

Name: _____

Phone: _____

Accelerate Growth, Evolve Your Business, and Have Time for Fun

Jimmy Taylor
Consultant
Novotus
novotus.com

Thursday, Oct. 29
11 a.m.–12:30 p.m.





American Staffing Association

Accelerate Growth, Evolve Your Business, and Have Time for Fun

Jimmy Taylor
Consultant
vNacelle

Thursday, Oct. 29, 11 a.m.–12:30 p.m.



American Staffing Association



Jimmy Taylor
Consultant
vNacelle

I BELIEVE ANYTHING IS POSSIBLE
I SEE OPPORTUNITY WHEN OTHERS SEE IMPOSSIBILITY
I TAKE RISKS, I'M FOCUSED. I HUSTLE.
I KNOW THAT NOTHING IS UNREALISTIC
I FEEL OVERWHELMING LOVE
I EMBRACE MY CHILDLIKE WONDER & CURIOSITY
I TAKE FLYING LEAPS INTO THE UNKNOWN
I CONTRIBUTE TO SOMETHING BIGGER THAN MYSELF
I CREATE. I LEARN. I GROW. I DO.
I BELIEVE IT'S NEVER TOO LATE TO START LIVING A DREAM
I AM AN ENTREPRENEUR

-Author Unknown



The Entrepreneurial Flight™

3

Today We Want to:

- Understand where you are as an owner or manager, and where your company is, in the "entrepreneurial flight"
- Give you a way to diagnose each area of your business, from finance through operations and sales and marketing
- Identify where you want to go in the next 18 months
- Discuss how to develop entrepreneurial teams within your company

Show you some online tools you can use to take this concept further.



The Entrepreneurial Flight™

4

vNacelle Founder

Today's Presenter



Elizabeth Lake Ledoux



Jimmy Taylor

20+ years developing entrepreneurs
20+ years of company ownership from start-up to exit



The Entrepreneurial Flight™

5

vNacelle's Bigger Vision

- **Our Vision/Mission-** To grow, reignite and empower the entrepreneurial spirit.
- **To create the results:**
 - Successfully transition jobs that entrepreneurs are responsible for
 - Revitalize entrepreneurial sections of the middle class
 - Provide opportunities
 - Create sustainable companies for the emotional & physical health of our communities



The Entrepreneurial Flight™

6

Baby Boomers Ready to Exit Businesses?

New York Times

According to Mr. Ungashick,

9 million of America's 15 million business owners
were born in or before 1964, resulting in

one business owner turning 65 every 57 seconds

— and the potential for a tsunami of businesses for
sale.



The Entrepreneurial Flight™

7

Of Course...

Everybody in this room knows
how to run their business!



The Entrepreneurial Flight™

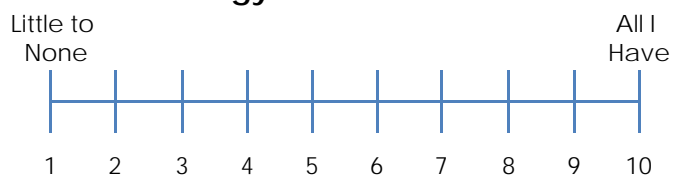
8

Your Current Business...

How complex is it to run your business?



How much time and energy does it take?



The Entrepreneurial Flight™

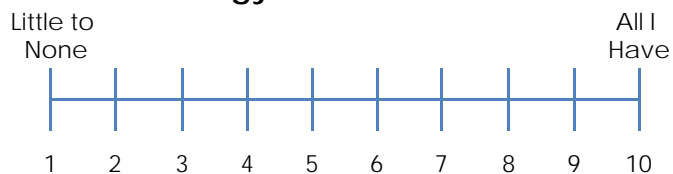
9

Your Current Business at 10X...

How complex would it be to run your business?



How much time and energy would it take?



The Entrepreneurial Flight™

10

Getting to Know Each Other

*About you, your company, what it does, relative size
and
What you would like to get out of our time today...*

© Copyright 2013. vNacelle LLC. All Rights Reserved.
vNacelle is a federal pending trademark of vNacelle LLC.
The Entrepreneurial Flight is a federal pending trademark of vNacelle LLC.



11

What if...?

What if you could accelerate the value of your business?

What if you could have more time and energy while growing your business to the value you desire?

What if you could build a business that is truly transferable, whether you choose to transfer it or not?



The Entrepreneurial Flight™

12

Learn Something of Value!

