

A Small Business Survival Manual

By SCG Growth Solutions

Mission Statement:

96% of all small businesses do not survive for ten years. In fact, 80% are no longer in existence by year five. SCG Growth Solutions mission is to insure that our clients overcome the aforementioned horrendous odds. That, in fact, our client is viable and highly profitable long after its contemporaries are long forgotten.

Growth Solutions targets companies that have been in operation for at least one year to five years. The idea is to aid companies that are in their early formative years. Our goal is to help those companies avoid the pitfalls that doom the vast majority of businesses to ultimate failure.

What follows is our formula for success.

But first, let's look at some of the reasons most enterprises fail:

- The founder lacks a clear vision of the enterprise's long term goals or a way to achieve them.
- The founder fails to create a system that runs the business instead of his devoting 100% of his time to day by day operations, eventually facing burn out.
- The founder fails to develop a clear business plan and an organizational chart that defines and assigns specific duties and responsibilities.
- Founder fails to identify and promote a clear benefit to potential customers.
- Founder fails to establish long term sources of capital.
- Founder is tired of working for others and is simply "buying a job".

SCG Growth Solutions focuses on companies that are established, but need help in one or more of the following areas:

1. Creating a system that insures a positive, sustainable, repeatable customer experience.
2. Creating a system that runs the business instead of the owner devoting his time 24/7.
3. Creating an integrated marketing and promotion system.
4. Creating a sound financial profile in order to insure capital stability.

5. Providing a system that requires performance accountability of both officers and employees.

Most consulting firms focus on only one or two of the challenges faced by most businesses. SCG Growth Solutions, on the other hand, helps insure a client's success by offering solutions in all five problem areas. Undoubtedly, the most neglected of the problem areas listed above is number five, accountability. Obviously, the first four are critical to success, but what good is it:

- To establish goals if no one adheres to them?
- To provide a great product/service if no one knows about it?
- To create an outstanding system if no one follows it?

That is where SCG Growth Solutions comes in...providing accountability, an ongoing process in which performance is measured and continually evaluated. Accountability is an integral part of Growth Solutions system, not part of the time...all of the time.

Getting Started:

The first question one should ask themselves before starting a business is: Why am I doing this? What is it I am trying to accomplish? What is the business Raison d'être, its reason for being?

Next, don't just start with no end game in mind...*start with the end in mind?* What do I want this business to look like in five or ten years? Then work backward, asking the question, how do I get there from here?

Once you have established what you want that company to eventually look like, develop an organization chart that includes all of the functions of that company. Fully describe each function and then prepare a contract that spells out all of the duties and responsibilities of that function. The person who fills that slot then must sign the contract, even if it is only a one or two person company and they are filling all of the slots. As the organization grows and new people are found to fill those functions, they in turn must sign the function contract. Most importantly...hold that individual personally responsible for meeting the terms of that contract. Then and only then will you have a measure of accountability and a system that works.

A highly detailed organizational chart allows an owner/operator to more effectively lead his enterprise. It also allows employees and supervisors to more efficiently maneuver within the organization. As previously mentioned, the chart should indicate areas of both responsibility and accountability. The chart is an integral part of a business that is run by a well delineated system.

What follows is an example of a typical organizational chart:

OWNER

BOSS / LEADER

MARKETING

OPERATIONS

FINANCE

Sales Manager

Production

Accounts Receivable

Advertising Manager

Service

Accounts Payable

We have previously listed that one of the major reasons for a business failure is that the owner/operator is working 24/7 running the day by day tactical operations. This allows no time for the strategic planning necessary to keep the business even with the competition. It is inherently better to create a system that actually operates the business day by day. Such a system is designed to allow the owner/operator to not only run the system, but also to provide him with the time for strategic planning. Superior tactics may win battles, but superior strategy wins wars. The purpose of this document is to provide a pathway to winning that marketplace war.

Business Development Program

If one's ultimate aim is to sell the business...it must work. In order to accomplish this goal:

- There needs to be an innovative program that solves people's problems.
- A measurement must exist that shows how you've quantified the results of those innovations.
- A system must exist that demonstrates how you've orchestrated the innovations so they produce the same results each and every time.

Program:

1. Your Primary Aim
2. Strategic Objective
3. Organizational Strategy
4. Management Strategy
5. People Strategy
6. Marketing Strategy
7. Systems Strategy

1. Primary Aim:

Your first order of business is yourself...not your business.

