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“From **CHAOS** to **Control!**”

How to Stop Being a Slave to Your
Fitness Business and Finally Get
the Freedom **YOU DESERVE!**

By Sean Greeley



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FROM CHAOS TO CONTROL:

“How to Stop Being A SLAVE To Your Fitness Business And Finally Get The FREEDOM You Deserve!”

By Sean Greeley

If you're going to be successful as a fitness business owner it's very important that you learn as much as you can about how to succeed.

But it's even MORE important that you learn and study how and why most businesses FAIL.

Getting to the top takes a lot of things.

You've got to learn how to climb up the mountain, but you also have to learn how to not fall down.

And if you really want to ensure you “make it”, then learning how to not fall down is the most important thing you can do. .

Think of this as boxing. The first thing everyone wants to learn how to do is throw a punch. But what good boxing coaches will tell you, that nobody ever wants to hear, is that the most important thing you must do *before* you ever get into a fight is...

Learn How To Take A Punch!

If you can't take a punch, then you're just a split second away from getting “knocked the *&^* out at any time!”

So, I'm going to begin this report with some foundational stuff you need to understand before we really get going.

And I'm going to teach you how to structure, organize, and manage your business so you don't get knocked out.

The first thing you need to understand is that there is a BIG difference between owning a business and owning a job.

Most people think they own a business because they *are* the “owner”. But in reality, this couldn't be further from the truth. They don't really own a business at all. They don't have a boss to report to, but when they don't go to work nothing really happens and the business will collapse without constant work. The sad truth is that when this is the case, you really just...

...Own A Job!

Here's the first test for you to take to see if you really have a business right now, or a job.

What would happen if you were to go on a good 2-week vacation right now?.

Would your business thrive or would it fall apart?”

Would you return to find it doing just as well (if not better) than when you left it (i.e. clients still being trained, customers be handled, prospects met with for consultations and sold)?

Or would you return to find it in Complete Chaos and Disaster?

If you can honestly answer your business would be doing just as well (if not better) than when you left, then I encourage you to put it to the test. Plan a trip out of town and go away. See how things hold up (or don't). You'll

never really know how well it actually works until you let go of babysitting and try to “break the system”.

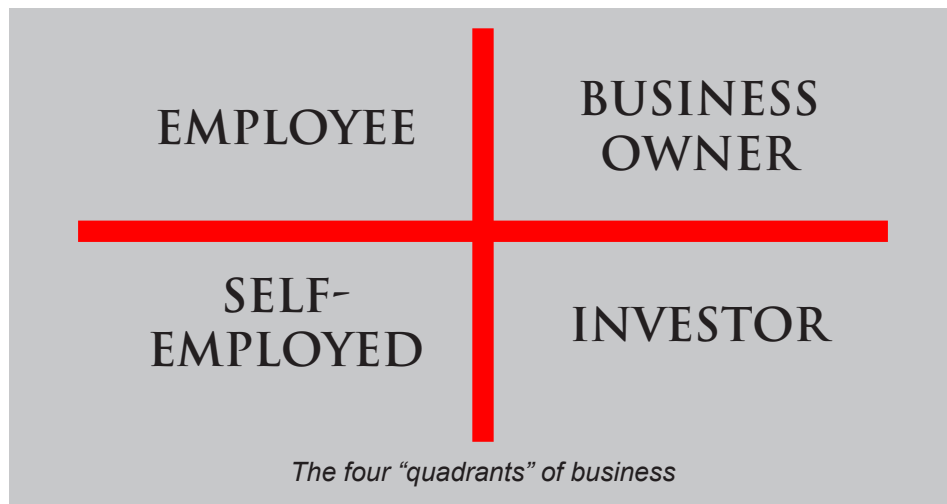
But if you’re like 99.9% of folks reading this report right now, then you now know... without a shadow of a doubt... that you don’t really have a business right now... you’ve got a job.