- Understand the leading integrated developmental model of the entrepreneur and the enterprise – *The Entrepreneurial Flight™*
- Know where you are and where your business is in that model
- Learn how to move yourself and your business forward



The Entrepreneurial Flight™

13

Building a Business is a Structured Art

- Success Sculpting
 - Business is an art
 - You and your team are the artist
 - Factory – Rodin



The Entrepreneurial Flight™

14

Two Integrated Elements...

The Enterprise

The Entrepreneur

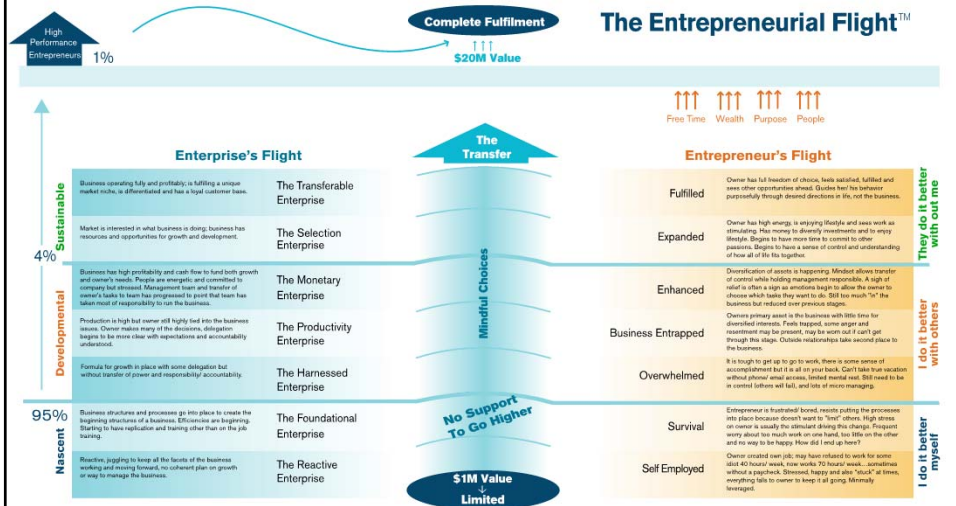
Which develops first-you or the business?



The Entrepreneurial Flight™

15

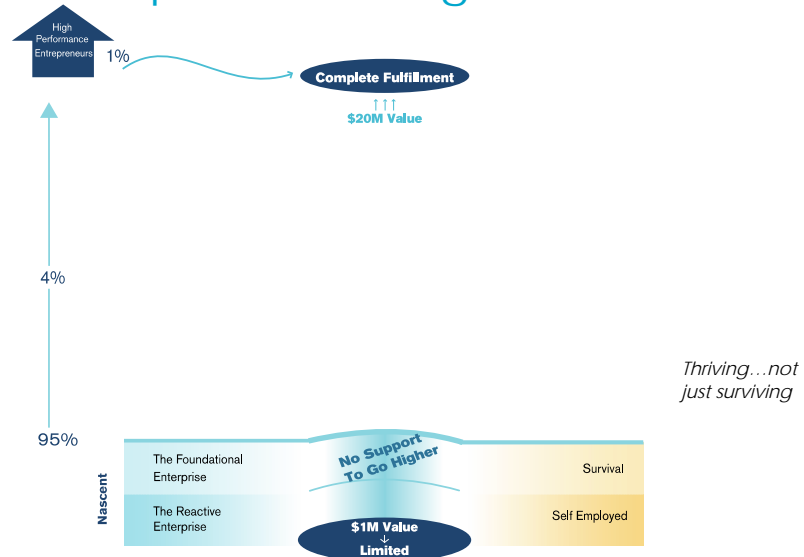
The Entrepreneurial Flight™



The Entrepreneurial Flight™

16

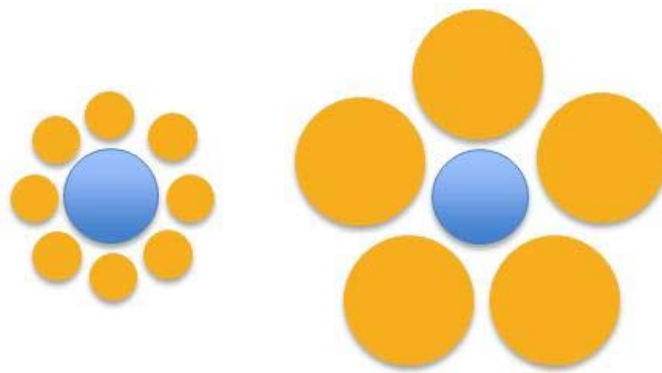
The Entrepreneurial Flight™



The Entrepreneurial Flight™

17

Seeing In Context...



