
HOW I HELP YOU OPTIMIZE THE
PERFORMANCE OF YOUR BUSINESS IN JUST
THREE MANAGEMENT MOVES

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From the author of the "Lean Scale-Up"



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Why I Do What I Do

I created the “Lean Scale-Up” Performance Management System because I am passionate about helping leaders build super lean-operating businesses that can scale quickly without the typical growing pains!

Mark Twain, the great American humorist, novelist, and travel writer once said, “Find a job you enjoy doing, and you will never have to work a day in your life.”

For me, there is no greater “job” than training leaders how to engage their employees in building highly systematic, lean-operating, and innovative organizations. It is exciting to see leaders and their teams finally working together to achieve their goals as one cohesive unit.

It is especially rewarding helping these organizations optimize their employee-culture so every team-member has a maximum opportunity to make a difference and be recognized for the value they contribute. When done correctly, the business becomes a celebration of creativity, continuous improvement, and customer delight. The mood of the organization elevates from stressful to successful.

I enjoy what I do so much, I would do it for free, *and I have*. Even though I work long hours guiding my clients in achieving their peak performance, I have contributed thousands of hours to small businesses that could not afford my services. This is how important I believe it is for businesses to transform into finely-tuned-machines. I do it to benefit the company’s owners, employees, customers, and communities. I want to help small businesses survive for the longterm, *and I have the system to achieve it*.

View Your Business Through Your Customer’s Eyes

Have you ever been to a business that operates like a finely-tuned-machine? As a customer, how did you feel?

First, you notice that they have systems that control every detail. Everything is so organized and clean. You are amazed by the consistency and quality of everything they offer. Sometimes there are even little surprises, like a warm greeting by an attendant who somehow remembers your name. Your experience is wonderful.

Being served by a great business is like taking a deep cleansing breath followed by a slow exhale. They care and it shows. No one else provides value like they do. You will be back as a returning customer, and they know it. Why wouldn't you?

Now, view your business through your customers' eyes. What do you see? Are you inspired by its excellence? Are you delighted by your experience? Will you be returning? Will you be referring your friends and colleagues?

Transforming organizations to their peak performance is my professional passion. Admittedly, I am excellent at it. I've done it for myself. I've done it for others. It is so routine, that I've turned my approach into a simple and easy-to-implement system that anyone can use. I call it the "Lean Scale-Up."

I chose the name "Lean Scale-Up" because it represents tried-and-true best management practices. *Maybe you have heard of LEAN-Manufacturing or LEAN Six-Sigma.* The "Lean Scale-Up" shares many of LEAN's theoretical principles including those related to engaging employees as self-managed teams and continuous improvement. But, even more important, the name, "Lean Scale-Up" indicates the results I want you to achieve. I want to help you build a super lean-operating business that can scale quickly without the typical growing pains!

My Story

**The turnkey “Lean Scale-Up” Performance Management System
is the culmination of a lifetime of hard work**

My clients know that I am on a mission. I want to make tried-and-true best management practices accessible to every organization regardless of its industry, size, or stage of development.

It pains me that the benefits of “quality management” are mostly limited to the largest businesses and nonprofits. These well-funded organizations can afford the army of consultants it often takes to translate management theory into practice. In addition to having deep pockets, these larger organizations also have a deep bench of employees needed to develop and implement the required management systems.

On the other hand, smaller organizations often lack both the money and the people they need to adopt best management practices. They are locked out. As a result, they are at a competitive disadvantage. They do not have ways to leverage the creativity and insights of their employees like their larger competitors. They do not have the level of visibility needed to control the quality and consistency of their products and services. They lack strategic discipline. They also lack the benefits of continuous improvement. Worst of all, they cannot ensure a wonderful customer experience.

The “Accounting Revolution”

As a CPA, I remember when only the largest organizations could afford computerized accounting systems. These lucky few had instant access to their financial trends and results. They used this data to make better decisions, focus their resources, and outmaneuver their competition. Smaller organizations were at a disadvantage. They were limited to handing their accounting records and

receipts, (yes, sometimes in a shoebox,) to their accountants, and mostly just prepare tax returns.

Everything changed in the late '70s, '80s, and '90s with the advent of affordable personal computers. Good accounting was finally within reach of every sized business and nonprofit. Soon every leader had access to off-the-shelf accounting software to manage every aspect of their business including inventory control, job-costing, accounts receivable and payable management, payroll, and financial reporting. It was a sea-change for smaller organizations. It was like turning on a light, and finally, the leaders could see their numbers!

The “Management Revolution”

In the '70s, another revolution was starting to benefit the largest organizations. Leaders noticed the stunning economic success of post-WWII Japan. It was an ironic joke, “If America won the war, why was everything made in Japan?” The irony was compounded when it was revealed in a 60-Minutes newscast that Japan’s success was achieved by improving upon the manufacturing methods first introduced by America’s industrial icon, Henry Ford. It was even more shocking that Japan learned these lessons from two Americans, Edwards Deming and Joseph Juran, the fathers of Six Sigma.

Deming and Juran had a willing audience in Japan. They were eager to rebuild their economy. They were willing to invest in their future. They were determined to build a solid, sustainable, and scalable foundation. Their commitment was unshakable and it paid off.

The economic transformation of post-WWII Japan sparked a worldwide “Quality Management” revolution. This revolution accelerated in the '80s and '90s. Unfortunately, once again the primary beneficiaries of this “management revolution” were the largest organizations. They combined accounting and management excellence to achieve an incredible competitive advantage.

Now, It's Your Turn to Benefit

Why am I telling you all of this!? Because, to this very day, leaders of most smaller organizations are still waiting for easy access to best management practices. Unlike the revolution in accounting, management excellence is still out of reach of most midmarket and smaller businesses.

As a CPA, I know that financial results only tell half the story. Leaders of smaller organizations are still mostly blind to the full potential of their businesses. They do not have a way to fully engage their employees to help them build high performing businesses that are sustainable, scalable, and salable. They lack the visibility they need to assess if their people, processes, and strategies are performing with excellence. They lack the performance management systems that make the largest organizations resilient, responsive, nimble, and successful.

Now you understand why the step-by-step “Lean Scale-Up” system is a game-changer. Finally, every leader, starting at start-up, can have equal access to full-strength best management practices. Better yet, the “Lean Scale-Up” provides a level of employee engagement, continuous improvement, strategic alignment, and organizational flexibility that even the largest organizations will envy. The best compliment I receive is that the “Lean Scale-Up” is so elegantly constructed that leaders and their employees may not even realize they are implementing essential best management practices, “They are simply doing the right things.”

Together we can use the “Lean Scale-Up” to start a small business revolution. Let's provide every leader with equal access to the same best management practices that make the largest companies successful.

15 Years in the Making

The “Lean Scale-Up” approach did not just pop into my head. It is the result of over 15 years of really hard work, trial-and-error, and client experiences.

A key factor inspiring the evolution of the “Lean Scale-Up” approach was my experience founding, building, growing, and eventually negotiating the sale of my first business with John Doerr, the world's most famous Silicon Valley Venture

Capitalist and a partner at Kleiner Perkins, the world's most famous venture capital firm. John is responsible for funding iconic companies like Google, Amazon, Millennium Pharmaceuticals, Symantec, Intuit, and even the Segway!