The Difference Between Owning A Job Vs. Owning A Business

To illustrate this point and help you understand it a little better, I’m going to borrow an illustration from Robert Kiyosaki’s famous book *Rich Dad, Poor Dad*. If you haven’t read it yet, I recommend you put it on your reading list.

In his book, Robert shared a great concept called the “Cashflow Quadrant”. He talks about it more in terms of building financial wealth, but it’s also a great way to illustrate the different “phases” of entrepreneurial small business owner growth. And it illustrates the increased LEVERAGE possible (in terms of building wealth, gaining more freedom, and improving your quality of life) as you “rise up” from each quadrant.

The quadrant shows four letters “E, S, B, I”. And they are as follows: “E” stands for employees, which in this case would refer to personal trainers, fitness instructors, managers, sales & front desk staff, and everyone else that works for a fitness company.



The second letter “S” stands for self-employed. When you first make the “leap” to go from employee to working for yourself you join the “S” quadrant. “B” stands for business owner (and there is a BIG difference between being self-employed and owning a real “business” which we’ll talk about shortly). And “I” stands for pure investor, which is where your money is making you money (this is the ultimate leverage and where everyone interested in “getting to the top” should focus on ultimately achieving).

Ok, now that you’ve got a basic explanation of this chart and what it means (if not please re-read that last section again, it’s very important you ‘get this’), let’s talk in more detail about the “S” quadrant.

Self-Employment And The “S” Quadrant

Being self-employed in the beginning is very liberating. A great sense of freedom and personal satisfaction comes from working for yourself and learning how to “make it on your own” in the fitness industry.

Building your own base of clients, sharing your passion for health and fitness with other, and helping clients improve their lives is incredibly rewarding. It’s the reason we all “do what we do”.

However, being a great fitness professional can also lead to some big challenges. One day you can be just loving working with your clients and growing the business, then you look up and...

Find Yourself In A Trap!

It's inevitable that you will reach a ceiling on your growth when you are here. There are only so many clients you can service, only so many customers you can work with, and so much time you have in the day. Plus the bigger your base of clients and customers grows, the more additional tasks and responsibilities required to run your business.

When you've got 25 clients, you also now have a significant amount of billing and accounting tasks that must be taken care of, phone calls that must be responded to, and e-mails that require your attention. Consultations must be performed with new prospects, as well as scheduling, program design, and a whole laundry list of other things that need to be done in your business BESIDES doing the work for which you're getting paid for... actually "training" a client!

And this is where the stress and problems all begin to develop. Right here.

Because unless you've ever taken business management classes or have someone to "point you in the right direction" and teach you about how to run and manage your BUSINESS (not just fulfilling the labor on the time you've sold)... then you're going to be a mess.

It's no fun.

The stress begins to grow, the workload continues to grow, and all the "little things" start to pile on one-by-one faster than you can keep up. Then one of two things will happen:

1. You start making mistakes, screwing things up, and your business begins to shrink.

OR...

2. You dig in, commit to "get things done", and now end up working not just 30 or 40 hours per week, but...

...50, 60, Even 80 hours Per Week Just To Keep Up!

Then the downward spiral continues.

You stop working out because you're completely exhausted (and you should be, heck you're working 80 hours a week!).

Your personal life begins to suffer, and that's no surprise because... you're working 80 hours a week!

And then your health begins to suffer, and THAT's no surprise either... because you're working 80 hours a week, getting no sleep, and your little self-employed job...

Has Now Taken Over Your Life!

What most people do next is a complete mess.

They try to hire some people to help training their clients... but they don't really know how to do it. They have no idea where to find good people, how to train them, and they certainly have no clue of how to manage them.

They convince themselves they "really like training" even though they are hating their life at the moment and in complete denial because to admit at this point that "this is no fun and I want to go home" would require too much honesty (and a loss of pride) to handle at the moment.

They tell themselves they're just going to "train a few clients" a "few hours a week" because they are

passionate about working with people and don't want to let anyone down. They don't want to disappoint those clients they've formed a strong bond with over the years. And they think 'nobody else can train my clients as good as I can.'