See another example here:

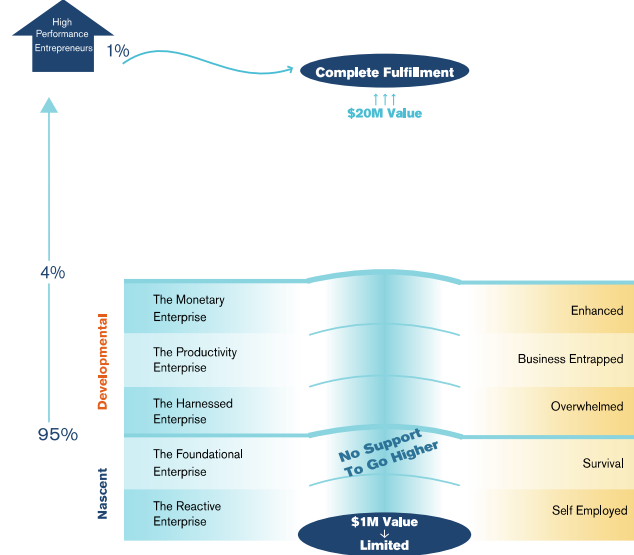
<http://www.wimp.com/powerperspective/>



The Entrepreneurial Flight™

18

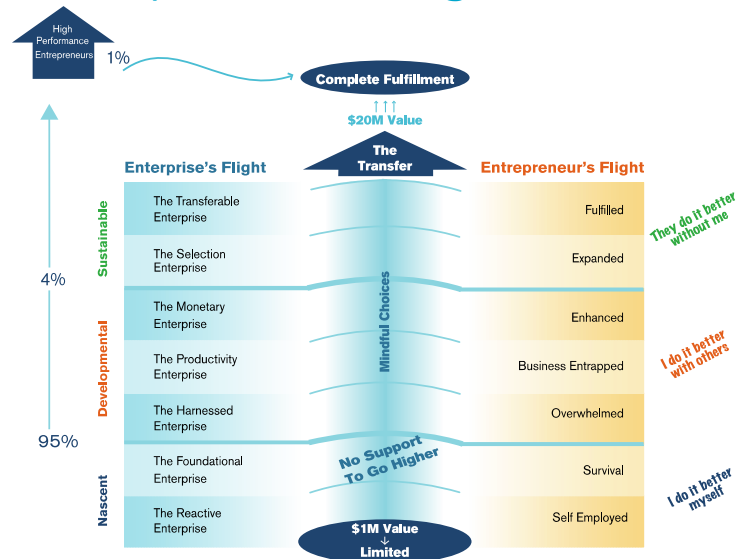
The Entrepreneurial Flight™



The Entrepreneurial Flight™

19

The Entrepreneurial Flight™



The Entrepreneurial Flight™

20

The True Measure of Prosperity is Time...

Matt Ridley

© Copyright 2013. vNacelle LLC. All Rights Reserved
vNacelle is a federal pending trademark of vNacelle LLC.
The Entrepreneurial Flight is a federal pending trademark of vNacelle LLC.



21

Enterprise & Entrepreneur

One fundamental fact of developing businesses is that the entrepreneur must move to the next level **before** the enterprise can move to the next level. Enterprises are led by the Entrepreneur.

© Copyright 2013. vNacelle LLC. All Rights Reserved
vNacelle is a federal pending trademark of vNacelle LLC.
The Entrepreneurial Flight is a federal pending trademark of vNacelle LLC.



22

The Simplicity Path™



© Copyright 2013, vNacelle LLC. All Rights Reserved.
vNacelle is a federal pending trademark of vNacelle LLC.
www.vnacelle.com



The Entrepreneurial Flight™

23

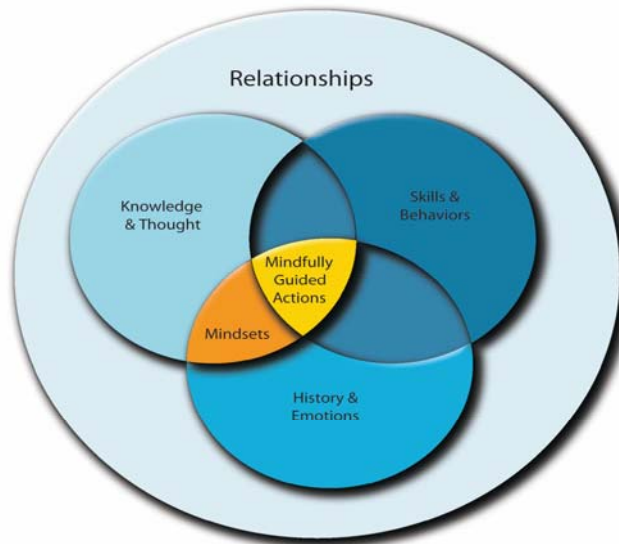
The Developing Entrepreneur

Developing your head and heart

© Copyright 2013, vNacelle LLC. All Rights Reserved.
vNacelle is a federal pending trademark of vNacelle LLC.
The Entrepreneurial Flight is a federal pending trademark of vNacelle LLC.