- Personal values- what you value most.
- At the end of your life, what do you want said about how you lived your life.
- Live that life- take it seriously.
- How you got to where you are and what you need to do to get where you want to be.

Carlos Castaneda's *Separate Peace*; "the difference between a warrior and an ordinary man,

Warrior- sees everything as a challenge.

Ordinary man- sees everything as either a blessing or a curse."

Primary Aim:

- Provides you with a purpose.
- Provides you with energy.
- Provides you with the grist for your every day mill.

2. Strategic Objective:

A very clear statement of what your business has to ultimately do for you to achieve your Primary Aim.

Provide a vision of the finished product that is and will be your business.

Begin with the end in mind.

Your business is a means to an end...not the end itself.

First Standard- Money

How big is your vision? How large will it ultimately be expressed in dollars?

- Gross revenue.
- Pre-tax profits
- After tax profits

How much money do you need, in assets, not income?

Ultimately, there is only one reason to create a business and that is to sell it. What kind of multiple do you need?

Second standard- An opportunity worth pursuing.

- Can it fulfill my financial requirements?
- Does it have a large enough potential customer base?
- Does it fulfill a legitimate need?

Is it a Commodity or a Product?

A commodity is the thing the customer actually purchases.

A Product is what the customer really feels about the purchase. It could be hope, love, fantasy, dreams, image, etc.

People almost always buy commodities based on emotions and then rationalize that purchase logically (except necessities).

How you determine who your customer is and how best to reach them is based on demographics.

Third Standard-

- Marketing area?
- Type of business?
- Visualize your end product.
- Differentiate your end product.

3. Your Organizational Strategy

- Always organize by functions...not people. If you don't the result is chaos.
- Each function requires accountability.
- Create an organizational chart.
- Describe each function within the chart- job description, goals, objectives, accountability, hierarchy, marketing goals, and innovation goals.

- Create a position or function contract that includes the above...it must be signed by the person that fills that function. They must be held accountable for that functions performance.

Prototyping the position: Replacing yourself with a system.

Start with the employees at the *bottom of the organizational chart...not at the top.*

The people who do the tactical work...not the strategic.

The Strategic:

It does not include the day by day work. It concerns itself with planning, innovating, quantifying and orchestrating.

Create an Operations Manual, a Sales Manual, etc.

Sales Manual (totally scripted)- including incoming calls, outgoing calls, answering inquiries, complaints, appointment setting, everything.

KEY

When hiring new people: Hire trainable novices

Spend time explaining the:

- Organizational Chart and where they fit,
- Company's marketing strategy.
- History and philosophy.
- Etc.

The organizational chart- flows down from the top- starting with the Primary Aim.

4. Management Strategy:

- Avoid professional Managers; you don't need them or the expense.
- Let the system prevail, the more automatic the better.
- The system becomes a marketing tool rather than a management tool.

- Purpose: To find and keep customers. It is much more profitable to retain your current customers, and they are easier to sell.

5. People Strategy:

The way you communicate the Primary Aim, is to create an environment in which “doing it” is more important than “not doing it”. Where “doing it” becomes a way of life.

The boss must take the operation seriously. He must follow the rules and be a reflection of his own creation.

- The customer is always right...even when he is wrong.
- Employees must be the best that they can be...or they need to leave.
- Your people should not simply be that they just want a job. They should want to work for people who have created a clearly defined structure for acting in the world. A structure through which they can test themselves and be tested. Such a structure is called a game.
- The People Strategy follows the organization flow, beginning with the Primary Aim.
- It is communicated through the beliefs you have and the way you expect your prototype to exemplify them. Through the standards you establish for the performance of accountabilities at all levels and all sectors of your prototype. Through the words you use to describe what the business needs to become. It needs to describe your vision for your customers, for your people and for yourself- if it is to be more than just a place that people go to work.
- It can't become cynical. The game has to be real. You have to mean it. The game is a measure of you and how you will be regarded by the other players.

You need to invent the rules of the game. The system produces the results, the people manage the system.

There is a hierarchy of systems:

- How we do it here.
- How we recruit, hire and train here.
- How we manage it here.
- How we change it here.

6. Your Marketing Strategy:

Starts, ends, lives and dies with your customer. What you want is irrelevant...it's what your customer wants that's important.

