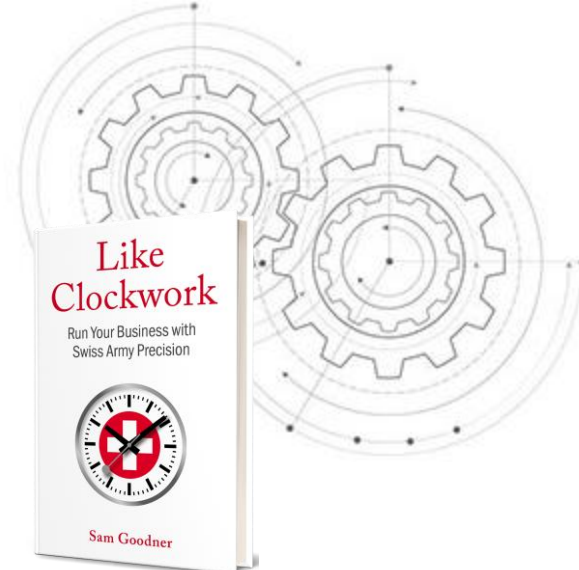




Like Clockwork

Run Your Business with
Swiss Army Precision

Sam Goodner



1993

1997

2010

2011

2016

2025



mobile alchemy

FLASH



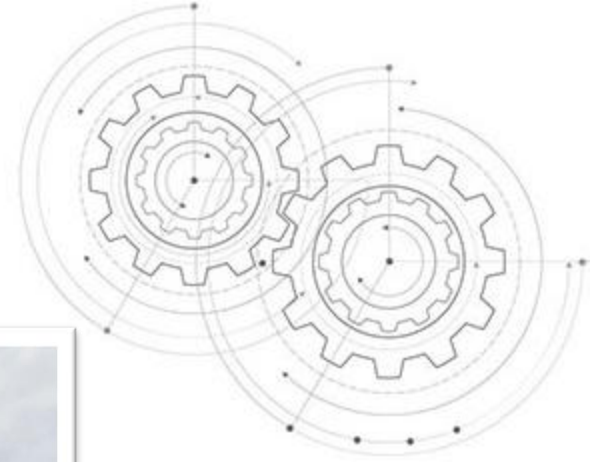
ERNST & YOUNG
WORLD ENTREPRENEUR
OF THE YEAR

Inc.
500

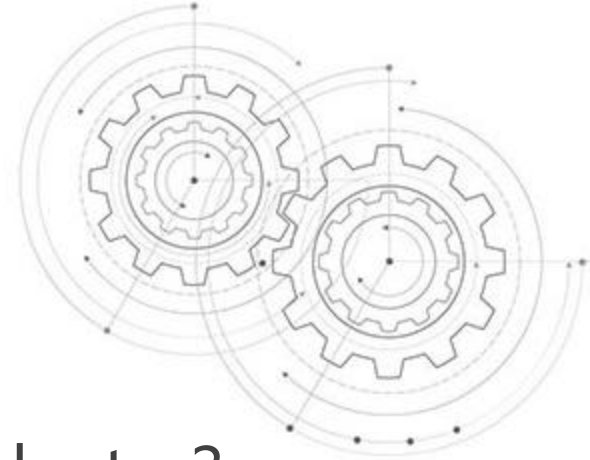


Clarity

Clarity in the military



Clarity test



- Walk around your company and ask:
 - How is our company different from others in our industry?
 - What are our top priorities for the year?
 - What are our key initiatives for the quarter?
- If you get different answers...

