfortunately, the world is much more complex, and changes much more rapidly, than ever before. In fact, this trend is accelerating because human knowledge is now doubling every few years. One hundred years ago, most people still used horses to get around and technology of any kind was primitive by today's standards. Because life is currently so

much more complex, we need these mental simplifications more than ever. Yet now, we must overcome these past evolutionary behaviors and discipline ourselves to take hundreds of variables into account for complex and unique decisions we

**An Accelerating Rate Of
Change In The World Makes
Shifting Management Gears
And Recognizing Fast
Changing Contexts More
Critical Than Ever.**

may never again make under the same circumstances.

Overcoming evolution can be difficult, but it is simply an exercise in conscious thinking that can be facilitated by some simple methodologies that force us to review important circumstances. The challenge as an executive is to force ourselves to think through all the variables of a given situation and make a decision in the proper, current context, not simply by referring to past experiences or rules of thumb.

Cognitive Dissonance

- A) The strong tendency to see and acknowledge only that which reinforces what you already know, and to ignore, or easily explain away, data that conflicts with your beliefs.**
- B) The desire to avoid dissonance, or inconsistency, that would make you rethink things you already believe to be true.**

Cognitive dissonance, the mind's tendency to see only those factors that reinforce what we are expecting to see, greatly aggravates this problem. We tend to distinguish only those things that reinforce our beliefs and actively avoid or explain away those things that disprove these beliefs. At the extreme, this can become the proverbial ostrich with its head in the

sand — the "What I don't know can't hurt me" pose. Of course, this statement couldn't be further from the truth. Any company that fails to adjust to the rapidly changing world, economic, and market conditions, is doomed. Today even great Fortune 500 companies are rarely still there twenty-five years later. As managers, we have to overcome human nature and cognitive dissonance in order to make the proper contextual decisions for the benefit of our company.

The Five Stages of Company Development

The Five Stages of a Company's Development			
Stage	Revenue	Employees	Key Indicators
1) Raw Startup	none (by definition)	0-50	a) Innovation as a priority b) Always in flux, high risk c) More unknowns than knowns d) Product or service looking to prove its market exists e) Everything is fragile
2) Early Revenue	\$100 to \$5MM	5 to 100	Product delivered proving some value proposition, but still no proven sustainable or profitable business model.
Most companies slow down or stop growing here due to organizational and people limits. This is often the hardest leap to make which requires the most changes in the smallest period of time. Most often it is the founder who can not shift gears.			
3) Established Customer Base	\$500,000 to \$20MM	20 to 200	a) Profitable or clear path to profits, based on scaling business. b) A proven market and value or price formula, with profits clearly available in a steady state world when scaled.
4) Expansion/Growth Phase	\$1MM to \$1 billion	100 to 1,000	Market opportunity is many times larger than the company and there is a desire and ability for significant market share and/or revenue growth.
5) Mature (or large)	\$2MM to \$100+ billion	100 to ∞	a) Slow growth, stagnation of market or company, or focused on harvesting past investments. b) Slow/little change in market and/or company or commoditization of products forcing a focus on costs above innovation. c) Consolidation of competitors and focus on finding new distribution and/or leverage.

Defining the Stages of Development

How Many Stages? How Many Modes? Why?

The Number of Stages Is Somewhat Arbitrary Here – and In Fact There Is Really More Of A Linear Transition – But For Practical Purposes We Humans Need to Limit The Choices For Structure and Understanding.

Companies come in many types, styles and sizes, and an approach that works tremendously well at one company can be a miserable failure at a different place and time. Every company and situation is different, so there are literally hundreds of possible “styles” or “management modes.” For practical purposes, it is necessary to create a simpler, more workable model, which can be used to illustrate a company’s major plateaus and organize this infinite spectrum into useful stages. Then we can probe along the required dimensions for key issues.

Only experience at executive levels in large, medium and small companies can help to identify the pivotal developmental stages that dramatically affect the context of a given company’s decisions. Success comes from implementing a management mode that is a direct function of the company’s *current* stage, industry and market conditions. The risk is that a company will be run in the same way as its VPs, managers and/or CEO have always run their past companies or departments, irrespective of the important and differing macro variables created by this stage of development.