And what your customer wants is probably significantly different than what you think he wants. Think of the customer having *Two Minds*

1. Conscious Mind:

The conscious mind is always observing its environment and everything that is a part of it and is around it. Most of what it does is unconscious- automatic and habitual. It is not your conscious mind that ultimately makes decisions; however, it is your unconscious mind:

2. Unconscious Mind:

The unconscious mind reflects the sum total of one's life experiences: past and present.

Decisions are made after that psychographic moment of truth—after the buying decision is made. The unconscious mind sends its answer up to the conscious mind. The conscious mind then goes out into the world to assemble the rational armament it needs to support its already determined emotional commitment to make the purchase.

The Two Pillars of a Successful Marketing Strategy:

Demographics- Who your Customer is?

Psychographics- Why he buys?

If you know who your customer is, then you can determine why he buys.

Find a perceived need and...fill it.

Psychographics profiles vary accordingly by sex, age, income, family size, education, geographical area, etc.

Reality only exists in someone's perception, attitudes, beliefs, and conclusions- these positions of the mind from which all expectations arise. These differences predetermine what each group buys.

Therefore, you must understand your target market.

How? Inquire, ask questions, observe, and develop questionnaires, surveys, experiment, Test, test, test.

Maintain highly detailed records of purchases- size, color, style, etc.

Question how you present yourself to the public? Examine how you answer the phone, your elevator pitch, your web site. All of them should be carefully scripted and consistent.

You need to learn and understand your customer's language.

Find out what and why they purchase the products they currently buy. Tie that into the advertising and promotions which are currently running for those products.

You can never have too much information about your customers or your competition.

Study what your competition is doing...and not doing.

Don't be afraid to make a bold statement.

What must your business be in the minds of our customers in order for them to choose you over everyone else? What must you do in order for them to keep coming back to you time after time?

The customer you have is a lot less expensive to sell to than the customer you don't have!

And remember...get testimonials.

7. Your Systems Strategy:

Definition: A system is a set of things, ideas, actions and information that interact with each other, and in so doing, alter other systems.

Three Kinds of Systems:

Hard systems, soft systems and information systems.

- Hard Systems: inanimate, non-living things. Computers are a hard system, delivery trucks and color of the office walls are two more had systems.
- Soft Systems: Animate, living things- or ideas. Your staff is a soft system.

- Information Systems: Provide us with information about the interaction between the other two systems. Inventory control. Cash flow reports, forecasting and sales activity summaries are all examples of Summary Systems.

Soft Systems:

Selling Systems:

1. Identification of the specific benchmarks, or consumer decision points, in your selling process.
2. The literal scripting of the words that will get you to each one successfully.
3. The creation of the various materials to be used with each script.
4. Memorization of each benchmark script.
5. Delivery of each script by your sales people in an identical fashion.
6. Leaving your people to communicate more effectively by articulating, watching, listening, hearing, acknowledging, understanding and engaging each and every prospect as fully as that prospect needs to be engaged.

Power Point Selling System:

Structure- what you do- what you say-the materials you use-and what you wear.

Substance- How you do it. What you the salesman bring to the process- how you say it, how you use it when you say it and how you are when you say it.

The Power Selling Process:

It includes a series of scripts:

1. *The Appointment Presentation.*
2. *The Needs Analysis Presentation.*
3. *The Solutions Presentation.*

1. The Appointment Presentation:

Its sole purpose is to get an appointment.

It is a series of words that engage the prospects *unconscious mind* by speaking about the *product* that you have to sell rather than the *commodity*.

The Product: Control the thing that separates him from his competition. To restore control if he is out of control. It tells the prospect that help is on the way. An **emotional commitment** has been planted. Now all the prospect needs is the **rational armament** to support it.

Again, the whole purpose of the appointment presentation is to set the appointment for the Needs Analysis presentation.

2. The Needs Analysis Presentation:

- Repeat what you said in the appointment presentation.
- Tell your prospect that you would like to fulfill your promise to him.
- Establish your credibility- that you are an expert in the client's aforementioned area. It is your personal goal to do everything in your power to utilize that expertise in his behalf.
- Describe your system and why it works so well. Not how it works...but the impact it will have on his business.
- Complete the questionnaire.
- Provide the promised information and show him the relevance.
- Set a return appointment to review the findings in the Solutions Presentation.