My company was an FDA licensed pharmaceutical packaging and distribution business. I started the company when I was just 24 years old. *Honestly, when I jumped into that ice-cold pool of water I did not realize how difficult it would be to manage a startup in a heavily regulated industry.* In addition to all of the usual business challenges related to marketing, customer service, product development, accounting, and employee issues, I also had to deal with complex regulatory compliance requirements.

I realized from the start that I needed to focus on creating a highly systematic business. I searched for direction. I researched and read all the go-to MBA level management books. To my great disappointment and detriment, the books I found were either too narrowly focused, too complex, or too theoretical to have any practical value. I was looking for a step-by-step, how-to approach. I wanted to be told what to do.

I soon realized that I was on my own. Those early years were tough. I experienced all of the usual "growing and slowing" pains. I was working day and night. I was stressed. It was years before I could even take a salary. I had to cash in all my IRA retirement funds.

Systems – My First Lesson

As hard as those early years were, I persevered. I was determined to succeed. Everyone around me encouraged me to give up but I would not. I knew I was onto something big.

Slowly, I began to figure it out. Surprisingly, operating in a heavily regulated industry helped. For example, the DEA (Drug Enforcement Administration) taught me the importance of creating auditable systems. This lesson was learned during my organization's first controlled substance inspection, which lasted 4 months! Three agents appeared at my company's doorsteps bright and early every day, reviewing every vendor receipt and every customer sales invoice. They reminded

me that they would not leave until they had accounted for every controlled substance pill sold by my company. Even though I was clearly not a criminal, they enjoyed taunting me that my business could be fined \$3,000 and I could spend 3-years in jail for *every unaccounted pill*.

During those long DEA days, I shadowed the inspectors and developed my first system. The system created an audit trail that mirrored the exact steps used by the DEA agents. My objective was to provide the inspectors with the information they needed to quickly complete their audits without questions. Best of all, I designed the system to gather the information as a byproduct of normal business operations. This way, my company was “always audit-ready.”

Of course, my company passed that first DEA audit without any fines *or jail time*. More important, my strategy of creating a self-auditing system worked. My company’s second DEA inspection lasted less than 4 weeks. During that inspection, I continued refining my company’s internal control systems to resolve the remaining hiccups and issues. The third inspection lasted about 4 days. A few years later, the DEA asked to film my organization's methods to share with non-compliant registrants. They wanted to provide less-capable registrants with an example of a best-in-class compliance program. I was even awarded an “Outstanding Citizen” commendation from the FBI!

Systems + Standards – Like Peanut Butter and Chocolate

My DEA experience was only my first semester at the “School of Hard Knocks.” There were still many more difficult lessons to learn. For example, the FDA taught me the need to standardize every operational process with SOPs (standard operating procedures) that are so clearly written that anyone, even an FDA inspector, could perform the steps without any support.

This lesson was taught by a freshly-minted FDA inspector who was keen on making a name for himself, *at my company’s expense*. He was not satisfied with my company’s ISO-based operating instructions. He thought they were too, “Well written and technical.” *What?! I did not understand either.*

Upon completing his annual review, the inspector explained that my company's next assessment would be judged by a different standard. He explained that when he returned for my company's next inspection, he would start by randomly selecting one production area and attempt to follow the related process's step-by-step operating procedures. He threatened that if he could not perform the process without support, my company would not pass the test.

Oh, what fun he had at our expense.

Needless to say, my production teams and I spent the entire year rewriting, testing, and retesting our operating instructions until they were perfect. We viewed the inspector's instructions as an existential threat. We took his challenge very seriously. And, yes, we passed his test.

These experiences represent my first taste of leadership. It was grueling. There are no words to describe how tortured I was by those regulators. However, the lessons I learned benefited my business tremendously. I noticed that the more systematic and well documented my organization became, the more sustainable and scalable it became. The constant fires began to disappear. Customers became happier. My team was more creative, engaged, and productive. It was the pivotal "ah-ha" insight that changed everything!

Systems + Standards + Continuous Improvement = *The Golden Ticket*

My company continued to make progress by adopting a continuous improvement culture. Our objective was to have every area of my company perform like a finely-tuned-machine. I slowly became irrelevant to day-to-day operations. At the same time, my people became free from their job traps allowing them to move from process-team to process-team.

As my company grew, so did the opportunities for my staff. Warehouse employees were cross-trained and eventually graduated to production assistant roles. Production assistants became production managers. Production managers learned how to audit our production processes. High performing employees were promoted to admin roles like customer service, accounting, and management.

All the while, I maintained total control of all the moving parts. My accounting and management systems gave me the visibility I needed to ensure everyone and every process was performing with excellence.

Eventually, I graduated from the “School of Hard Knocks.” My company became so profitable that in just a few months I recouped years of lost wages and savings. I was finally able to get married, have kids, and have a life.

I remember the moment when it all clicked. I sat back in my chair, feet up on my desk, wondering what will I do today? Can you imagine that?! I went from working day and night to not having enough work to fill my day. So, I started to focus nearly 100% of my time on opening new markets, creating new products, and spending time with my growing family.



It was about this time that I began dreaming of the ways I could share these hard-won lessons with other leaders. I wanted to help them avoid the extreme stress and suffering that I experienced. I wasted so many years of my life struggling. If

only I had someone to teach me. If only I had the methods and tools to ease my way. I had to figure it all out by myself and it was awful!

Time went by and my company continued to grow. It began to earn a national reputation for innovation, customer focus, and operational excellence. My business became the exclusive supplier recommended by a major medical association to its members. My company was asked to help solve critical problems like finding more efficient ways to deliver expensive AIDS and Cancer medications to patients in home self-care. We were able to source vaccines during critical national shortages. We leveraged our knowledge of DEA recordkeeping standards to help medical practices comply with arduous controlled substance regulations.

Then, one day I received a call from an operating team working with John Doerr, the worlds' most famous Silicon Valley venture capitalist. Turns out, they were interested in buying my company. In no time, I was flying on John's private jet negotiating the sale of my company.

When John's due-diligence team visited my company's facilities they commented that they had never seen a better run company. Imagine that! I finally had confirmation that I built a highly valuable company. Better yet, its value was recognized by one of the most respected business minds in the world! It was an exciting time.

Following the sale of my company, I stayed on as an executive. During my 18-month tenure, I continued to grow sales by millions. Every one of my employees was retained. The parent company invested in our future and leveraged my company's people, processes, and performance.

My Next Chapter

Looking back, my life was a wild roller coaster ride. It is hard to predict the twists and turns. However, I improved my chances of success by managing the variables within my control. You should do the same.

Have you ever heard the famous definition of the word “luck?” *Luck is the point where preparation meets opportunity.* My company was prepared. It had growing sales, growing profits, and growing value.

After I left my company, friends and colleagues began asking me to help transform their businesses the way I had mine. Now, I finally had my chance to put together a system to help leaders maximize their company’s success.