What is Different about This Philosophy?

Conduct a search via Amazon.com or on the Internet on the term “management” and you will literally find tens of thousands of books on the subject. From project management to company management, lots of authors push their particular methods and styles. These

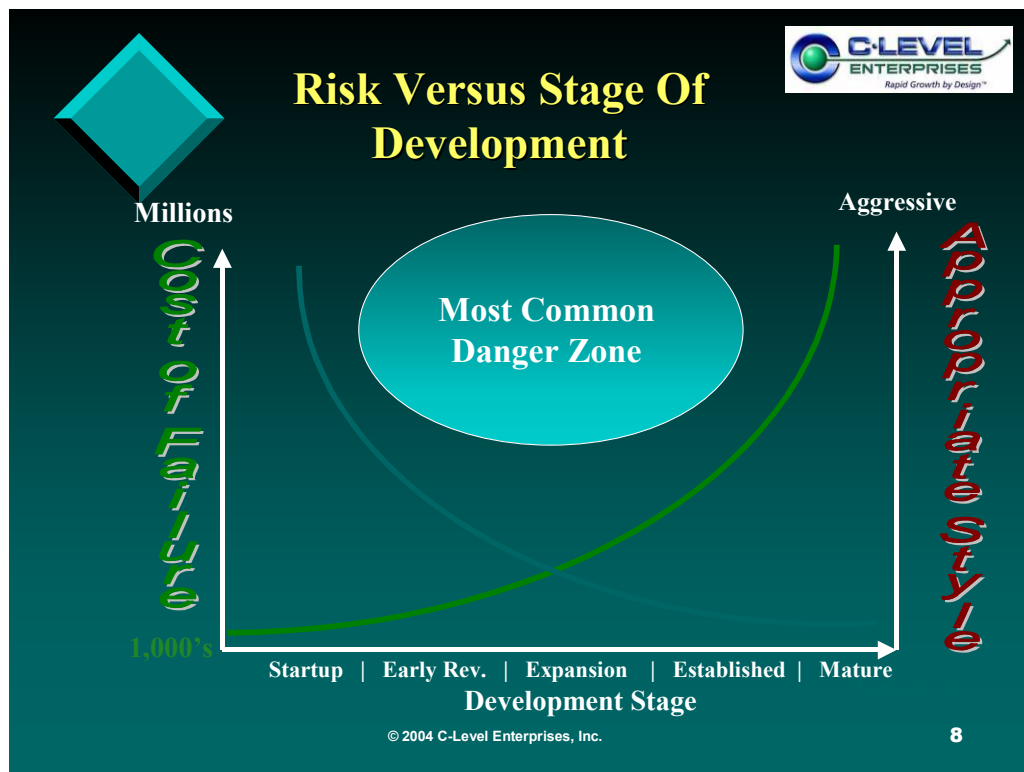
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range from micromanagement and the One-Minute Manager to how to transform “good” into “great” behavior. What you will not find is many books about an approach that helps you define and implement a management mode that clearly correlates to your company’s current status and position in the market. Yes, there are a few good books on startup management, but, in general, there is little on the topic of “shifting management gears” available in the millions of books in print! I don’t know if the lack of discourse is just because authors want to appeal to the broadest possible audience, or if most people and authors are actually naive as to how one must manage differently according to the different stages of a company. I am certainly not the first person, probably not even the first 100,000, to recognize this natural phenomenon. I suspect that authors are addressing the stage of company they are most familiar with, without much thought to the others. Unfortunately, for the bulk of their readers, this can make the majority of their recommendations and advice wrong, which is of little help. When making a major decision, too little credence is given to the enormous number of variables that make every corporate situation unique.