3. Solutions Presentation:

The Solutions Presentation simply provides the **rational armament** for the **emotional commitment**.

By following the same routine each and every time, you'll not have a sales person; you will have a **sales system**

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Information System

Benchmark

- How many calls were made? 1
- How many prospects reached? 2
- How many *Needs* appointments scheduled? 3
- How many *Needs* appointments confirmed? 4
- How many *Needs* appointments held? 5
- How many *Solutions* appointments scheduled 6
- How many *Solutions* appointments confirmed 7
- How many *Solutions* appointments completed 8
- How many *Solution* appointments sold 9
- What was the dollar value 10

Think of Your Business as a Game:

Like any game, however, there must be rules:

Rules of the Game:

1. Never figure out what you want your people to do and then try to create a game out of it. The Game must be number one.
2. Never create a game that you are unwilling to play yourself.
3. Make sure that there are specific ways of winning the game without ending it.
4. Change the game from time to time ___ the tactics, not the strategy.
5. Never expect the game to be self sustaining; people need to be reminded constantly.
6. The game has to make sense...raison d'etre.
7. The game needs to be fun sometimes, but not all of the time.
8. If you can't think of a game...steal one.

Logic of the Game:

Today, much of life has lost its meaning. What's missing is **Purpose**.

People need a place of community, a place that has purpose, meaning and order.

A place in which being human is a prerequisite, but acting human is essential.

A place in which disorganized thinking becomes organized. And becomes a place where that thinking becomes clearly focused on a specific worthwhile result.

A place where discipline becomes prized and actions are intentional, not accidental.

That's purpose is to create a game worth playing, a place of community.

A place where words like integrity, intention, commitment, vision and excellence have meaning.

Playing the Game:

1. Hiring process- a scripted presentation communicating the Bosses idea to all the applicants at the same time.
2. Ask each applicant why they are superbly qualified, in individual meetings.
3. Notification of the successful candidate by phone, a scripted presentation.
4. Notification of the unsuccessful candidates, thanking them for their interest. Standard letter signed by the interviewer.
5. First day of training to include the following activities for both the boss and the new employee.
 - Reviewing the boss's idea.
 - Summarizing the system through which the entire business brings the idea to reality.
 - Taking the new employee on a tour through the facility highlighting people at work and the system at work. The purpose is to demonstrate the interdependence of the system on people and people on the system.
 - Explain to the employee how he and his position are an integral part of this system.

- Answer any and all questions.
- Issue a uniform (if appropriate) and his operations or sales manual.
- Review the manual, including the organizational manual and the employee's position contract.
- Complete the employment papers.

To some this process may appear to be a de-humanizing experience. It is, in fact, quite the opposite.

In order for you to get your people to do what you want, you'll first have to create an environment that will make that possible.

The system is the solution.

Without an idea worth pursuing, there can be no People Strategy.

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- You don't need professional managers... You need people who wish to learn your system.
 - You must lead the company in the direction you want it to go.
 - You must set the standard.
 - You must lead through delegation...not abdication.
 - You don't need professional managers to manage through their standards...you need managers who will manage to your standards.
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The Boss:

- How do you rate your leadership skills? Attached is a highly objective test that will help measure those skills.
- How do you think others would rate you as a leader? See above.
- Are you and your staff consistently trying to improve the way you do business, or are you satisfied with your current methods? "This is the way we've always done it."
- If you do make changes, do you track the numbers to see if they change?

- Do you test?
- If you find improvement, do you institute changes that reflect those new findings?
- Do you have a unique way of doing business that separates you from your competition?
- Do you have a system that provides your customers with a great buying experience each and every time?
- Do you and your staff conduct training meetings to insure a consistent level of service?
- Do you offer warrants, refunds, guarantees or free offers?
- Do you have the foresight to recognize dynamic shifts in the economy and culture that will have a direct or indirect bearing on your way of doing business?
- Are you flexible enough to adapt to those changes?
- Do you have a system that requires accountability both by you and your staff?
- Do you have an organizational chart?
- Do you have an employee positional manual?
- Do you have an elevator pitch?
- Does your receptionist have an answering announcement?
- Does your company have a mission statement?
- Do you have an end game in mind?
- Do you know what you are really selling?
- Do you know what people are really buying?
- Have you identified your customer base?
- Have you identified the emotional hook that causes people to buy what you are selling?
- How are you presenting the customer's rationale/justification for buying?
- Are you consumed by the day to day work of your business?
- Are you interested in getting your life back?