I started a new business and began creating what is now ManageHub and the “Lean Scale-Up,” a fully integrated and ready-to-use performance management system. As my methods became known, I was asked to create courses in best management practices for the University of Chicago and lecture at Northwestern's Kellogg School of Management. I was asked to co-develop a curriculum for the Coleman Center of Entrepreneurship and was awarded the "Most Innovative Program of the Year" by Chicago's Duman Center of Entrepreneurship for a 3-month course I put together for their venture fund recipients. I also ran a “Summer of Success” Accelerator for the SBA’s SCORE division where over 400 businesses learned how to deploy the “Lean Scale-Up” approach.



My proudest accomplishment is partnering with the Baldrige Alliance for Performance Excellence. Their input has been instrumental in perfecting the “Lean Scale-Up” management system. Our mutual objective is to provide every midmarket and smaller business with easy access to the same kinds of best management practices that make the largest organizations successful.

It took 15 years to develop, improve, and perfect the “Lean Scale-Up” system. I am now making it available to every leader who wants to build a high-performing business without the pain.

The “Lean Scale-Up” is the perfect complement to whatever management and accounting systems you may be currently using. I hope you discover all it has to offer you and your business. Pick and choose the elements that will provide the most benefit to your organization. Then, when you are ready, add more and more elements. The more elements you add, the better the system performs because the elements will begin to work together. As Aristotle said, “The whole is greater than the sum of its parts.” You will know you are succeeding when you feel like the conductor of a symphony orchestra. You will not need to play any of the instruments, but you will be in total control of every player, every note, and the final result.

What distinguishes me from other mentors?

I have a 30-year track record of success. I founded, built, and sold my first business to Silicon Valley venture capitalist John Doerr of Kleiner Perkins. I partnered with the Baldrige Alliance for Performance Excellence to create the “Lean Scale-Up” leadership approach and toolset. I helped executive teams and boards increase sales, productivity, teamwork, innovation, and bottom-line results. I have also helped businesses grow their value, and attract lucrative exits.

Now, it is your turn to put the “Lean Scale-Up” to work growing the sales, profits, and value of your business.

Success Stories

My greatest reward is helping leaders and teams work together to optimize their organization for the benefit of everyone involved

There is a moment in every “Lean Scale-Up” engagement when something wonderful happens. It’s like the fog lifts and the amazing hidden potential of the business and its people are revealed. The employees’ stress disappears. The constant recurring fires are put out forever. Customers notice an improvement. Operations seem to flow more efficiently. The culture turns from desperation to aspiration. Leaders and employees start to imagine all the possibilities. They see the value in their business. Everyone begins to have fun again.

The results that my clients experience are often phenomenal and a source of tremendous professional satisfaction. The following are examples of impacts achieved by successful “Lean Scale-Up” adopters:

- 98% Customer Satisfaction
- 100% Employee Engagement
- 55% Increase in Productivity
- 100% Strategies Implemented
- 44% Increase in Clients Served
- \$250,000+ Annual Savings
- 37% Increase in A/R – Cash Collections
- Grew from 3 to 7 Locations

It is wonderful to celebrate with my clients as they accomplish their goals. However, it’s the story behind the goals that truly inspires.

Physician Heal Thyself

One of my first clients was a very successful multi-location medical practice that was bleeding cash. The problem was they outsourced their insurance billing processes to a third-party processor. The medical practice was attracted to the

idea of delegating the time-consuming and often frustrating task of fighting with their patients' insurance carriers to be paid. The practice management felt that the billing company could do a better job navigating the insurance companies' bureaucracy, *which seems rigged to minimize or delay medical reimbursements*. The billing company's sales pitch seemed irresistible. They promised to maximize collections explaining, "We are only paid our 5% processing-fee on collected insurance reimbursements." They emphasized, "We only get paid if you are paid." *It seemed too good to be true, and it was.*

We discovered that the billing company only collected about 70% of the claims submitted. The other 30% were being rejected by the insurance company for coding errors, lack of documentation, or other unspecified paperwork problems. It turned out that the billing company was happy to collect its 5% fee on the claims that were easy to recover. However, they simply wrote off the remaining 30% that would require actual work. That lost 30% represented the medical practice's gross profit. They needed that money to pay their staff, rent, and other operating costs.



The problem was solved by applying the earliest version of the “Lean Scale-Up” system. First, the medical practice insisted on understanding exactly why each claim was being rejected or delayed. Next, the medical practice changed its recordkeeping procedures to ensure every required code, document, and authorization was captured at the point-of-service. Every rejected insurance bill was tracked, corrected, and resulted in an improvement in the practice’s related recordkeeping systems. This eliminated the possibility of a similar denial or delayed payment in the future.

The medical practice began to collect nearly 100% of its money. Also, since they were doing most of the work, they fired their outsourced billing company saving an additional 5%.

Can you imagine the celebration at that medical practice? It is more than just celebrating their financial success. It was also their sense of accomplishment that they took control of their destiny. The leaders and employees identified a critical operational process that was broken and fixed it. They learned how to work together as an effective team. They learned how to overcome obstacles and achieve difficult tasks. It inspired them to reach higher, and they did.

Optimizing their billing process was the start of their “Lean Scale-Up” journey to excellence. The medical and administrative staff began an ongoing process of systematizing and standardizing every aspect of their medical practice. They optimized every detail down to controlling the number of magazines and temperature in each exam room.

The practice became so successful and recognized for their level of performance excellence that they were recently asked to license their methods to a Chinese company wanting to replicate their specialized processes. *That’s leverage!*

From Startup to Scale-Up!

Another early adopter of the “Lean Scale-Up” was able to grow their company from 3 locations to 7 locations and from \$750,000 a year to over \$12,000,000 a

year. They did it by engaging their employees to help build a very systematic organization. They created an employee-powered continuous improvement cycle that resulted in innovative new services that brought in new clients and new revenue streams. They created a customer-advocacy program that ensured every client received an excellent experience regardless of the employee providing the service. When their business was ready to expand, they created a replicable model that duplicated every workflow and placement of every workstation down to the contents of each drawer. Best of all, the company accomplished this in-house, with their existing staff, who were not business professionals.



An Architect Built A Resilient Business

Another “Lean Scale-Up” adopter was an architect in solo-practice. Initially, he was reluctant to embrace the idea of systems and documenting processes. He felt his practice was “too creative” to systematize and standardize. I reminded him that the largest architectural firms employ hundreds of professionals who work

together to create the world's most impressive buildings. I asked him, "Could they achieve their level of success without systems and standards?" He agreed with my explanation and began his "Lean Scale-Up" journey.

In a short time, his business was growing. He was hiring employees, and he was calling to thank me. Success!!

Then the 2008 financial crisis hit. Real Estate development was severely impacted. His growing architectural firm took a major hit. Contracts dried up. The owner had to let several key staff go. It was a painful and frightening time. Surprisingly, the architect called to thank me again. He told me that if he did not take my advice and create a systematic and well-documented business he would not have been able to "scale-down" without losing his organization's critical operational knowledge. Although he was devastated to lose his valued employees, he was confident his burgeoning business would survive.



Survive he did. It was not too long before he called to thank me for the third time. This time he explained that he was now using his systems and standards to hire back staff and scale back up!

Life is hard, but it could have been harder. The architect was proud of his accomplishment. He survived and so did his business. He created a resilient and nimble organization that was able to respond to sudden market changes. He is an inspiration to all leaders.