And they honestly DO like training their clients on some level... when they get into it and force themselves to forget about everything else by staying just "focused in the moment." But when that alarm clock goes off at 5am day after day after day... and they've just gotten home at 9pm the night before... it gets harder and harder to peel yourself out of bed each morning and tell yourself "this is fun and what I really want to do with my life".

When you get to THAT place, watch out because...

Burnout Is Approaching FAST!

When you're finally too exhausted to actually deliver the quality of service you used to... and the "passion" for working with clients starts to go away because you're so overworked and overstressed... then you'll soon end up letting EVERYONE down (including yourself) because you've refused to admit to yourself what's really going on.

- ⇒ You let your clients (that you care so much for) down because you can no longer deliver the quality of service you used to give them.
- ⇒ You let your friends and family down because you no longer have anything to give to your relationships because the business has 'sucked the life out of you'.
- ⇒ And you let yourself down because you're not 'taking care of you', you feel guilty about letting everyone else down, and you no longer have any sense of **balance** between your personal life and business.

It May Not Be Your "Fault", But It's Your Responsibility To "Fix It."

The reason why things get this bad is because you haven't had the systems, tools and coaching you need to make the leap from being just "self-employed" to being a true "business owner".

And I'm here to tell you that you really CAN have a great business, one that serves you and your customers well, gives you balance in your life, and (in moderation) provides healthy challenges that will make business (and life) fun, interesting, and rewarding.

But it takes hard work, dedication to making the leap, and patience to make it happen.

And only YOU can make the personal decision required to make your dreams become a reality.

How To Begin Making A Change For The Better

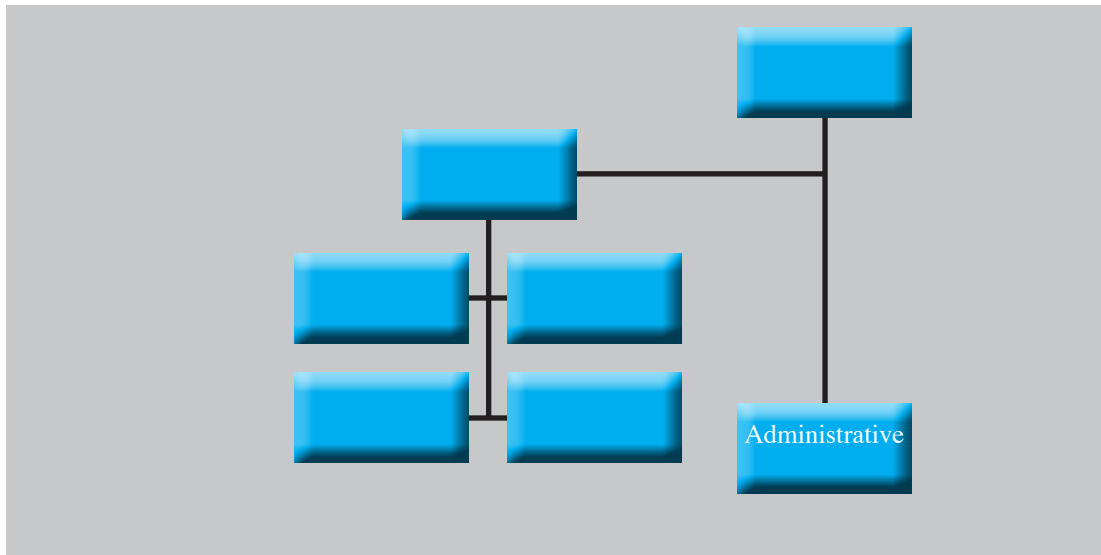
Getting honest with yourself about where you're at... where you're really at... and admitting to the "good, bad, and ugly" about everything in your business is the first step towards making a change.

The next step is to then take a deep breath, and come to the realization that you're not going to be able to fix all these problems overnight. It's going to take hard work, perseverance, and some patience to "re-engineer" your self-employed mess into a real functioning business that actually works the way a real business should.

Let's talk about what's required for overhaul, because there are several areas that will require your attention.