SCG Growth Solutions' business is about helping our client's business grow and prosper, but it is also about helping the people associated with those businesses grow and be fulfilled.

Acknowledgments:

Much of the information contained herein has been drawn from my more than four decades in the world of business. I am also, by choice, a prolific reader. Reading not only instructs, but it ignites the imagination and, by the process of osmosis, makes one a better writer.

I am indebted to the literary masters, a list too extensive to credit herein. I am even more indebted to the pioneers in my chosen field of advertising and marketing, who so generously share the secrets of their success. The person to whom I am most beholden, however, is Michael Gerber and his underground classic, *E Myths Revisited*. I acknowledge that I have generously borrowed most of his precepts. If one is to plagiarize, steal from the best.

21 Laws Leadership Evaluation

Read each statement below and score yourself for each, using the following scale:

0....Never

1....Rarely

2....Occasionally

3....Always

1. The Law of the Lid

Leadership Ability Determines a Persons Level of Effectiveness.

_____ a) when faced with a challenge, my first thought is, *who can I enlist to help?*
Not *what can I do?*

_____ b) when my team, department, or organization fails to achieve an objective,
my first assumption is that it's some kind of leadership issue.

_____ c) I believe that developing my leadership skills will increase my
effectiveness dramatically.

_____ TOTAL

2. The Law of Influence

The True Measure of Leadership is Influence- Nothing More, Nothing Less.

- _____ a) I rely on influence rather than my position or title to get others to follow me or do what I want to do.
- _____ b) during discussions or brainstorming sessions, people turn to me and ask for my advice.
- _____ c) I rely on my relationships with others rather than organizational systems and procedures to get things done.
- _____ TOTAL

3. The Law of Process

Leadership Develops Daily, Not in a Day.

- _____ a) I have a concrete, specific plan for personal growth that I engage in weekly.
- _____ b) I have found mentors and experts for key areas of my life with whom I engage on a regular basis.
- _____ c) to promote my professional growth, I have read at least six books (or taken at least one worthwhile course or listened to twelve or more audio lessons) per year for the last three years.
- _____ TOTAL

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4. The Law of Navigation

Anyone Can Steer the Ship, but it Takes a Leader to Chart the Course.

- _____ a) I spot problems, obstacles and trends that will impact the outcome of initiatives the organization has put in place.
- _____ b) I can clearly see a pathway for the implementation of a vision, including not only the process but also the people and resources needed.
- _____ c) I am called upon to plan initiatives for the organization.
- _____ TOTAL

5. The Law of Addition

Leaders Add Value by Serving Others.

_____ a) Rather than being annoyed when Team Members have issues preventing them from doing their job effectively, I see the issues as an opportunity to serve and help those people.

_____ b) I look for ways to make things better for the people I lead.

_____ c) I find great personal satisfaction in helping people become more successful.

_____ TOTAL

6. The Law of Solid Ground

Trust is the Foundation of Leadership.

_____ a) the people I lead confide in me regarding sensitive issues.

_____ b) when I tell someone in the organization I will do something, he can count on me to follow through.

_____ c) I avoid undermining others or talking behind their back.

_____ TOTAL

7. The Law of Respect

People Naturally Follow Leaders Stronger Than Themselves.

_____ a) People are naturally drawn to me and often want to do things just to spend time with me.

_____ b) I go out of my way to show respect and loyalty to the people I lead.

_____ c) I make courageous decisions and take personal risks that could benefit my

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followers even if there is no benefit to me.

_____ TOTAL

8. The Law of Intuition

Leaders Evaluate Everything with a Leadership Bias.

_____ a) I can easily gauge morale, whether in a room full of people, on a team, or in an organization.

_____ b) I often take the right action as a leader even if I cannot say why.

_____ c) I can read situations and sense trends without having to gather hard evidence.

_____ TOTAL

9. The Law of Magnetism

Who You Are Is Who You Attract.

_____ a) I am satisfied with the caliber of people that report to me.

_____ b) I expect the people I attract to be similar to me in values, skills and leadership ability.

_____ c) I recognize that no personal process can improve the quality of people I recruit compared to improving me.

_____ TOTAL

.10. The Law of Connection

Leaders Touch a Heart Before They Ask for a Hand.