Actually, I have seen very successful executives with significant experience in large company environments give perfectly good speeches on management, or leadership, that are 100 percent true for large companies — and almost 100 percent wrong, and potentially fatal, if taken seriously by smaller companies. They are talking about steering an oil tanker when their audience consists of nothing but little speedboat captains. I suppose that these executives must have little experience and perspective beyond that large company perch, and they often wind up preaching to a crowd of entrepreneurs about things they *must* do, when in fact, following that advice could literally kill their companies. I once heard an experienced senior executive tell an audience of entrepreneurs that it can, and should, take six to twelve months, or more, to make a change flow through an organization. Maybe this is true for a cultural change in an old-line (read incompetent and uncompetitive) organization with several thousand employees,

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but this advice is crazy for any company under 100 people, and maybe even most companies under 500 people! I have done changes like this in a week in smaller organizations, and in a startup you may need to make many, many changes like this over six months. The problem here is that there was no context defined for the lecture and no language or thinking in the advice about a company's current stage. If it had been qualified as advice for companies over \$70 million in sales, for example, it would not have been a potentially lethal lecture for the many startups and entrepreneurs in attendance that day. It seems we pay little heed to the simple fact that what can be right for a small company can be totally disastrous for a larger company and vice versa.



Adjusting Risk Versus Stage of Development

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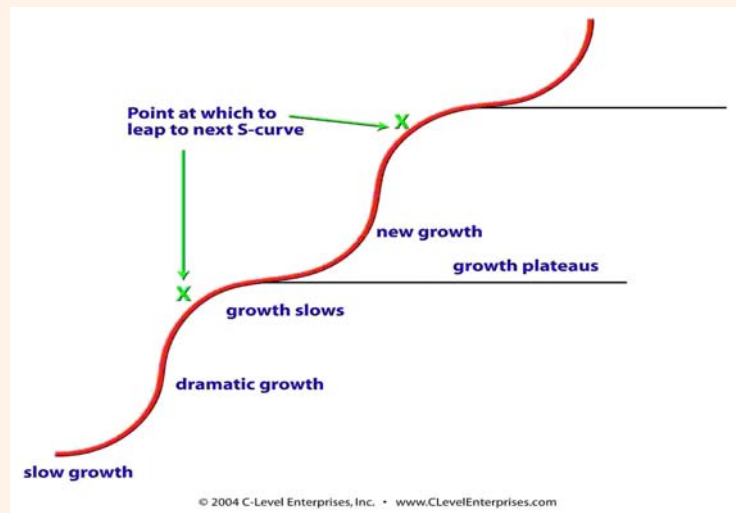
The key point made above is that as cost of failure goes up, risk must come down. You can be aggressive and take larger risks with a low cost of failure but not when this cost is high, Typically when the cost is high the ability to “turn the boat” is also slow.

Of course, the opposite situation can also be true, wherein entrepreneurs, more often than not, fail to change their company’s and personal management styles from raw startup mode to the next level. They cannot “let go” and delegate to others. This is why entrepreneurs are often replaced by “professional management” or people with specific experience in that stage of company development. It is also a major reason why many companies stagnate at a certain level, which is ultimately the maximum level or size at which a controlling entrepreneur can be effective, or remain in his/her comfort zone. A major change is required of the CEO at each stage, and not making that change can make a company stagnate. A Board of Directors of any company with more than a single shareholder has a fiduciary responsibility to replace such a CEO as soon as he/she shows signs that he/she is not evolving with the company, so as to ensure that stockholder value continues to grow. I believe a solid, well thought-out system can allow many entrepreneurs to make this evolutionary transition as their company grows.

Adjusting to the Best Management Mode

My goal is to shine a light on this failure, to preach *in context* and to create a methodology to qualify these recommendations and comments and adjust our mode of management. This needs a system of definitions, models and language. To be successful, we must also have some guidelines for management modes that are appropriate for certain stages and situations in a company’s life. This would allow us to benchmark our management mode and proactively evolve it as a company grows.

Many executives, who spend their entire career in a single stage of a company's development, or a single company, are often unaware of this need to shift gears. Often this is the pattern caused by delays in this adjustment.



Unfortunately, there are not many people who have experience and perspective in a wide range of company sizes, and can therefore speak to these vast differences. Academia may not be able to properly recognize and study this problem without first establishing a framework by someone with experience across most stages of a company's development. After all, this is not so much a theoretical or quantitative problem, as a real-world experiential learning issue and, therefore, it is hard to define and bound properly.