A Magnet to Lucrative Private Equity Exits

Good things seem to just start happening for companies that are prepared. For example, multiple “Lean Scale-Up” adopting businesses have been approached by Private Equity (PE) firms wanting to acquire their companies. One of these companies was a regional retail chain. They sold their business for over 15 times EBITDA (Earnings before Interest, Taxes, Depreciation, and Amortization). This a remarkable accomplishment for any company in any industry. However, it is an astonishing achievement for a retail chain!

Another “Lean Scale-Up” adopter, an IT firm, was also contacted, out of the blue, by a PE firm eager to acquire their company. The owners sold their business for over 10 times EBITDA, in an industry that normally commands a 3 or 4 times multiple. The PE firm explained they were attracted to my client’s company because it was known as a solid and scalable business.

As you can see, the benefits of adopting the “Lean Scale-Up” approach goes far beyond increased sales, profits, and organizational performance. The benefits include helping increase the value of your company itself. The more sustainable and scalable a business becomes, the more salable it becomes.

This is important to remember because one day when you are ready, you will want to sell your business for its maximum price. To do this your prospective buyers need to have confidence that they can run your organization without you and your key executives. If they lack this confidence, your business will be perceived as too risky. This will likely reduce your company’s valuation. It will also likely result in unacceptable terms like hold-backs, earn-outs, or contractual terms that open the door to future lawsuits.

Here is my advice for any leader who wants to grow the value of their businesses and prepare for a lucrative exit: *A little proactive action today can pay enormous dividends tomorrow.*

Avoid the 15-30 Year Learning Curve

The “Lean Scale-Up” System helps you avoid the frustration of “recreating the wheel” so you can focus your time, energy, and money on building a sustainable, scalable, and salable business

For years, I have been speaking to Vistage groups, trade associations, and chambers. During my presentations, I demonstrate how any leader from any industry, size, or stage of development can use the “Lean Scale-Up” approach to rapidly optimize the performance of their business.

- I provide 10 LEAN management tools
- I share my simple Three Management Moves approach
- I even explain how the "Lean Scale-Up" is firmly rooted in over 70-years of proven best practices, so attendees can have confidence knowing they are adopting tried-and-true and time-tested methods.



My intention during these presentations is to help every participant understand the importance of focusing on building a more resilient, responsive, nimble, proactive, innovative, and competitive business. For a few leaders, it is a hard message to hear. It means they will have to invest time (and, sometimes money), to benefit their future, when they feel that their present circumstances are already so challenging. Too many of the attendees do not have the emotional energy to do what they know are the right management moves.

I hear all of the usual excuses:

- I don't have time
- My employees will resist
- I want to, but my partners would never
- We've tried something like this in the past and it did not work
- Systems will not work in our business
- Money is tight
- We are too small
- We are too big
- I can't!

I do my best to help these leaders think differently. I ask, "Do you realize you are denying your business, your employees, and yourself your full opportunity?" I ask, "Do you realize how much easier your life could be and how much more successful you could become?"

I assure them that the "Lean Scale-Up" provides a ready-to-use blueprint for maximizing their organization's success using the same standards employed by companies like IBM, FedEx, 3M, and the Ritz-Carlton Hotels. I explain that all the heavy lifting is done. The "Lean Scale-Up" is right-sized for midmarket and smaller organizations. It is an easy-to-implement, turnkey solution with everything they need to jumpstart their business's transformation, including step-by-step instructions and 10 tools, delivered on a silver platter. I explain they can save enormous amounts of money and avoid 15 to 30 years being stuck treading water in the "School of Hard Knocks." It is a gift!!

Sometimes I talk until I am blue in the face. I wonder, “Why is it that some leaders would rather suffer than succeed?” *If I could shake them, I would!*

Remember, I can personally relate to these overworked and overwhelmed business owners. My heart breaks for them. While building my first business, I spent years watching my life pass me by while my close friends were climbing the corporate ladder, buying homes, taking vacations, and saving money. I know how it feels to want to leap from stressful to successful but not knowing how. That is why I find it so frustrating when I cannot convince a leader to stop and consider that their current management approach is making them a prisoner in their own business.

I have to remind myself that I can only help the willing. As I give up, I have even told a few leaders that, “I cannot want your success more than you want it for yourself.”

It is doubly frustrating when years later I see some of these same leaders at another event and they stop me to express their regrets. These conversations are so frequent that I gave them a name. I call them the “I wish I had” conversation.

- I wish I had documented my processes
- I wish I had focused on team-building
- I wish I had implemented my strategic plans
- I wish I had better customer insights
- I wish I had greater visibility and reporting
- I wish I had a more "self-managed" business
- I wish I had listened to you. My life would be so much easier.

I too wish they had. These leaders finally understand that they missed out.

- They could have spent more time with their families
- They could have had a self-managed business when they got sick
- They could have traveled a bit more when they were young
- They could have had so much more money to retire
- They could have sold their business for what it is worth

It is painful listening. I can see the regret on their faces. I can hear the sadness in their voices.

Honestly, as some of them update me on their company's current state of affairs I know there is not much I can do. Their companies are in decline. They have run out of runway.

I much prefer another type of conversation. These are my conversations with happy clients who listened to my presentation and took action. These are the "I am glad I did" conversations.

- I am glad I have a reliable team
- I am glad I have loyal customers
- I am glad my operational are super-systematic and efficient
- I am glad my business is recognized as innovative and excellent
- I am glad I have a growing bench of future leaders
- I am glad I can outcompete by competitors
- I am glad my business is growing in sales and value
- I am glad I was able to sell my business for 15x EBITDA!

The only regret the "I am glad I did" leaders have is, "I wish I would have discovered the "Lean Scale-Up" years earlier!"

Why Recreate the Wheel?

I have a theory, that given enough time and money every leader will eventually identify the key elements of the "Lean Scale-Up" approach and how to fit the pieces together to create the ultimate performance management system. The problem is that most organizations will run out of runway before perfecting the system. There are a lot of hurdles to overcome. The leader will need to spend years trying to identify the critical element. It will take years more of trial-and-error to figure out how the elements fit together. Even if the leaders manage to assemble the system, they might be too old to benefit from it.

That is the value of the "Lean Scale-Up" system. It provides you and your employees with a ready-to-use performance management system. You and your

organization will avoid the learning curve. Instead, you will focus your time, energy, and money using the “Lean Scale-Up” system to build a sustainable, scalable, and saleable business.

Before You Hire That Business Coach

In addition to saving you time, aggravation, and money, there is one more important benefit to consider. The “Lean Scale-Up” will inoculate your organization against the local business coach or fast-talking consultant who tries to sell you services you don’t need or they cannot deliver. These sometimes well-meaning but ineffective advisors not only waste your money but also waste your precious time. In the worst cases, strategic decisions are made that set your organization in the wrong direction, cost your business valuable opportunities, or resulted in costly mistakes. The worst impact of hiring the wrong support professional is the negative impact on your employees. When the initiative fails your star employees are disappointed and lose confidence in the future of your organization. At the same time, your resistant employees quietly celebrate and use the failure to block your next attempt. The more failed attempts occur the more disappointed your aligned employees become and the more emboldened your disruptive employees become.