6 Areas Of Focus For Re-Engineering Your Business

1. **(Re)Create Your Organizational Structure**- When a business is broken, you can't just put a 'patch' over it and hope it gets better. You've got to rip everything down to the core, find out what the real problems are... and fix those first. And the 'real problems' ALWAYS begin with the structure of the business. This sounds like something simple, and it is, but 99% of all businesses do NOT have an organizational chart for their company. And you MUST have one. It's not just for your benefit, it's for the benefit of your entire staff. There absolutely must be a "chain-of-command" in place, and everyone should know where they fit in that chain and the tasks they are responsible to perform in their role/ position in your organization. This can't be buried in a company handbook in some file cabinet you never look at, it **must be visual and printed on your wall** for everyone in the office to see and understand at a glance.



Sample Organization Chart for a small fitness business with 6 employees

2. **Build Out Job Descriptions For Each Member Of Your Staff**- After you've got an organizational chart, you need to have clear WRITTEN job descriptions for each position on your chart. The job description is VERY important. It is the 'control document' from which you hire, train, and manage each member of your staff. So **you've got to get this right**. Most businesses get this wrong and that is a big reason they are... completely screwed up!

On the job description you should list:

- ⇒ The title of the position (what is the name for this position in your company)
- ⇒ A statement about what the main function/responsibility of the position is
- ⇒ A list of tasks and responsibilities that fall under this position
- ⇒ The compensation available (this may or may not have a "range")
- ⇒ The training required for someone to perform the tasks/responsibilities in this role.
- ⇒ Who in the company this position reports to (manager, lead trainer, etc.).
- ⇒ And who will conduct the interview for this position along with the date the job description was last updated.

The job description is also a "dynamic" document. As your company grows, the job description will grow and evolve to keep up with your company. Some positions will have tasks/responsibilities added to them, while others will be 'broken out' and split into two or more positions as you grow.

That's why a big part of building your business involves reviewing and updating job descriptions on a regular basis. This must not be ignored or forgotten. Plan on addressing it monthly/quarterly in the beginning, then as your company stabilizes it will be on a bi-annual or annual basis.

3. **Set-Up A Staff Lead Generation Marketing System... And Automate It!** One of the next biggest problems we constantly hear owners struggling with is getting enough quality prospects to hire. And it's a BIG problem. Most owners have the attitude that "it's hard to find good people" and complain that the fitness industry is full of brain-dead muscle heads, that don't do what they're told and leave a job every 6 months.

The fact is that EVERY industry has deadbeats in it, and the fitness industry is no different in that respect. But there are a TON of good people out there, that ARE looking for a great company they can work with and contribute to. What you need as a business owner is a system that automatically sifts, sorts, and screens those prospective hires and brings the "best of the best" people to you... so you always have an abundance of great people to choose from.

Not getting this fixed puts you in a very weak position because you may have people in your company that need to be fired, but you can't fire them because... **you have nobody to replace them!**

You're now at the mercy of your employees- held hostage by them and this is a terrible scenario. When you fall into this "trap", you lose the ability to drive and control your company. That's why you MUST get a rock-solid staff lead generation marketing system in place that keeps you out of this hole.

Another problem NOT having this system in place causes is that not having enough 'new hires' on deck cripples your ability to drive hard on the marketing and sales side. You are constantly having to speed up, slow down, speed up, slow down on your marketing campaigns to keep in time with your current staffing capacity.

This is a real killer but the WORST thing that you could do is stop the momentum that you've worked so hard to build up in marketing for new clients. But it's a common occurrence for most fitness business owners. And all it takes is "one good marketing campaign" to hit and then you have to stop and go find more people to hire before you can start pushing growth again.

Are you 'wide open' to fall into this trap yourself right now?

What would happen if you ran a good marketing campaign, and signed up 20-30 new clients. Would your business be able to handle it?

WITHOUT you personally having to jump back into training clients 60 hours/week?

If the answer is "NO", then you've got to commit to get a staff lead generation marketing system in place. It's not just essential for risk management of your business, it's essential for growth.