Each decision we make is highly context-sensitive to many macro factors. Sometimes, these macro factors are developed or institutionalized over time. For example, IBM would never go after a very small market, because doing so would distract management

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and resources from bigger market opportunities that would better serve its corporate size, overhead and growth needs. Everyone at IBM knows this and, accordingly, would not present a plan to the IBM corporate machinery for a product with a small market opportunity. However, at the other extreme, younger companies have not had the time or

An executive's ability to shift gears in the face of a situation that appears familiar, but is actually ALMOST ALWAYS UNIQUE, and a different context compared to what he/she has seen in the past, can make or break a company. When a decision's context is very different due to the corporation's current stage, it must be recognized immediately to produce a vibrant, growing company.

experience to develop such rules or systems, forcing executives of small and medium-sized firms to make them up as they go along, based on the specific circumstances of the day. People may attempt to adopt their own "rules of thumb" from their former companies, but the odds that these are also appropriate for their new company are slim indeed. I have seen many young companies enter markets that were way too big for them to be successful in, because larger companies will easily replicate what they do quickly. Then, because they have not already secured a beachhead they can protect, larger companies scale their business easily using their established distribution network and capital-base and decimate the new entrant's market. This classic "startup without a market-entry strategy" scenario is common in technology, where technologists do not have enough experience in building businesses and attaching markets. I cannot possibly count the number of companies with a superior product that ultimately failed because they did not adjust their market-entry strategy to the size of their company's resources, or because they managed the company like a large one when it was just in its infancy.

So what do you do differently along the spectrum from a raw startup to a mature company? For now, understanding the concept and potential traps will have to do, but

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may help you avoid the most obvious traps. This phenomenon requires many examples and structural models to set up and aid the management decision-context. The first step toward success is acknowledging the need for a decision-context management framework and an understanding that the biggest single factor in almost any corporate decision is this framework.

Here are some development goals for each stage of development that can be used as benchmarks to think about some serious gear shifting. When these are reached it is time to shift gears.



Stage 1 Goals

1. Working at house
2. Bootstrapping mode
3. NO salaries really
4. Founders equity as payment
5. Goal, get MR and B-Plan Done
6. ID first customers
7. Define product well
8. Fill in much of vision

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Stage 2 Goals



1. Product/service ready and launched (beta to real)
2. Establish your infrastructure, policies and vendor relationships
3. First revenue flowing (loss expected unless service or service to product flip)
4. Define team fully using Skills Set Matrix for today and the next year
5. Begin figuring out the “secret sauce” and virtuous financial cycle and spend lots of time with customers (yes YOU the CEO!)
6. Develop relationships with critical vendors, customers, employees and other potential stakeholders

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Stage 3 Goals



1. Product/service formula down
2. Tuned infrastructure
3. Expand sales channels and relationships (JVs)
4. First profits flowing
5. Full team on board (5+ top executives in VP slots) and deepened using Skills Set Matrix for today and the next year
6. Figured out the “secret sauce” and virtuous financial cycle
7. Formal planning processes performed annually with quarterly and monthly monitoring and adjustment

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The Most Common Mistakes Made By Early-Stage Companies



Classic Growth Mistakes That Most Companies Make (Stages 1-3)

1. Running out of cash due to poor projections etc.
2. Failure to adjust culture, compensation systems, business processes and other “systems” with growth
3. Trusting too many outside “experts” and “consultants” that do NOT know your business and charge by the hour
4. Hiring mistakes because you can not identify people with the skills you do not have (*consultant and employees*)
5. Shifting gears too slowly to the next stage only when pain level is reached – Mode of Management

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Classic Growth Mistakes That Most Companies Make (Stages 1-3)

6. Not adjusting or controlling your culture – behind the curve with something that can only change slowly
7. Diversifying away from your core values and competencies
8. IT behind the curve due to long lead times needed and lack of an MIS plan (virtual CIO?)
9. Geographic expansion without proper remote facility management skills and systems in place
10. Breakdowns in communications between levels of the organization

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Conclusion

Shifting gears can become obvious when pain levels are reached, but this can hurt your reputation and customers and so it is a less than an ideal way to identify that a shift is in order. It is also possible these indicators will be masked by people or other mechanisms, causing growth to come to a halt without management seeing these indicators (i.e inventory in the warehouse runs out and no one reports the lost sales opportunities).