I understand the challenges of engaging the right outside support. As my pharmaceutical business grew, I realized I needed management support. I needed ways to optimize my operations. I needed ideas for engaging my people. I needed methods to choose between strategic opportunities. Like all leaders managing a business of a certain size, I was the target of local “business coaches.” *They were so unsophisticated, it was scary.* Then there was the boutique consulting firms wanting to sell me software and services. *Why is it that the “best” software requires 10x the investment in consulting?* Then there were the mainline consulting firms. *Ten months of their services would cost me 10x my bottom line.* No thanks.

Adopting the “Lean Scale-Up” fortifies your business with credible best management practices. When you hire a consultant or coach, you will be able to filter your prospects through the lens of your organization's established standards

of performance excellence. You will be less vulnerable to coaches on the prowl. Instead, your investment will have a much higher chance of driving a return on investment.

The “Lean Scale-Up” is valuable because it is trustworthy. It does not stop at describing what you should do but actually shows you how. It provides you with an easy-to-follow roadmap that you can use to engage your employee in optimizing the performance of your organization. It saves you 15 to 30 years of aggravation and the truck-loads of money that it would otherwise take figuring it out for yourself. It protects you from business coaches and consultants who are better at selling their services than giving you and your employees the know-how you need to maximize your organization’s success.

Seven Leader-Types Who Will Not Succeed Using the “Lean Scale-Up” System

Unfortunately, some leaders get in the way of their own success

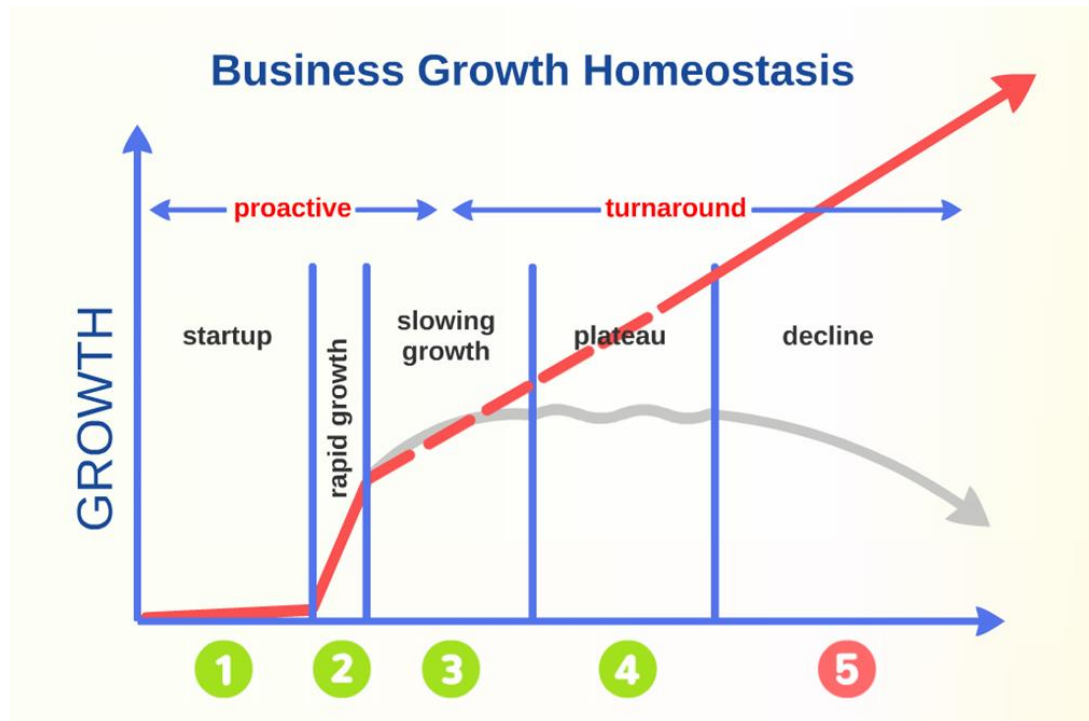
I hope you are beginning to understand that the “Lean Scale-Up” system is like having a magic wand for optimizing your businesses to its peak performance. However, in my experience, working with organizations for over 15 years, I found the following leader-profiles will not succeed in transforming their organizations. They represent a cautionary tale for every leader.

1. The Perpetual Procrastinators

Eventually, every leader hits their limit of employee issues, inefficiency, waste, recurring problems, customer complaints, and the lack of innovation. They are tired of the stress and aggravation. They are tired of spinning their wheels. They are ready for change. They want their business to grow. They want freedom from working day and night.

Pain is often the motivation leaders need to finally take action and build a more resilient and responsive business. Unfortunately, some leaders wait too long before seeking a solution. They procrastinated, they procrastinated some more, and they procrastinated again. They were happy enough with their “lifestyle” business. They ignored the warning signs. Now, their struggling business needs a miracle.

Like our lives, businesses do not last forever. They follow the typical lifecycle stages starting at startup and progressing through rapid growth, slowing growth, plateaued growth, decline, and ultimately failure. I have always reminded my clients, “You have two choices, scale or fail.” Once a business sees declining sales, there is usually a very narrow window of opportunity to save the company.



On the other hand, businesses with slowing or plateaued growth have a very good chance of using the “Lean Scale-Up” to secure their long-term success. These businesses typically have a viable product or service that still attracts new customers. Their problems often relate to a lack of scalable infrastructure. They struggle to deliver consistent excellence to all of their customers every time. So, they lose as many customers out the back door as they gain in the front door. The “Lean Scale-Up” refers to this sales plateau equilibrium as “Business Growth Homeostasis.” Sometimes leaders do not even realize they are leaking customers. They just spend more and more money on marketing thinking it will result in long-term growth. *It won't!*

The “Lean Scale-Up” system solves the problem at its core by creating flexible and scalable operations that can accommodate all customers new and old alike. Once that scalable infrastructure is in place, sales and profit growth seem to magically return, and usually without spending an additional dime on marketing. Better yet, the longevity of the business can be further extended by introducing innovative

new products and services that evolve with the evolving needs of the organization's customers.

The lesson is that proactive leaders win big.

How about you? Have you had enough pain yet? Are you sufficiently motivated to invest the time and effort that is needed to build a better business? If not now, when? Will it be too late?

2. Outwitted by Difficult Employees

Leaders often avoid dealing with their resistant and politicking employees. These difficult employees are typically experts at hoarding critical operational know-how and are brilliant at leveraging carefully cultivated relationships with customers and fellow employees. They feel invincible. *They are wrong!*

The "Lean Scale-Up" helps leaders restore a healthy employee-leader relationship. It does this by creating a culture of accountability and transparency. The "Lean Scale-Up" system shines so much light on an organization's performance that difficult employees have nowhere to hide. The "Lean Scale-Up" also creates so much opportunity that even the most resistant employees are usually motivated to play nicely.

Best of all, the "Lean Scale-Up" eliminates the fear and trepidation of dealing with your difficult employees because confrontations are not part of the recipe. All that is required is a willing leader who will follow the "Lean Scale-Up" recipe for success. It helps leaders communicate clear expectations and gives them the tools they need to monitor and mentor every employee to high-performance.

Are you ready for every employee to become high performing? Are you ready for everyone to learn how to work together as one cohesive team? Are you willing to take back control of your business from bad actors?