4. **Upgrade Your Staff Hiring Practices-** 99% of all employee problems start with the initial hiring process. Read that sentence again, really, I'll wait while you go back over it.

Almost ALL problems with your staff start here. And it's due to a number of factors, but the number one being that nobody has ever trained and taught you a good system for hiring new staff! Hiring staff starts with good pre-qualification. If someone doesn't meet the basic requirements you've established for a position, then don't waste your time even meeting with them. But just meeting the basic pre-qualifications on paper is not enough. All potential hires should receive a phone call and be asked a few basic questions about why they are interested in the position and their background BEFORE setting time for a face-to-face interview. A few minutes on the phone will tell you if the potential hire has any "basic" people skills or not. And let me emphasize here that PEOPLE SKILLS are what you are looking for. All

technical aspects of working in a fitness business can be taught. But you can NOT teach someone how to be a good person, how to interact and communicate with others, and how to care. You've got to **hire** those skills and passion... and then **train** the rest. If the new hire comes with some technical training already established, great! Then that's a bonus. But don't hire technical skills for this business. Hire people skills.

Ok, after pre-qualifying a potential hire and giving them a quick 'once-over' on the phone. Plug them into a slot for an interview. Then during the interview process you're going to use a list of pre-determined questions to assess if they truly have the passion, interest, and desire to help others that's required to work in this business. This is a SERVICE industry. You're not manufacturing widgets, you're working with people to change their lives. You must dig deep during the interview process to make sure you've got the right person that fits that profile. If you determine they don't have what it takes, then you'll thank them for their time and get them out of your office NOW. But if you do determine they meet the requirements, the second question you need to find the answer to is "will this person work well with your existing team?" I can't overemphasize this point enough. When you've got a good company, and the culture is established, and each player on the team is working well together as a complete unit. Then the last thing you want to do is hire someone who may be great, but won't play well with others on your team. You must determine to the best extent you can during this interview process, if this person will fit into your existing organization.

Ok, if you're still going and have them in front of you passing the previous tests... then you'll want to present the job description your interviewing them for. Show them the outline of the tasks they'll be expected to be responsible for and talk about them. Do they understand each of these tasks/responsibilities? Do they think they can handle them? Are they sure they really want this position? If so, why?

I also recommend you have an outline of how someone can grow with your company and share it with your prospective hire. In the Duplicator™ program, we call this "Trainer Hierarchy" outline. And it simply shows the increases in pay scale and bonuses that can be achieved for a staff member. This is very important to have in place in your company, and it must be communicated to your prospective hire at this point.

The number one reason for turnover of fitness professionals is the perception of the job as being a "dead end" position. There are not promotions available, and there is very little room for growth in most companies even if a fitness professional works for a company for several years and is great at what they do.

This is why most quit to either go into another industry or start their own company. **They want opportunity!** And that's why you must show it to them from the start.

After you complete your "presentation", you should close the interview by thanking the prospective hire for coming in and let them know you have more interviews to complete but will get back to them within the next few days. I strongly encourage you to... NEVER hire on the spot!

Even if you've got a great candidate in front of you, this is a very important decision you're going to make and you should take time to digest the interview and review everything before making a decision to move forward.

And you need to also give your prospect time to digest the interview and make sure this is what they really want as well.

If after reflection, you're confident this is the right hire for the position. Then call them up and offer them the opportunity to move forward in a few days.

- 5. Upgrade (and Overhaul) Your Staff Training Systems** – Once you bring on a new staff member, you have a responsibility (to them and your company) to train them right. And in most companies, there is no

“formal” process for training a new hire. Most business owners are moving at such a rapid pace trying to manage too many different tasks that they throw new hires into a position, with little to no training, and then get frustrated when they don’t perform the way they should in a role. Listen, if you’re not going to take responsibility for training them correctly, then you don’t have the right to get frustrated when they don’t perform!

Sure, you’re busy. Sure you’ve got a ton of things going on. But you **MUST** take time to work with your new hire, train them to perform their tasks/responsibilities to the level you require, and then manage them to execution of those tasks/responsibilities on a consistent basis.