The vNacelle Entrepreneur™



The Entrepreneurial Flight™

25

What your mind focuses on...

- When you become aware as an entrepreneur, you focus your mind – you change...and you can change your team
- Awareness doesn't just happen!
 - What you choose to think about is what your mind is looking for...goals, vision, etc.
 - Pre-program yourself and your team, if not, you are on autopilot!



The Entrepreneurial Flight™

26

Optimal Mindset

- The differentiator of success at high levels is the mindset of the owner & management team
- Critical variables
 - Calm focus
 - Mindfulness
 - Thought pattern that “flows energy”



The Entrepreneurial Flight™

27

Entrepreneurial Mindset

- Mindsets that limit your company
- Mindsets that support your company
- Mindsets that energize your company
- What's the feeling with each one of the sets?
- Which one(s) are present in your company currently?
- What mindset is ideal for Business Value Acceleration?



The Entrepreneurial Flight™

28

Assessing Your Mindsets...Accurately

- Thinking not of what you have had or what you want to have...
- But of how your thoughts are impacting the company.



The Entrepreneurial Flight™

29

Mindsets Survey

Mindsets

Write a statement that describes your most common thought or feeling about your:

☐ Risk

☐ Self-Worth as it Relates to Money

☐ Success

Now indicate on the blue lines next to your statements whether this is a mindset that **"blocks"**, **"interferes"**, **"facilitates"** or **"empowers"** your development as an entrepreneur.



The Entrepreneurial Flight™

30

Relationships Survey

Relationships

Write down your key relationships in the following areas of your life:

☐ Personal

☐ Internal Business

☐ Advisor/Coach/Group

Now indicate on the blue lines next to your statements whether this is a relationship that **"blocks"**, **"interferes"**, **"facilitates"** or **"empowers"** your development as an entrepreneur.



The Entrepreneurial Flight™

31

Understanding the impact of mindset

If I can't see except through a strong filter of the past, then....

I can't see what really happened to me

I can't see what is really happening today

I can't see the possibilities of tomorrow accurately



The Entrepreneurial Flight™

32

Entrepreneur's Strata Survey

Circle the description in each column that best describes your Enterprise at this time. Then, in the Results column please put an X in the level that best summarizes your overall Strata.

Entrepreneur's Strata	Money	Trust & Control	Leadership	Results
Fulfilled	I have sufficient wealth, in both monetary and emotional terms, to care for myself and those around me	The team functions without my input using environmental and internal information to guide the company. The team knows better than I do, the team has proven and continues to prove that this is true and I stay out of the way	I am available to consult with my team and other key relationships as needed. I have transferred leadership.	
Expanded	I understand the flow of economics in the world and see my opportunity to create and grow wealth	I trust the team and am not an integral part of the team except at high level and in veto situations	New ideas come from my team. I work mostly at building key relationships and partnerships for the organization while understanding the business environment that my company is in	
Enhanced	I know and use multiple forms of financial leverage	Sharing control and responsibility is the model by which we manage the business, as an integral part of the team I trust with oversight	I spend most of my time creating new ideas and driving those new directions into the organization	
Business Entrapped	I understand how money moves through my workplace/business, and what each person contributes to that flow	I hire the right people and give them decision making responsibility to a limited degree. I use accountability aimed at specific outcomes to make sure things are going right	I expect people doing what I want them to do, tasks and I work with them to set directions and make key decisions	X
Overwhelmed	In order to grow, I and the team around me need to think differently, learn more and improve the way we do business to increase our revenue	It's hard for me to understand that others don't follow through like I do, but I am able to delegate some tasks as long as I can monitor the successful completion of the tasks. I trust the structure and systems to keep people on track	I am still not effective in really getting people to do the things that I want and am learning how to hire the right people. I effectively delegate tasks and hold people accountable	
Survival	As a team member, I work hard, yet we are always struggling to grow	I know that I like to be in control and if I do give control to someone else I expect them to follow through as I would. I trust my way of doing things	While I still do a lot of diverse tasks, I understand the need for processes and systems and am putting them in place	
Self-Employed (or False Sense of Freedom)	I believe the harder I work, the more I should make	I know if I do it, it will get done right, others often comment that I like to be in control. I trust myself to get it done my way	It is my company and so I do whatever needs to be done, no matter what	

Transfer the result to the Summary page in the Entrepreneur's Strata (page 2)

Entrepreneur's Strata Results



The diagram illustrates the 'Entrepreneurial Flight Path' as a progression of business stages over time, measured by value and success rate.