3. When the Going Gets Tough... *Some Leaders Run*

Resistant employees are not the only obstacle standing in the way of some leader's ultimate success. Unexpected setbacks and crises can also block progress.

Too many leaders allow these problems to derail their business optimization plans. This is unfortunate because a lack of follow-through emboldens difficult employees and disheartens loyal team players. For this reason, I believe it is better if you not start a business optimization initiative unless you are fully committed to driving forward, even if confronted by a crisis.

The good news is that “Lean Scale-Up” understands that unexpected problems are a normal part of business-building. That’s why the “Lean Scale-Up” model allows you to control the speed, scope, and scale of your deployment. You can speed up in good times and slow down when the going gets tough. Better yet, you can use the crisis as an opportunity to use the “Lean Scale-Up” system to engage your team to more nimbly navigate through the rough waters. All that is required is that you stay unshakably committed to your organization’s pursuit of excellence.

Are you the kind of leader who will allow a crisis to derail your commitment to building a resilient and responsive business? Or, are you a leader who will use your emerging management systems to drive your business forward, even when confronted with an unexpected crisis?

4. The “Shiny Object” Collector

Before beginning a “Lean Scale-Up” deployment we encourage leaders to investigate all of their options. The marketplace is filled with solutions that promise to help you build a better business. We want you to be certain the “Lean Scale-Up” is the right choice for your business. Once you start using the “Lean Scale-Up” we want you to finish. We do not want you to be distracted by the “next big thing” that can derail your progress. We want you to follow through and maximize your success.

Remember, the mission of the “Lean Scale-Up” is to provide every leader with equal access to the same kinds of best management practices used by the largest companies to become successful. Our mission is pure. It is guided by 70-years of trusted management history. Our objective is to provide you with the easiest and

fastest onramp to adopting full-strength best practices. Can you say the same for the other guy's tool or method? You need to carefully assess your risk.

We understand that you need to first trust the "Lean Scale-Up" blueprint. That's why the first chapter of the "Lean Scale-Up" book is dedicated to explaining exactly how we translate 70-years of time-tested, proven, and credible management theory into our simple, step-by-step management system. We call this translation, "*Management Math*," which is also explained in our companion 20-minute "Introduction to the Lean Scale-Up" video.

Both the "Lean Scale-Up" book and video are free. We want you to have the utmost confidence that the "Lean Scale-Up" system is a direct reflection of trusted management theory. We want you to understand how all of the "Lean Scale-Up" tools work together to create a fully-integrated performance management system.

Furthermore, we encourage you to Google quality management methods like Lean, Total Quality Management (TQM), Baldrige, and Six Sigma. A little research will help you understand the origins of the "Lean Scale-Up" system and appreciate the value of using our step-by-step best practices roadmap and toolset. *No blind-faith needed.*

Once you are confident and convinced that the "Lean Scale-Up" is the easiest, fastest, and lowest risk option for adopting tried-and-true best management practices, we hope you will use it as the basis of your organization's "Company-Way" of managing. We do not want you to dilute the "Lean Scale-Up" with alternative approaches that can inadvertently and negatively impact your organization's results.

Ultimately, we want you to participate in our "Lean Scale-Up" community and become a role model for other leaders to follow. Together we can create a small business revolution!

Are you willing to do some homework and investigate how the "Lean Scale-Up" connects you to 70 years of proven management history? Once convinced, are

you willing to adopt the “Lean Scale-Up” as your “company-way” of managing?
Do you want to be part of our small business revolution?

5. The Shortsighted Leader

Business transformation and optimization requires an investment of your time, effort, and maybe even, *hold your breath*, your money. While implementing the “Lean Scale-Up,” you will likely identify critical operational and management gaps that require improvement. Many of these gaps may be the reason you and your business are only achieving a fraction of its full potential. Most of these gaps will likely be resolved with simple, do-it-yourself, no-cost solutions. However, others may require an investment in new software, equipment, or tools. Some of these may even cost you money. If so, rest assured, the “Lean Scale-Up” is designed to minimize cost and result in significant savings and return on investment.

The “Lean Scale-Up” is designed to save you time. It frees you and your employees from dealing with annoying, recurring problems and frustrating inefficiencies. It is designed to improve cross-functional communication and collaboration. It is designed to transform your organization into a finely-tuned-machine. The time you invest proactively optimizing your business should result in significant long-term and ongoing time savings. We hope you will use your time savings to serve new customers, open new markets, create new products or services, and enjoy your life.

Are you willing to take the time to implement the “Lean Scale-Up” system knowing you will be paid back with greater efficiency and time-savings? Are you even willing to spend some money to optimize your organization’s performance and unlock its full potential? Are you willing to be a proactive and visionary leader?

6. The Reluctant Leader

Consultants have interesting ways of encouraging leaders to initiate a business optimization initiative. For example, some say, “Business improvement is just like a weightloss or a physical fitness program. If you eat right and lift weights you will

succeed. *It is all up to you!*” Others say, “I know the task ahead looks daunting but eat the elephant one bite at a time. *You’ll get there.*”

Hmm... Not so encouraging, right?

The “Lean Scale-Up” approach takes a different track. The “Lean Scale-Up” system distributes the effort of building a great business throughout your organization. Everyone has a role to play. The more people you involve, the easier and faster the results can occur.

With the “Lean Scale-Up,” you can engage your people to diet and exercise for you. With the “Lean Scale-Up,” you can *eat the elephant* faster because everyone is taking bites at the same time.

As a leader, your “Lean Scale-Up” role is champion, evangelist, encourager, facilitator, monitor, *and sometimes enforcer*. You are given the visibility you need to manage all of your company’s moving parts. You know who is performing and who is hiding. Your employee’s role expands from simply performing job-tasks to optimizing the jobs they perform to peak performance. How you do this is explained in the “Lean Scale-Up” book and video.

Are you willing to learn a few new leadership techniques? Are you willing to encourage, support, and even enforce the use of your company’s emerging “Lean Scale-Up” performance management system?

7. The Leader Without a Business

The “Lean Scale-Up” can help any business regardless of industry, size, or stage of development. The “Lean Scale-Up” can even help a startup. The one requirement is that the business must actually exist! *It cannot just be a twinkle in the eye of a prospective entrepreneur.*

A viable business has three key elements. First, it must have a product and/or service that customers are buying. Second, it must have found its “secret sauce,” meaning it knows how to drive new business through its doors. Third, it must have or want to hire employees.

If your business meets these three requirements then the “Lean Scale-Up” can help you resolve or avoid the typical problems associated with a growing business. These problems include inconsistent quality, inefficient operations, recurring “fires,” complaining customers, disgruntled employees, lack of strategic vision, lack of cash flow, slow growth, flat or declining profits, struggle, and stress.

But what if you do not have employees yet?!

Employees play a central role in the “Lean Scale-Up” performance management system. Every team member is empowered, engaged, mentored, and celebrated for the value they contribute. The “Lean Scale-Up” is not a top-down or bottom-up approach. Instead, it turns management inside-out. Everyone is included. Everyone has a role to play. No one sits on the sidelines. Accordingly, the leverage of the “Lean Scale-Up” system is provided by the people who use it. That’s why it works so well. The more people, the better.