I could go on and on about staff training here, and we spend a lot of time on how to do this right in our Duplicator™ program, but just know that it is a process and it must be formalized.

It also doesn’t just stop after the first few weeks or so. It’s an ongoing process. We recommend both weekly meetings with your staff, and set times that are dedicated more towards “team building” with your organization. Bring the staff together for a social event, fun activity, or dinner once in a while outside of the office. Make them feel like a “family” and more than just people who work together each day.

I can’t tell you how important this is or how far this will take your business forward. Building **relationships** with your staff, and helping them to strengthen their relationships with each other, is very important to leading and managing the growth of your company.

Plus, it can be a whole lot of fun...

And Business Should Be Fun!

- 6. Put In Place (New) Systems For Managing Your Staff-** Management is NOT something you’re born knowing how to do. And **the truth is most business owners never have any training on how to do it.** So, consequently, most either don’t manage their staff at all or they... completely screw it up! And if you’re not properly managing your staff, that means that clients are getting inconsistent results and experiences with your facility, renewals will always fluctuate up and down (and be lower than what they should be), and there may be LOTS of things going on between your staff and clients that shouldn’t be. All of this leads to your business being out of control. There are several tools, systems, and protocols we review in the DUPLICATOR™ program on how to manage staff. And I don’t have time to review them all in detail here, but ultimately what matters most is that you install some management protocols for running your business.

Each staff member should be met with on a quarterly, bi-annual, or annual basis for a performance evaluation. During the performance evaluation you’ll review how well they are performing the defined tasks and responsibilities assigned in their job description.

How well are they performing each task or responsibility on a scale of 1-10? In what ways can they improve their performance?

As the manager, it’s your responsibility to work with your staff to define goals for their continued professional growth. This is also an opportunity for you to get feedback from your staff on how you can do a better job as a manager to help facilitate their performance. Maybe instead of helping your staff, right now you’re actually hindering their performance! Don’t be surprised if you learn something new and this meeting offers both of you an opportunity to improve your roles.

Most important is that you have set times to do this on a regular basis in your company.

It’s when you completely ignore management responsibilities and have no defined opportunity to communicate directly with each staff member on their performance that problems will inevitably develop.

Additional Keys To Running A Successful Fitness Business

The 6 areas of focus I've outlined here are just the first steps to gaining control of your business and managing it effectively. You'll then have more advanced work to do on your reporting systems and metrics that must be organized on a daily, weekly, monthly basis to manage the business.

And you'll need good systems for managing the money in your business. Because the bigger your business grows... the more money there is flying around that needs to be carefully monitored and managed for continued growth and success!

The financial reporting is a BIG and important topic, a topic many DUPLICATOR™ graduates find revolutionary. I'll tell you about this in more detail on our audio CD and upcoming webinar- which you can register for now by following the information below.

Get Your Copy Of The Secrets to Their Success DVD and Magazine

I encourage you to get serious about your professional business development and hear actual case studies of 13 fitness professionals and studio owners that have transformed their business. Request your FREE DVD & magazine by going to www.FitnessProfitPath.com

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(stunning and rapid)

"...you are just a trainer and not a business owner"



"If you don't have these systems then you are just a 'trainer' and not a business owner. I don't think there is anything else out there like this. The money you save and earn long term by having these systems in place makes this a no-brainer." **Natalie Hustad, Bonne Vie Fitness, CA**

READ AND HEAR MORE SUCCESS STORIES WHEN YOU GET THE DVD AT www.FitnessProfitPath.com

"The survival of your business depends on it"



"This has validated many things I knew I needed but had not done. And it provided me the processes by which to get it done. I have now hired an admin asst, a book keeper and a program administrator. Once we have these roles fully set, we will look to expand fitness staff. At the beginning of 2008 we will start staff meetings. What I like best is that this is pretty simply laid out; it progresses one logical step to another. It covers the fundamental things necessary to get organized near term and to be successful long term.