You must proactively plan these transitions at jumps in revenue and employees. It may also pay to have an outside perspective from a quick SWOT (Strengths, Weakness, Opportunities, Threats) analysis by an outside consultant. This can be done in a couple of days and usually reveals issues that are hidden due to the self-interests of individuals or systems even when no gear shift is needed.

**Appendix
Other Available Products to Help Your Business Grow More Rapidly**

**Appendix - Other Products For CEOs, Entrepreneurs and
C-Level Executives To Help Grow Your Business More
Rapidly**

C-Level Enterprises, Inc. offers a series of unique books as part of titled “The Secrets of a Serial Entrepreneur™”. These books are all written by Bob Norton and are designed to be used at key points in a company’s development life cycle, and throughout the development of the company. They are a great alternative to high-price consulting services from business launch experts and will greatly increase any entrepreneur’s chances of success. They provide proven frameworks for success, developed by Bob Norton over 15 years as a CEO and 25 years as a serial entrepreneur, to help break through some of the most common and practical traps that growing businesses fall in to virtually all the time; if they have not grown a business before to this size.

The entire series can be seen at <http://www.CLevelEnterprises.com/products.htm> if you are online go there for the most up-to-date information now. Otherwise you can read below. The Books cover the business development steps: Design, Launch, Hire and Manage. And ideally should all be read in that order.

**Appendix
Other Available Products to Help Your Business Grow More Rapidly**

**Books and Tapes For CEOs, Entrepreneurs and C-Level Executives To
Help Grow Your Businesses More Rapidly and Develop Long-term
Competitive Advantage**

These books are all written by Bob Norton, a serial entrepreneur for over 25 years and a CEO for more than 15 years. Mr. Norton is one of the leading authorities in the world on entrepreneurship, intrapreneurship and growing businesses rapidly. He has participated in eight startup companies, grown two to over \$100 million in sales and several have dominated their respective markets. He has also worked for two multi-billion dollar corporations running product development efforts. His experience goes across all size companies, and many types of businesses in various industries. During his career Mr. Norton has helped created over \$1 billion in new shareholder value just while at those companies. Mr. Norton provides expertise on growing small and medium size companies more rapidly using eleven different proprietary tools and methodologies for business design, development and optimization, which he has developed over the last fifteen years. Many ideas are also contributed from over 1,000 business books in his personal library. He also runs the premier CEO and Entrepreneur Boot Camp in the U.S. today, which is design to cut years off the learning curve of CEOs and entrepreneurs and turn them into world-class CEOs. This exclusive event teaches practical business design and optimization systems in an intensive 3-day training program for any CEO or entrepreneur.

Mr. Norton has appeared on CNBC, Good Morning America and many other regional and national media like Inc. magazine. He provides advice to entrepreneurs and CEOs through consulting, speaking, writing and seminars. He frequently speaks at corporations, associations, and universities on business topics.

These books are targeted at particular problems and stages of development where early-stage ventures commonly encounter critical issues while moving from raw startup with an idea to becoming an established company. They are guaranteed to improve any

Appendix
Other Available Products to Help Your Business Grow More Rapidly

business's chances of success dramatically. They can be downloaded immediately and the ideas and systems put into action the same day. Unlike hardcover books, that need to be a certain size to justify the printing, distribution and retail markups, these books will not have lots of redundant information, essentially showcasing the same basic ideas five different ways. They are packed with totally unique content that comes from the experience of a real serial entrepreneur, not just an author who did some academic research, but practical advice and systems for CEOs and entrepreneurs proven to work over two decades. The philosophies and systems used in each are compatible so that, as a set, they will create a framework for successful and rapid business growth.

You can click on each book icon below for more complete information.