So, you may be wondering, if the “Lean Scale-Up” is so employee-focused, how can it benefit a small company with one, two, or at most a handful of people? The answer is that a small business that adopts the “Lean Scale-Up” is more likely to avoid the typical problems associated with larger organizations as it grows. These problems include:

- Strategies are not implemented
- Recurring “fires” cost time, money and stress
- Customer complaints
- Inconsistent quality
- Inefficiency and waste
- Inability to scale
- Slowing or plateaued growth
- Processes are not systematic and repeatable
- Over-dependence on specific people doing specific work
- Employees are stuck in “job traps” that prevent their promotion and risk their retention (Can you think of key employees who would be difficult to replace?)
- Lack of inter-departmental communication and collaboration
- Inefficiency and waste impacts bottom-line results

- Lack of employee engagement, loyalty, and retention
- Lack of time to focus on innovation
- Lack of future leaders
- Lack of teamwork
- Lack of visibility, reporting, and measurement
- Overworked, overstressed and unhappy employees
- Hidden and untapped innovation and profit potential

For the smallest businesses, these problems may not seem urgent today. However, they tend to slowly and insidiously creep into a business and sap its potential. Before the leader knows it, they are struggling with a disorganized organization. That's why the "Lean Scale-Up" recommends your company adopt best management practices as early in an organization's lifecycle as possible. It is much easier to build a company correctly from the start than to retrofit it with the infrastructure it needs.

However, if your business is already an established company with lots of employees and lots of problems, don't worry. The "Lean Scale-Up" offers you the fastest and easiest path to retrofit your business with the infrastructure it needs to scale without the pain. It is designed to transform your company into a highly organized, innovative, productive, and profitable market leader.

So, what kind of leader are you? Do you have the right stuff?

To benefit from the "Lean Scale-Up" you need to meet two key requirements. First, you need to be a willing leader. Second, you need to have a viable business, preferably with employees.

If you meet both of these requirements, you are golden. Simply follow the "Lean Scale-Up's" step-by-step roadmap and use the included management toolset. It will be hard not to achieve your goals and maximize your organization's success.

On the other hand, if you do not have a viable business or you are not fully committed to the "Lean Scale-Up" system, it is better to hold off until you are ready.

The “Three Management Moves” That Optimize Your Business

- (1) Ten “non-negotiable” behaviors are used to...
- (2) Organize your people into types of teams that are...
- (3) Engaged using two simple engagement methods.

That’s it. Three simple management moves that optimize your organization to peak performance.

We All Want a Sustainable, Scalable, and Salable Business

The universal objectives of every business leader can be summed up in three words: sustainable, scalable, and salable business. I call these objectives the three Ss.

The first objective, “sustainable,” relates to building a resilient and responsive organization that is prepared to weather every storm and survive for the longterm.

The second objective, “scalable,” relates to building a systematic and well-documented business that can grow quickly without risking quality, consistency, employee stress, or customer satisfaction.

The third objective, “salable,” means the business has an intrinsic and growing value that will attract prospective buyers.

Leaders who achieve the 3 Ss are living the dream. Their businesses are not dependent on their leaders or any employee for their continuing success. They are self-managed businesses that operate like a finely-tuned-machine.

Maximum Success is Blocked by People, Processes, and Performance

I built a business that achieved the 3 Ss and using the “Lean Scale-Up” system I helped other leaders achieve the same, and you can too. However, you will need

to overcome three obstacles that stand in your way. I call these obstacles the three Ps: people, processes, and performance.

The first obstacle, “people,” relates to the fact that most leaders do not know how to fully engage their people. Many leaders are so frustrated with their employees that they give up altogether saying, “It’s easier if I just do it myself.” Some even throw their hands up in the air exclaiming, “My people are problems!” This is unfortunate because your people represent your company’s potential. The more people you have, the more creativity, insights, and brainpower you can leverage. All that is missing are the tools to engage them.

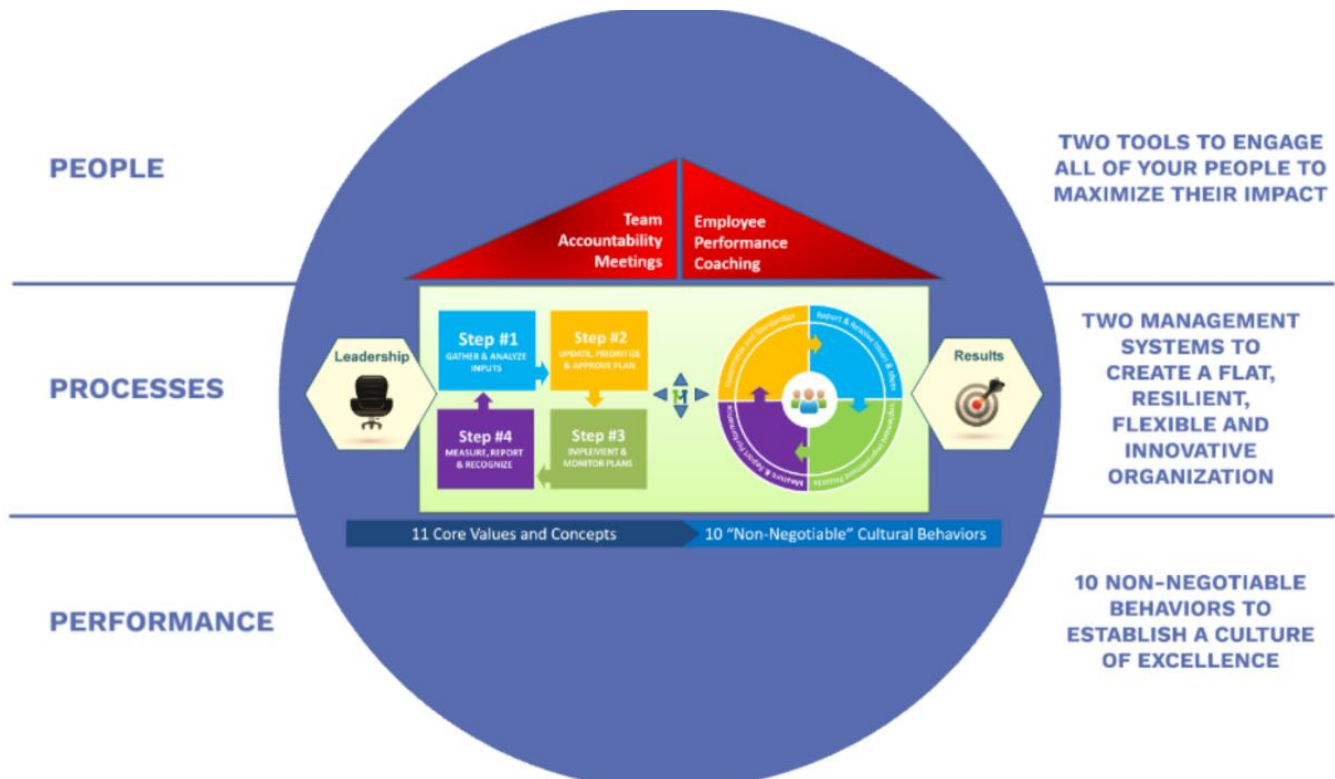
The second obstacle, “processes” relate to having systematic operational and management processes. Most leaders understand the importance of having systematic operational processes. However, too many leaders never consider creating systematic management processes. This is unfortunate because having systematic management processes creates your “company-way” of managing. It provides you with command and control capabilities that make you a powerful leader. It gives you the visibility you need to manage all of the moving parts of your company. Most importantly, it creates one management language that every leader, manager, and employee can use to communicate, collaborate, coordinate all of their activities.