Vertical Axis (Measures): 1%, 40%, 95%.

Horizontal Axis (Time): 10 years, 100 years.

Stages and Outcomes:

- Complete Fulfillment** (Top, \$10M Value)
- The Transition** (Center, \$100K Value)
- Enterprise's Flight** (Left, Blue):
 - The Foundational Enterprise
 - The Selection Enterprise
 - The Monetary Enterprise
 - The Productivity Enterprise
 - The Harmonized Enterprise
 - The Fundamental Enterprise
 - The Reactive Enterprise
- Entrepreneur's Flight** (Right, Orange):
 - Fulfilled
 - Expanded
 - Enhanced
 - Business Expanded
 - Channelized
 - Survived
 - Self-Expanded

Additional Labels:

- 1%:** Complete Fulfillment
- 40%:** Entrepreneur's Flight
- 95%:** Measures
- \$100K Value:** The Transition
- \$10M Value:** Complete Fulfillment
- No Transition The Gap Widens** (Warning label between Enterprise's and Entrepreneur's Flight)
- 10 years** (Time label at the bottom left)
- 100 years** (Time label at the bottom right)
- 100% Success** (Label at the top right)
- 100% Failure** (Label at the bottom right)

The Entrepreneurial Flight® model is core to our *myBVA* process. It has been acknowledged as leading-edge thinking for private businesses by a number of business leaders including faculty of the Harvard Business School. It helps entrepreneurs and business owners evaluate and gain critical insights in moving toward accelerated business growth.

© Copyright 2014, vtiacelle LLC. All Rights Reserved.
vtiacelle and The Entrepreneurial Flight are registered trademarks of vtiacelle LLC.



The Entrepreneurial Flight™

35

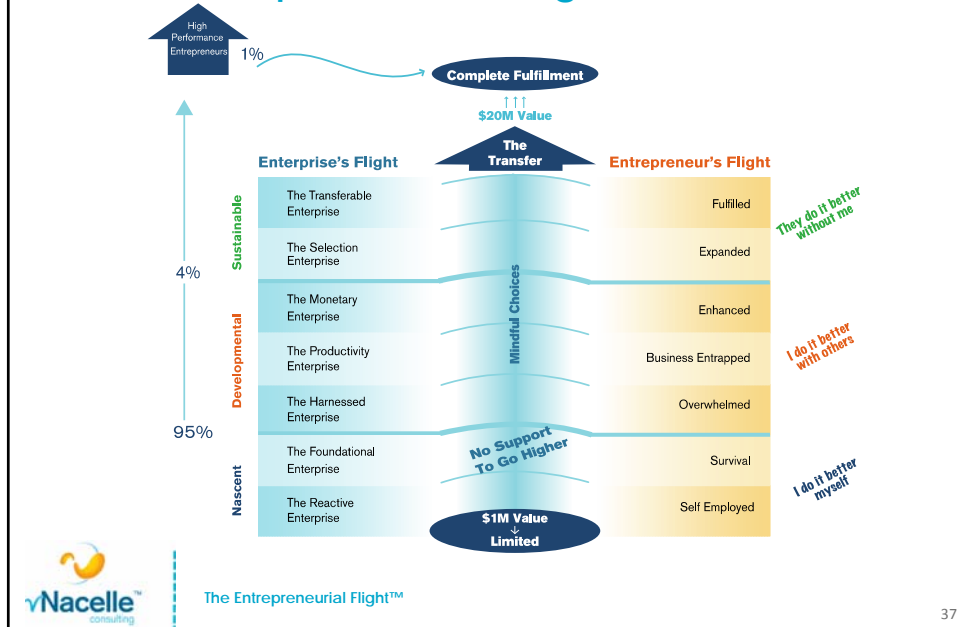
Living *historically* based on how
I was trained or how I believe,
or living *intentionally* based on
how I wish to be in the future
is a choice.