"If you are in a place where you do all the actual revenue generating work and all the admin and financials, and you are not sure how or where you can expand services or gain more time in your day.... then you have to get this information... the survival of your business and your ability to provide for your clients depends on it." **Rob & Shannon Yontz, ACTrue North Fitness & Health, CA**



“The issue isn’t what to do — it’s HOW to do it!”

“Get this information now! The first day you receive it and look it over, you’ll be assured you made the right decision. You will save yourself a lot of money and headaches. I like the specifics: not just general ideas about working on your business versus working in your business. Everyone knows that, just like our clients know it’s important to eat right and exercise. the issue is how! **You gave me the how**, from specific strategies on all phases of hiring, management systems, and what I found to be the best information: the financial reports. These are amazing, and simplified the complex process of learning the numbers of my business.

When I started my business adventure 2 years ago, it was a part-time project to supplement my career as a physical therapist. I had the passion and the know how to deliver exceptional fitness services to improve the quality of people’s lives. I had a top notch certification, extensive experience, doctorate education, and even post-doctorate fellowship training in manual physical therapy. That’s all I needed to be successful - or so I thought. As the business slowly grew, I realized that this needed to be a full-time commitment. I also realized that rather than liberate me by providing another means of pursuing my passion to help people and make more money in the process, my growing business was enslaving me. My commitments to my patients, clients, and more importantly my beautiful wife and daughter were in jeopardy. Not to mention the toll the long hours were taking on my health and fitness.

I was not attending to the myriad of things that a successful business needs to run efficiently and effectively. **I became like many of my clients that had come to me for help with their fitness goals:** they knew they needed to be fit and exercise, but were paralyzed by the many variables and how to manipulate them to suit their goals. I believe it was Stephen Covey who defined the term **conscious ignorance:** someone who is aware that they are doing something wrong, but they aren’t sure exactly what it is or what to do about it. That was me in relation to my role as a business owner. Thankfully, I got this information, and realized this was a key component to helping run a real business. This system laid out the exact steps needed to convert a struggling business to one poised for efficiency and growth. As a result, we were able to decisively determine how much money to reinvest in our business, how much time I needed to spend working on the business versus in the business, how many employees I would need to hire, how to find, interview, and train employees, and how to reassess our business health and plans for growth.

We are still a small business, but since learning this information, I hired 2 trainers and 2 admin staff, and have already achieved a quarter of our projected growth. Duplicator has allowed us to focus on what is needed to grow our business the right way, and truly delivered on showing us the best way to accomplish this. Even as we are embarking on some major changes in business operations and growth, I’m finding more time to spend with my family and not missing workouts. This has helped me take control of my business that was starting to take control of my life.” **Mike Stare, Spectrum Fitness Consulting, NH**

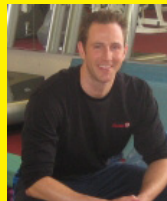
“I thought no one else could do it”



**Curb Ivanic,
Ultra Fitness,
Vancouver, BC**

“I came into this industry to help people and make good money while doing so. In the past I struggled with letting go of training clients personally because I thought no one else could do this for my business. I now see how many more people I can help by hiring good staff, teaching them all the things I’ve learned and expanding my business. As a business OWNER I see my role totally different from before. The change in mindset and that shift in perspective has been life transforming.”

“Sitting on the beach in Hawaii... raking in money”



**John Heringer,
Fitness 19, CA**

“This information has given me much more direction to lead my team and to implement certain policies and procedures that will help **leverage me out of the business and into a second location**, much quicker than I anticipated. The hierarchy org chart also helped me create a much more specific vision of how I can grow my business effectively and create a “funnel” for putting people into management positions. I can’t wait to see what the next 6 months are like! With the systems you can learn and apply, you will be on your way to either another location or at least leveraging yourself out of your current business. **So if sitting on the beach in Hawaii** with a Mai Tai in one hand and beautiful girl in the other while you’re still raking in income doesn’t sound appealing...just stay on the fence.”