_____ a) when I am new to a leadership situation, one of the first things I try to do is to develop a personal connection with the individuals involved.

_____ b) I know the hopes and dreams of the people I lead.

_____ c) I avoid asking people to help accomplish the vision until we have built a relationship that goes beyond the nuts and bolts of our work together.

_____ TOTAL

11. The Law of the Inner Circle

A Leader's Potential is Determined by Those Closest to Him.

- _____ a) I am strategic and highly selective about which people are closest to me personally and professionally.
- _____ b) I regularly rely on some key people in my life to help accomplish my goals.
- _____ c) I believe that 50% or more of the credit for my accomplishments goes to the people on my team.

_____ TOTAL

12. The Law of Empowerment

Only Secure Leaders Give Power to Others.

- _____ a) I embrace change easily and become dissatisfied with the *status quo*.
- _____ b) I believe that no matter how talented the people who work for me are, my position is secure.
- _____ c) it is my regular practice to give the people I lead the authority to make decisions and take risks.

_____ TOTAL

13. The Law of the Picture

People Do What People See.

- _____ a) if I see an undesirable action or quality in team members, I check for it in myself before addressing it with them.
- _____ b) I am consistently working to try to make my actions and words consistent with one another.
- _____ c) I do what I should rather than what I want because I am conscious that I am setting an example for others.

_____ TOTAL

14. The Law of the Buy-In

People Buy into the Leader, Then the Vision.

_____ a) I recognize that a lack of credibility can be as harmful to an organization as a lack of vision.

_____ b) I wait until I see that most of the people on the team have confidence in me before asking for a commitment to the vision.

_____ c) even when my ideas are not very good, my people tend to side with me.

_____ TOTAL

15. The Law of Victory

Leaders Find a Way for the Team to Win.

_____ a) when I lead a team, I feel ultimate responsibility for whether it achieves its goal.

_____ b) if members of my team are not unified in their efforts to achieve the vision, I take action to get them on the same page.

_____ c) I make personal sacrifices to help ensure victory for my team, department or organization.

_____ TOTAL

16. The Law of the Big Mo

Momentum Is a Leaders Best Friend.

_____ a) I am enthusiastic and maintain appositive attitude every day for the sake of my team members.

_____ b) whenever I make a leadership decision, I consider how that action will impact momentum in my team, department or organization.

_____ c) I initiate specific actions with the purpose of generating momentum in my team, etc.

_____ TOTAL

17. The Law of Priorities

Leaders Understand That Activity is Not Necessarily Accomplishment

_____ a) I avoid tasks that are not required by my leadership, don't have a tangible return, or don't reward me personally.

_____ b) I set aside time daily, monthly and yearly to plan my upcoming schedule and activities based on my priorities.

_____ c) I delegate any task for which a team member can be at least 80% as effective as I could be.

_____ TOTAL

18. The Law of Sacrifice

A Leader Must Give Up to Go Up

_____ a) I know making trade-offs is a natural part of leadership growth, and I make sacrifices to become a better leader as long as they don't violate my values.

_____ b) I expect to give more than my followers do in order to accomplish the vision.

_____ c) I will give up my rights in order to reach my potential as a leader.

_____ TOTAL

19. The Law of Timing

When to Lead Is as important as What to Do and Where To Go.

_____ a) I expend as much effort figuring out the timing for an initiative as I do figuring out the strategy.

_____ b) I will launch something using a less-than-ideal strategy because I know the timing is right.

_____ c) I can sense whether or not people are ready for an idea.

_____ TOTAL

20. The Law of Explosive Growth

To Add Growth, Lead Followers----To Multiply, Lead Leaders.

_____ a) I believe that I can grow my organization more rapidly by developing leaders than by any other method.

_____ b) I spend a significant time every week investing in the development of the top 20% of my leaders.

_____ c) I would rather see leaders I develop succeed on their own than keep them with me so that I can keep mentoring them.

_____ TOTAL

21. The Law of Legacy

A Leaders Lasting Legacy is Measured by Succession.

_____ a) I possess a strong sense of why I am in my job and why I am leading.

_____ b) in each position I've held, I have identified people who can carry on after me, and I have invested in them.

_____ c) one of my strongest motivations is to leave any team that I have led better than I found it.

Acknowledgement: The above evaluation is extracted from John C. Maxwell's book:

The 21 Irrefutable Laws of Leadership