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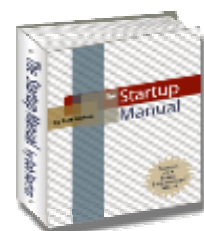
LAUNCHING



HIRING



MANAGING



**ALL FOURS
BOOKS**

The Startup Manual includes all four books plus our proprietary business design tools CD-ROM.

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Books and Tapes Order Form

(Click on Titles For Complete Information and online ordering)

Books & eBooks These are provided as PDF files. Add \$8.95 shipping and handling for each book <u>only</u> if you want a physical hard copy printed and shipped to you.	Unit Price	Printing & Shipping (eBooks Free)	Quantity	Total
<u>Designing a Startup For Rapid Growth and Profit</u>	\$39.00	\$8.95		
<u>Roadmap To Launching A Successful Company</u>	\$39.00	\$8.95		
<u>Hiring The Best People At Early Stage Companies</u>	\$27.00	\$8.95		
<u>How to Manage a Business For Rapid Growth</u>	\$34.00	\$8.95		
<u>The Startup Manual</u> Set Of All 4 books above in 3-ring binder. Save \$10 When all are purchased together	\$129.00	\$10.95		
Audio Taped Seminars With Slides				
<u>Raising Angel Financing (2 CDs + Slides)</u>	\$39.00	\$6.95		

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<p><u>The Ultimate Startup Manual</u></p> <p>All 4 of the above books plus both audiotape programs. This product comes in a three ring binder with over three hours of audio on Raising Angel Financing and Bootstrapping. It is a complete system for starting an early stage company from original idea to first outside financing. It should save or make you many thousands of dollars.</p>	\$189	\$11.95		
<p>(You may deduct \$1.00 for each shipping and handling charge after the first item)</p>				
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Entrepreneur and CEO Boot Camp DVD Order Form

Available 8/1/2004

This is the premier training program for entrepreneurs and CEOs in the U.S. today. Almost 12 hours of video documenting a complete CEO and Entrepreneur Boot Camp weekend available by subject, or as a complete set. This is some of the best advice available today on launching and growing businesses from someone who has done it many times. You can replay them and share them with your entire team, which multiplies the power and impact on your company many fold. [See video testimonials by clicking here.](#)

The CEO Boot Camp DVDs The Art and Science of Business Design™	Unit Price	Shipping and Handling (eBooks Free)	Quantity	Total
1. Roadmap to a Successful Vision – Included free with any other DVD ordered. Included free with any other DVD. Plus our Risk Management tool and Boot Camp Preview.	\$44.95	\$5.95		
2. Market Research – Marketing Steers The Enterprise	\$89.95	\$5.95		
3. Competitive Positioning (also includes Risk Management and business optimization system)	\$89.95	\$5.95		
4. Entrepreneurial and Intrapreneurial Marketing	\$89.95	\$5.95		
5. Rapid and Efficient Product and Service Development	\$89.95	\$5.95		
6. Managing The Sales Process	\$89.95	\$5.95		
7. Finance, Financing and The Financial Plan	\$89.95	\$5.95		
8. Developing Your Team - The Skill Set Matrix, Management Methods and the Employee Development Ladder	\$89.95	\$5.95		
9. Operations and Customer Service – The Corporate Dashboard	\$89.95	\$5.95		
10. Hiring Sales Winners	\$89.95	\$5.95		

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11. Everybody Needs a Branding Strategy	\$89.95	\$5.95		
The complete CEO and Entrepreneur Boot Camp DVD Set Contains All DVDs Listed Above. Over 11 hours of the most valuable video you will ever watch. This package also includes the full 300 page manual with all slides, articles, our proprietary business design tools CD-ROM and plus a Rapid Growth By Design™ system wall poster that pulls it all together after you have listened to the entire set.	\$799.00	FREE		
		TOTAL: _____		

[Click Here or Call For CEO and Entrepreneur 3- Day Boot Camp Seminar Dates and Locations in October, December, January \(7 Day Caribbean Cruise\) and March 2004](#)

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Note: All orders outside of the United States: Add five dollars for each video, nine dollars for each physical book, above regular shipping costs.

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This complete collection of four eBooks is also available as a package at 30% off, with over 300 secrets of a serial entrepreneur and hundreds of pages of valuable "How To" content from someone who has done it before.