© Copyright 2013. vNacelle LLC. All Rights Reserved
vNacelle is a federal pending trademark of vNacelle LLC.
The Entrepreneurial Flight is a federal pending trademark of vNacelle LLC.

36

The Entrepreneurial Flight™



The Entrepreneurial Strata

*You must change
your own perspective
before you can
change your business.
Entrepreneurs lead
the Enterprise!*

- ▶ Fulfilled
- ▶ Expanded
- ▶ Enhanced
- ▶ Business Entrapped
- ▶ Overwhelmed
- ▶ Survival
- ▶ Self Employment

How does one become a butterfly,
she asked pensively?

You must want to fly so much that
you are willing to give up being a
caterpillar.

— *Trina Paulus*

© Copyright 2013. vNacelle LLC. All Rights Reserved.
vNacelle is a federal pending trademark of vNacelle LLC.
The Entrepreneurial Flight is a federal pending trademark of vNacelle LLC.



39

What if...?

What if you could accelerate the value of your
business?

What if you could have more time and energy while
growing your business to the value you desire?

What if you could build a business that is truly
transferable, whether you choose to transfer it or
not?



The Entrepreneurial Flight™

40

The Developing Enterprise

Taking your business to the next level

© Copyright 2013. vNacelle LLC. All Rights Reserved.
vNacelle is a federal pending trademark of vNacelle LLC.
The Entrepreneurial Flight is a federal pending trademark of vNacelle LLC.



41

Going North...



The Entrepreneurial Flight™

42

Enterprise Body Survey

Circle the description in each column that best describes your Enterprise at this time. Then in the Results column please put an X in the level that best summarizes your overall State.

Enterprise State	Vision	Strategy	Structure	Culture	Results
The Transferable Enterprise	Greater Vision for the future of the business that is understood, structured and transferable to new ownership	Defined strategy that is developed and fully executed by key management team; full accountability and measurement of progress	Structure is in place for current business geographically with organizational structure developed to not include the owner and built with available/loan capacity	Transformed across the organization and solidly practiced by the people; strong desire to maintain the culture	
The Selection Enterprise	Vision selectively expanded to enhance the development and opportunities of the business	Defined strategy that is still developed with owner and management team, then put in the hands of management team members other than the owner with skills to execute; full accountability and measurement of progress	Geographic and capacity structure growing per the strategy and vision; organizational structure includes solid management team with owner still involved at the President or CEO level	Defined and managed by the management team; open to selective change in support of Vision and Strategy	
The Monetary Enterprise	Vision moved from being primarily owner driven to a collective team vision	Strategy defined in more detail and documented; beginning to be developed collaboratively with the management team, but still driven primarily by the owner's boundaries and risk tolerance; accountability and measurement in place and used	Management team thinking in terms of developing the business to a higher level; understand metrics that drive the business and are able to quantify the business from the management level to accomplish goals and objectives; select expansion occurring around agreed upon available resources and risk levels between owner and management team	Moving as needed to support the growth and further development; well known and integrated by all	
The Productivity Enterprise	Vision set detail and clarity; written and documented; primarily set around the owner vs. a collective team vision	Strategy defined and documented; clearly understood by management team; accountability and measurement beginning	Management team in place and tailoring work in this capacity; select geographic and capacity expansions based on strategic financial and people resources to move toward vision	Defined and managed by both the owner and team; strong culture moved to support increased accountability to productivity	X
The Harnessed Enterprise	Vision taking on more clarity as the business develops; high level written vision - detail still in the owner's mind; beginning to be communicated effectively to others	Strategy documented at a high level; beginning to be distributed to key people and management team	More structured thinking on the correct management team needs; identification of selected skills/people for the management positions; development of the positions and beginning transfer of knowledge	Becoming more structured and formalized; open interactions with people both in and out of the business	
The Foundational Enterprise	Vision still loosely formulated; more clearly developed; still held in the owner's mind; discussed with others at a high level	Strategy still dynamically developed; majority held within owner's mind but discussed more openly with key people	Beginning thinking around a need for "management team" members other than the owner; internal assessment beginning to take place within the organization to "fit" existing employees into needed roles to decrease pressure on the owner	Still centered around owner's culture desires but becoming recognized and understood by people	
The Reactive Enterprise	Vision loosely formulated; in the owner's mind	Strategy may exist; if so, held completely in owner's mind; modified dynamically as things change within and affect the business	Amateur structure with owner at the center; people surround owner for direction	Completely defined by and centered around owner	



The Entrepreneurial Flight™

43

Enterprise Engines Survey

Circle the description in each column that best describes your Enterprise at this time. Then in the Results column please put an X in the level that best summarizes your overall State.