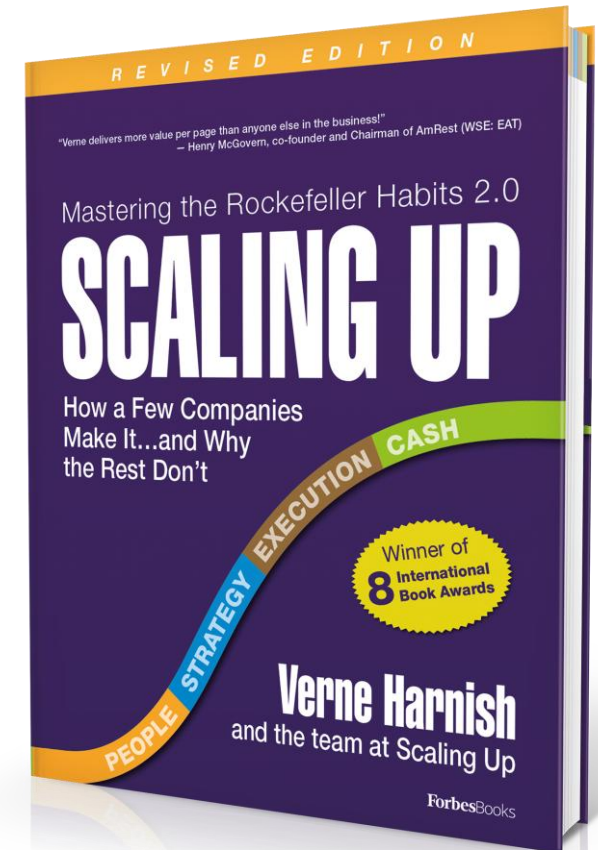
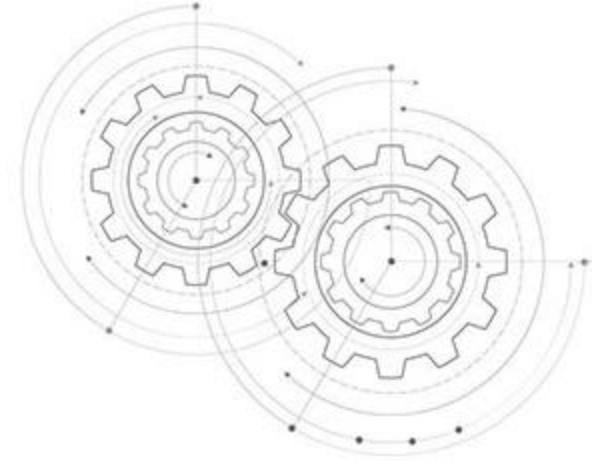
**You don't have a strategy problem.
You have a clarity problem.**



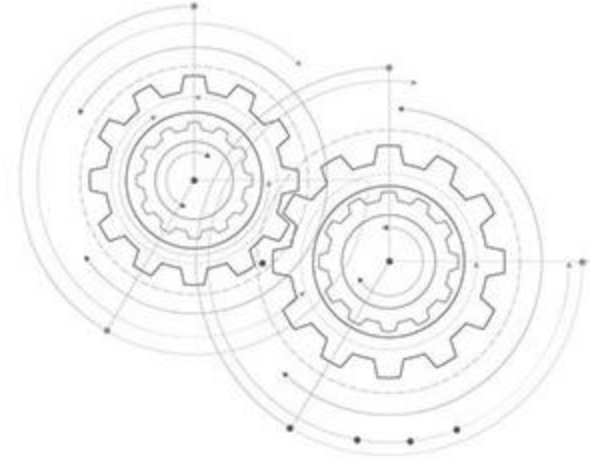
Clarity in business

Being clear on...

1. What you stand for
2. Why you exist
3. Where you're going
4. What your priorities are
5. Who your customer is
6. What they can expect from you
7. What you're best in the world at
8. Who owns what
9. How you measure success



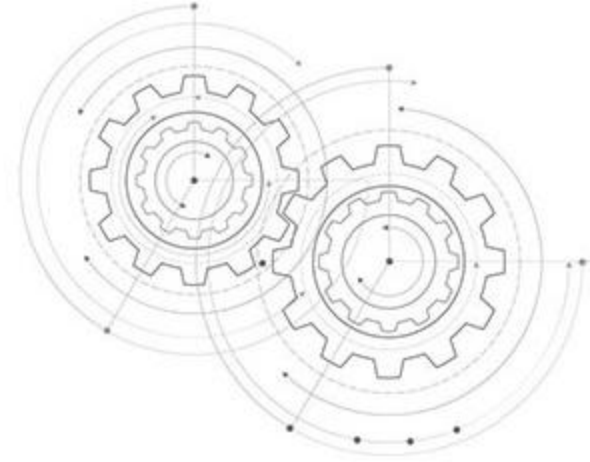
Clarity in business



- When everyone in your company knows:
 - Where you're going
 - How you're going to get there
 - What matters most right now
 - What their role is
 - How success is measured
- That's **clarity**
- And that's when you can scale