Having both systematic operational *and* management processes creates enormous organizational leverage. It allows the right hand of your organization to know what the left hand is doing. It creates a hive-mind. It provides an incredible competitive advantage. You want to achieve this high level of teamwork! You deserve it!

The third obstacle, “performance,” relates to creating a high-performing culture that is used to maximize the impact of your employees and teams. Unfortunately, most organizations do not have this kind of culture. They may have spent a lot of time and money developing their company’s mission, vision, and values. They may have even hired an outside consultant to help. However, for most, they are not working. They are not driving the right behaviors or decisions. As a result, the organization is under-performing.

The Solution: *Three Management Moves*

The “Lean Scale-up” solves the problem of the three Ps, and it does it in three simple management moves.



Management Move #1 – Use “10 Non-Negotiable Behaviors” to optimize your culture.

The first management move helps you build a strong employee-powered culture using 10 “non-negotiable behaviors.” The 10 behaviors drive your organization to performance-excellence. They bring your organization’s Mission, Vision, and Values to life.

Management Move #2 – Organize your People into a “Network of Teams”

The second management move uses the 10 behaviors to organize your people into a network of two types of teams: strategy teams and process teams. When

done correctly, the teams interconnect to form a flat, flexible, and scalable organizational structure.

Management Move #3 – *Engage Your People Using 2 Engagement Methods*

The third management move suggests using two engagement methods to engage your teams. The methods are “Accountability Meetings” and “Performance Coaching.” The meetings reinvent the typical meeting into an innovative, short, positive status update. The coaching mentors every employee to high performance. The two approaches work together to help every employee and every team drive maximum value.

That’s it! Use the three management moves to optimize your business to peak performance. Ten behaviors are used to build two types of teams that are engaged using two simple engagement methods. It could not be easier, and it is all explained in your free copy of the “Lean Scale-up” book.

How Does My Company Apply For “Lean Scale-Up” Training?

Every leader or manager of any business is encouraged to visit www.ManageHub.pro/toolkit and access all the “Lean Scale-Up” tools. These are free to use in your business as a DIY (do-it-yourself) implementation.

However, if you want my help, you will need to apply and be accepted. The application process is quite simple. Visit <https://calendly.com/managehub/apply> and complete the 4 question application and set up a 15-minute Zoom interview.

I interview you to be sure you have a viable business and are committed to the “Lean Scale-Up” process. I do this because I only want to work with leaders who I am confident can be successful.

When interviewing a prospective client, it never bothers me when they tell me about their organization’s dysfunctional culture or its under-performing employees. The “Lean Scale-Up” will help fix these problems along with the other typical organizational ills like a lack of innovation, inefficient operations, or dissatisfied customers. However, if the leader is not willing to follow the “Lean Scale-Up” blueprint or if I sense they are not steadfast in their commitment to building an excellent company, I walk away. I do not want to invest my time and emotional energy in helping a business that will not follow through and achieve its goals.

I am usually very good at spotting a leader with the “right stuff.” They are excited to have a system to build a resilient and valuable business. They want to optimize their company’s culture and engage their employees in new ways. They want more systematic operations that can scale. They imagine all the possibilities for their company, employees, and customers. It is hard for me to not get caught up in their dream for a better future. I want to help!

As I interview prospective clients, I explain that the “Lean Scale-Up” is not a one time exercise that is finished, filed, and forgotten. It is an ongoing, employee-powered performance management system that becomes your “company-way” of managing, growing, innovating, and succeeding. Once you start, you cannot stop. If you do, the benefits will slowly melt away and the old growing and slowing pains will begin to reappear. (I have had a couple of cases where this has happened and it broke my heart. It was so unnecessary. In most cases there is a change of leadership and they abandoned some “Lean Scale-Up” elements or adopted alternative approaches. The owners call me to get them back on track.)

Accordingly, I only work with companies that are in it for the long term. I want to see them grow quickly. I want to celebrate the accomplishment of every objective. I want to help prepare their organization for a value-growth and position them for a lucrative exit. I see their long-term successes as part of my payment. It gives me tremendous professional satisfaction. It is how I make a difference in the world.

Here is the most important part. The “Lean Scale-Up” helps you and your people build a self-sustaining engine that can drive your business's success today, tomorrow, and forever. It does not rely on me, you, or your current employees. The genius of the “Lean Scale-Up” approach is that it institutionalizes best management practices into the way your business operates. The only way it can stop working is if you stop using the 10 Non-Negotiable Behaviors to establish your organization’s unshakable culture of excellence, or stop facilitating employee engagement using team meetings and performance coaching. *Pretty easy, right?*

How Do I Take Action Today?

At this point, you know a lot about me. You know I started my first business, an FDA regulated pharmaceutical company at 24 years old. You know I grew that business and sold it to the world's most famous Silicon Valley venture capitalist, John Doerr of Kleiner Perkins. You know that I developed the "Lean Scale-Up" system and used it to transform disorganized and struggling organizations into highly organized, innovative, productive, and valuable businesses. You know that my life's mission is to provide every leader easy access to credible, time-tested, and proven best management practices.

Now, I would like to get to know you. Do you own or manage a viable business that has employees? Are you determined to optimize the performance of your business using time-tested best management practices? Do you want to create a lean-operating, resilient, responsive, innovative, and valuable company? If so, please schedule a 15-minute conversation with me to explore all the ways I can help you maximize the success of your business.

Please use the following link to schedule a call with me:

<https://calendly.com/managehub/apply>

Keep in mind that like you, I am very selective about who I work with. I can only accommodate a very limited number of direct clients. I want to be certain my time is invested in a company and leader I feel can be very successful.

Also, I only work with the "Lean Scale-Up" system. It is simple, systematic, and produces rapid results. Better yet, you know exactly how I will help your company achieve its goals. There is no mystery and no surprises. I want you to have 100% confidence that you will be 100% satisfied.

To prepare for our meeting, please watch the 20-minute "Lean Scale-Up" webcast. If you like, you can also download and review your free copy of the

“Lean Scale-Up” book. This way we can use our time to thoughtfully consider how the “Lean Scale-Up” system can benefit you and your company.

- **Download Kramer’s “Lean Scale-Up” Book:**
<https://www.managehub.pro/lean-scale-up>
- **Watch Michael Kramer’s Introduction to the “Lean Scale Up” Video:**
<https://www.managehub.pro/webcast>



Also, if you are not already a member please join our “Lean Scale-Up” Group on Facebook. I will use the group to share tools and training sessions.

<https://www.facebook.com/groups/TheLeanScaleUp/>



Thank you for reading my “Three Management Moves” book.

I hope my personal story and my clients’ successes inspire you to adopt time-tested best management practices using the “Lean Scale-Up” system. I hope you use the “Lean Scale-Up” to unlock the full potential of your business and maximize your success. It is easier to do than you imagine. Let’s start now.

If you have any questions, email me directly at mike@managehub.pro

I look forward to speaking with you soon!