Enterprise State	People	Finance	Results
The Transferable Enterprise	People are trained from the management down to completely provide day-to-day tasks, as well as long term management and business continuity decisions for long term business success; full training program in place for scalability and growth; strong benefits and compensation; fully HR compliant	Cash flow, EBITDA, debt, A/R, A/P and other critical financial indicators are at targets for enhanced value	
The Selection Enterprise	The place to work; clarity around expectations is known; people performance is rewarded; people thriving in their positions; low turnover; strong benefits; plan in place	Capital and funding available around selective opportunities to develop the business within set risk limitations; strong retained earnings and continued high profitability	
The Monetary Enterprise	People know their jobs, are doing what they do best (high performance team in place); know what is expected of them and are accountable to goals; more formal HR processes developing including a formal people development program	Experiencing monetary growth; cash flow positive; profitability high for the industry; able to look at additional opportunities with capital building for potential investment; business financially healthy	
The Productivity Enterprise	Right people doing the right jobs per known vision - beginnings of a high performance team organization; fully payroll compliant	Financially prepared with capital in place to experience full productivity and develop additional capacity as required to fulfill productivity requirements	X
The Harnessed Enterprise	Defined responsibilities; job descriptions developed for all positions; definition of role responsibilities starting to be understood and used within organization; training for high level systems and foundational tasks for most employees	Cash flow and capital in place to harness the opportunity to move into more effective productivity; investment in infrastructure and people	
The Foundational Enterprise	Beginning to distribute defined responsibilities; significant job overlap; job descriptions developed for some positions; compensation still somewhat unstructured, especially between position types; training beginning to have some structure as needed	Beginning to cash flow; still struggling at times; limitations on cash to grow; restricted by capital funding abilities, A/P and A/R policies in place	
The Reactive Enterprise	People hired; performing tasks as needed; no job descriptions; compensation unstructured and based on person; benefits limited or non-existent	Struggling with meeting bills, payroll, and taxes	



The Entrepreneurial Flight™

44

Enterprise Fins Survey

Circle the description in each column that best describes your Enterprise at this time. Then in the Results column please put an X in the level that best summarizes your overall State.

Enterprise State	Sales/Marketing	Products/Services	Systems/Processes	Results
The Translatable Enterprise	Predictable client/customer buying cycles with statistics showing retention and gain of new opportunities; known marketing performance	Products/Services are solid, developed so as to not be in "infancy" stages and increasing in their life cycle	Systems and processes fully documented and implemented; people fully accountable to performance around systems/processes	
The Selection Enterprise	Due to brand recognition and associated reputation, sales and opportunities flow to the organization; marketing performance used to enhance attraction of opportunities; new marketing developed for new growth into strategic selection areas	Development of new products and services are selective around strategic direction and enhancement of business continuity/growth; day-to-day production of current products and services on target with expected dashboard metrics	Documented and implemented systems; accountability to systems/processes working	
The Military Enterprise	Brand and reputation widely known in the market; measurable marketing performance; consistent client/customer buying cycles with statistics showing retention of clients/customers and gain of new opportunities; sales accountability fully in place; target customer selectively engaged and non-target customers rejected	Products/Services are still solidly in place, produced easily and efficiently so that they can be fully monetized	Systems in place; formal training system working to transfer knowledge; beginning of accountability to systems/processes	
The Productivity Enterprise	Clear branding and message known in the market; sales team in place and effective at selling to meet capacity expectations; sales accountability a focus; customer target well defined for productivity	Products/Services solidly embedded within the business. Change of products/services is minimal as the business focuses on productivity of what it provides	Documented systems; beginning of formalizing systems to transfer knowledge	
The Harnessed Enterprise	Coordinated sales team effort beginning to form; repeatable system in place and implemented within the organization; sales performance beginning to be set for accountability; target customer well defined for current business. Products/Services solid	Products/Services still being "harnessed" well defined and set into place in preparation for productivity stage; changes to products/services are only in refinement	Key people know major systems/processes; training remains variable and more on the job as opposed to systematic; some documentation	X
The Foundational Enterprise	Foundational marketing in place including brand, website, brochure; some sales material developed but not widely trained or used/distributed; customer target more defined but still somewhat distributed	Focus begins to take place on products/services that defines the business; decisions to create differentiation; beginning of limitation on array of products/services	Unorganized; somewhat known by others; not documented; all varies by situation	
The Reactive Enterprise	Selling as opportunities arise and are attainable; marketing around logo and name; low level informational website in place; customer target distributed	Products/Services are relatively flexible, moving to meet needs of owner and customer; additional products/services considered on a regular basis	Relatively non-existent; mostly in owners mind; varies by situation	



The Entrepreneurial Flight™

45

Remember that you are traveling down the same lonely road every great business man (woman too) has endured, the biggest benefit of your future success will be the mental toughness that you develop during the struggle.