Clear communication



What was discussed



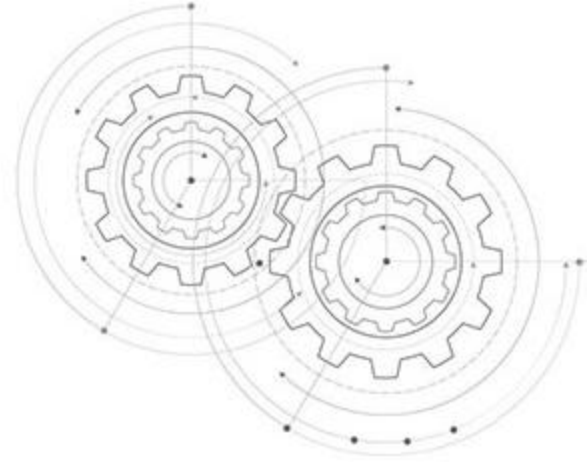
What we agreed to



Who's accountable for what

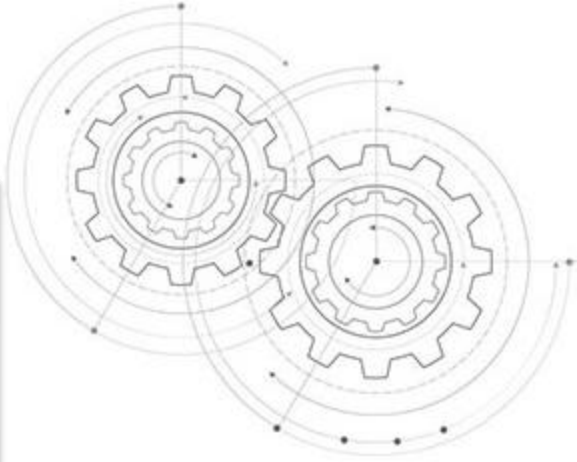


Communication in the military

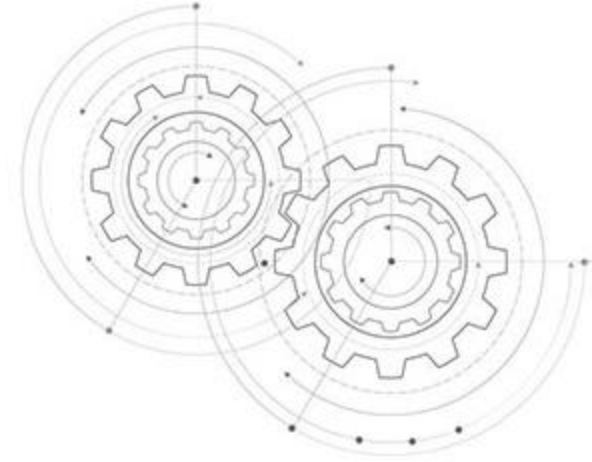


A stylized clock face is centered on a solid red background. The clock face is composed of dark grey tick marks of varying lengths, arranged in a circular pattern. The text "First Day" is written in a white, serif font, centered within the clock face.

First Day



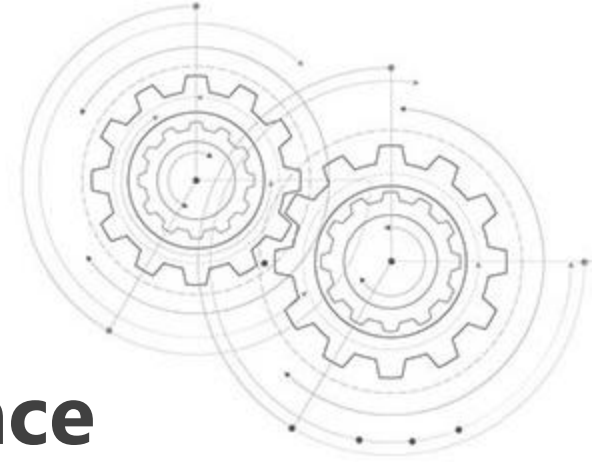
Most companies' first day...