Sign-up for No Charge Mini-course on Raising Angel Financing just by clicking here to send an email to this address:

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This free mini-course on raising angel financing will help you understand why today angel financing is far more important than institutional venture capital financing and far more accessible.

**The Art and Science of Business Design CEO and Entrepreneur
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**The Premier CEO and Entrepreneur Boot Camp
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Developed and Delivered by a successful serial entrepreneur and 15 Year CEO who has grow two businesses from \$0 to over \$100 million in revenue and generated over \$1 billion in shareholder value.

**Two Days That Will Change Your Life, Accelerate Your Business,
and Accelerate Your Career**

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***Learn How To Turn Any Enterprise Into A
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In this intensive seminar, you will learn how to design and run businesses for high growth and profit from very successful, "been there, done that" experts. It is a complete integrated system for designing and running businesses compiled over 15 years from over 1,000 business books and field-tested. Experts offer you the most important systems, tips and techniques for success that they've learned during their distinguished careers, while also letting you know how to avoid many common business missteps by employing systems using the latest research, techniques and best practices available today.

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What is The CEO and Entrepreneur Boot Camp About?

Join Bob Norton, a serial entrepreneur who has grown two businesses to over \$100 million in sales, for an intense two-day Boot Camp filled with 312 secrets on starting and running companies for fast growth. Learn to greatly improve your strategy, vision, business design, and management skills using a complete system developed over 15 years as a CEO incorporating some of the best ideas from 1,000 business books. You will learn to use 11 proprietary tools that will radically improve any business in any industry.

Nothing ever fully prepares you for stepping into the role of a CEO or Entrepreneur.

The Art and Science of Business Design details how to design, plan and manage each of any enterprise's key disciplines - Sales, Marketing, Finance, Operation and Product Development. As a CEO and Entrepreneur, you need to know how these departments interact and even compete. You need to know how to recruit, hire, motivate and manage the best people in each discipline. You must also know how to get them to work together so that everybody is on the same page.

In "The Art and Science of Business Design" you will learn to:

- 1. Design and position a business for more sustainable competitive advantage and higher barriers to entry.**

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Other Available Products to Help Your Business Grow More Rapidly

2. Optimize your business model for minimum risk and capital investment.
3. Better define the exact skills you need on your team and learn how to select people and interview for skills you do not have yourself.
4. Raise capital in any market from the best sources without giving the company away.
5. Inject entrepreneurial spirit into ANY organization, large or small, and improve product development productivity by a factor of FIVE times the average or more.
6. Develop a marketing, communications and messaging plan, and a marketing department, that is accountable to a return on investment.
7. Develop and improve your corporate vision to better attract investors, employees and customers.
8. Plan, design and manage a sales department and select strategies, tactics and channels that will work for your business.
9. Hire the best people in every area and understand what personality types work best in each business area to create superior results.
10. Adjust your management style, risk, appetite and executive decisions based on your company's stage of development as it grows from a raw startup to a significant business.
11. Manage employees and develop them into more valuable assets for your company's benefit and theirs.
12. And much, much more than what we can list here.

If you are an entrepreneur intent on growing your business to \$50 million or more in sales, you really can't afford to miss this unique event.

Admission includes:

- A sure-fire business and career-booster that is not available anywhere else. The skills developed in this seminar will allow managers to move up in any organization
- A complete system that will bring high-growth to any business
- More cutting edge, how-to content than you'll find in some 3 to 5 day seminars
- Reference materials you'll use over and over again, including a complete 350+ page manual that includes all the slides, handouts and tools presented in the seminar
- A BONUS CD-ROM containing the key tools, forms and templates that could save thousands of dollars in expenses. (This is a \$499 value sold separately)

Appendix

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- Each attendee will receive one hour of consulting from our President and Founder, Bob Norton, at our offices in Milford Massachusetts. This is a \$400 value
- An e-book from our "Secrets of a Serial Entrepreneur Series". Four titles all written by Mr. Norton- even more will be available shortly
- Breakfast, lunch and snack break both days
- A 100% money-back guarantee (see web site for details)
- Free parking.