— Siebold



46

Where do you go from here?

© Copyright 2013. vNacelle LLC. All Rights Reserved
vNacelle is a federal pending trademark of vNacelle LLC.
The Entrepreneurial Flight is a federal pending trademark of vNacelle LLC.



47

Your Entrepreneurial Flight

The vNacelle Accelerated Change Process™

Step 1

Clearly identify and see what area you need to focus on...
what you want to change and how it will look once you have your change.



The Entrepreneurial Flight™

48

Your Entrepreneurial Flight

The vNacelle Accelerated Change Process™

Step 2

Identify the top interfering mindsets. Acknowledge that the mindsets are interfering and that you need to change them.



The Entrepreneurial Flight™

49

Your Entrepreneurial Flight

The vNacelle Accelerated Change Process™

Step 3

Understand the facilitating mindsets that you need to shift toward to replace the interfering mindsets. Rehearse these new mindset statements.



The Entrepreneurial Flight™

50

Your Entrepreneurial Flight

The vNacelle Accelerated Change Process™

Step 4

Identify the top behaviors that you need to change.



The Entrepreneurial Flight™

51

Your Entrepreneurial Flight

The vNacelle Accelerated Change Process™

Step 5

Identify the obstacles and fears that will interfere with your changing.
In this step you must reassure those fears and reframe your understanding
of the obstacles to minimize their interference to your change.
Allow your mind to become your ally in the change process.



The Entrepreneurial Flight™

52

Your Entrepreneurial Flight

The vNacelle Accelerated Change Process™

Step 6

Create a plan and determine what your first action will be to move you toward your desired change...then begin to implement that action.



The Entrepreneurial Flight™

53

Your Entrepreneurial Flight

The vNacelle Accelerated Change Process™

Step 7

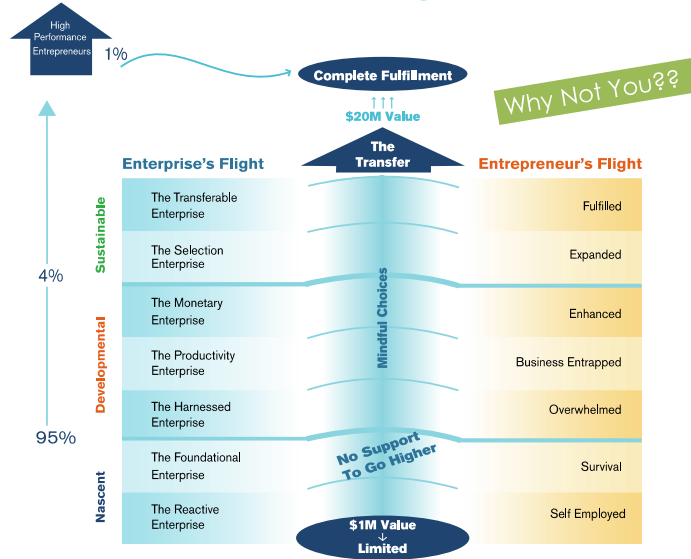
Continually evaluate your progress and return to step one if you wish to accelerate your change even more than you are experiencing at this time.



The Entrepreneurial Flight™

54

The Entrepreneurial Flight™



The Entrepreneurial Flight™

55

Take our free assessment to find out where you are in the Entrepreneurial Flight®.



© Copyright 2014, Nacelle LLC. All Rights Reserved.
Nacelle and The Entrepreneurial Flight are registered trademarks of Nacelle LLC.



TAKE OUR FREE ASSESSMENT TO FIND OUT WHERE YOU ARE ON YOUR ENTREPRENEURIAL FLIGHT®



The Entrepreneurial Flight™

56

If You Want To Go Fast, Go Alone.
If You Want To Go Far, Go With
Others.

-African Proverb

© Copyright 2013. vNacelle LLC. All Rights Reserved.
vNacelle is a federal pending trademark of vNacelle LLC.
The Entrepreneurial Flight is a federal pending trademark of vNacelle LLC.



57



American Staffing Association

Thank you for attending this
Staffing World 2015 workshop



Jimmy Taylor
Consultant
vNacelle