- An afterthought
- Disorganized
- Unprepared
- Forgettable



First day at Catapult Systems



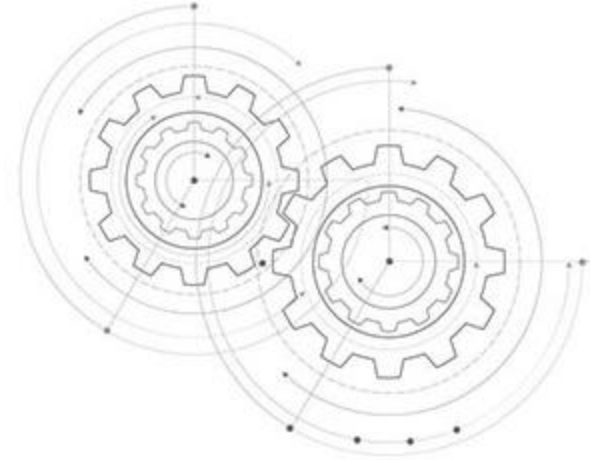
- We engineered an amazing **first day experience**
- **Celebrated** a new hire's arrival
- Introduced them to the **whole team**
- Put them on a **real project** day one
- Paired new hires with a **mentor**
- Sent a **welcome package** to their home if they were married
- Had an **ambassador program** for families relocating
- Because day one **sets the tone** for everything that follows



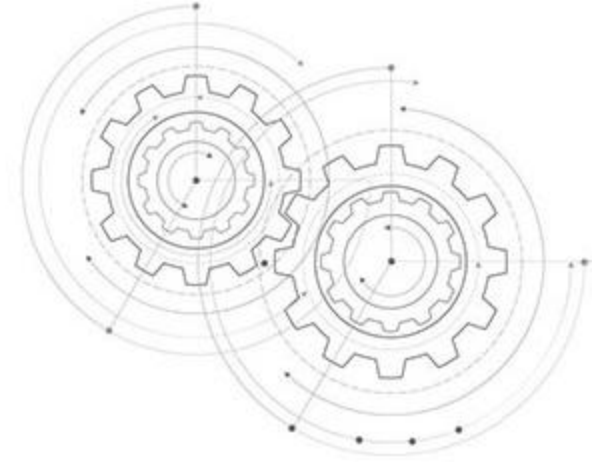
A stylized clock face is centered on a solid red background. The clock face is composed of dark grey tick marks of varying lengths, arranged in a circular pattern. The text "Boot Camp" is written in a white, serif font, centered within the clock face.

Boot Camp

Boot Camp



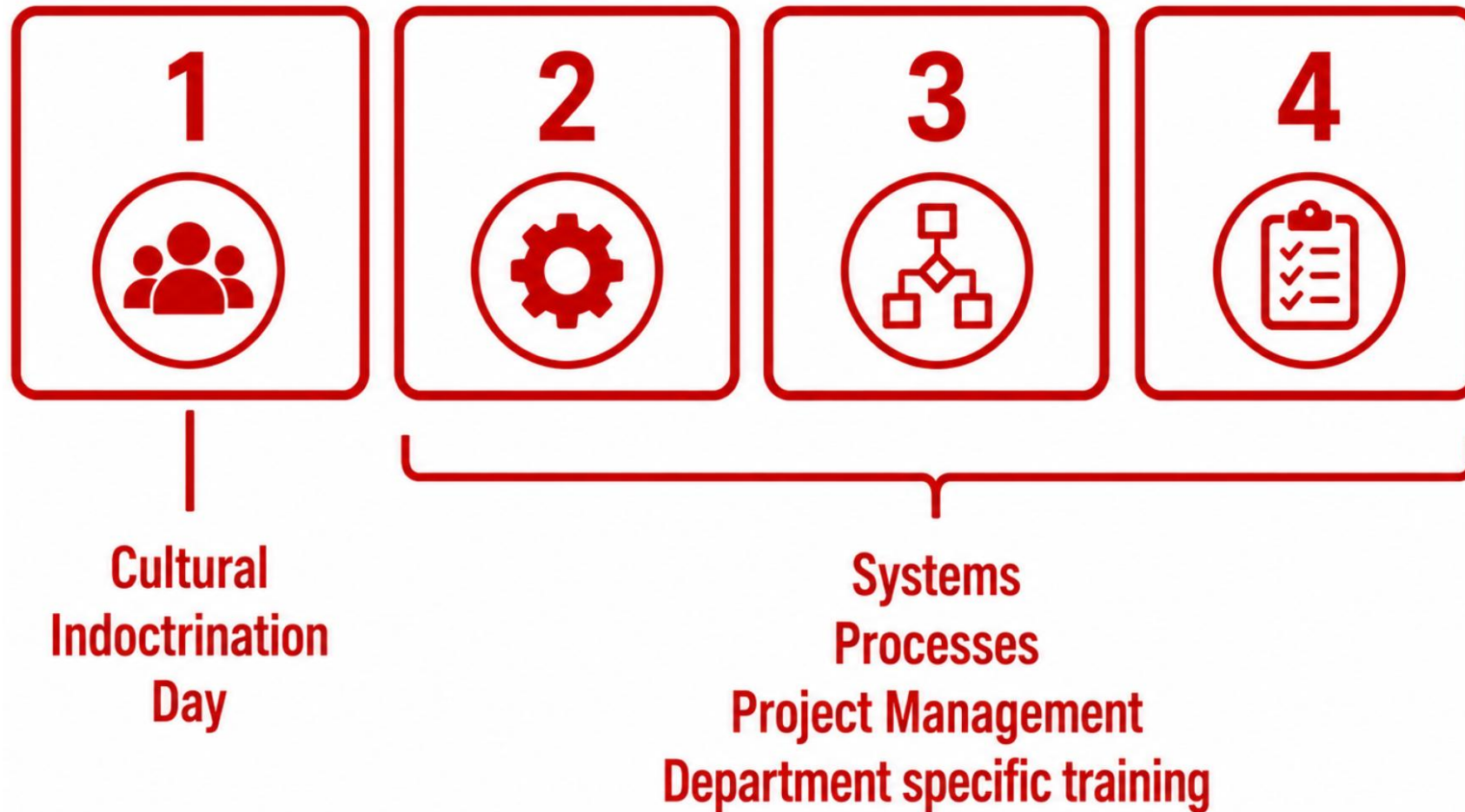
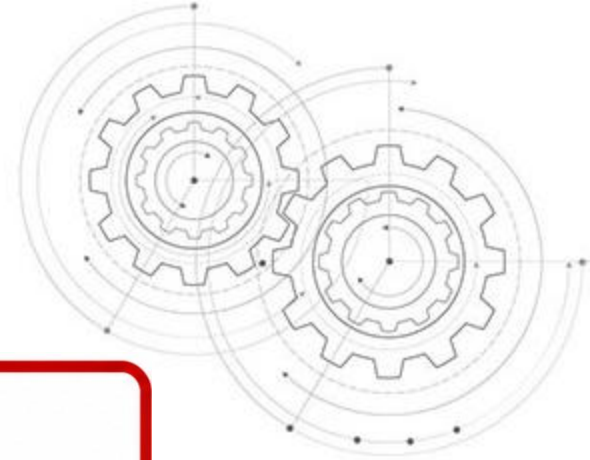
Onboarding in business



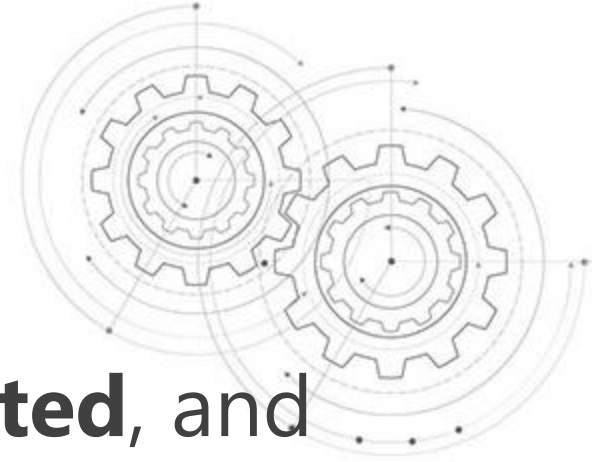
- *We're too small*
- *We don't have the budget*
- *We don't have the time*
- *We only hire experienced people – we don't need to train them*



Catapult boot camp



Cultural indoctrination day



- We shared **what we believed in, why we existed**, and how new hires fit into the **bigger picture**
- We talked about our **history**, our **business**, our **culture**, and our **expectations**
- We introduced the **executive team** and each **department**
- We used **stories** to demonstrate the company's culture and best practices.
- We included **personal introductions** and ice breakers





If you want **alignment**...



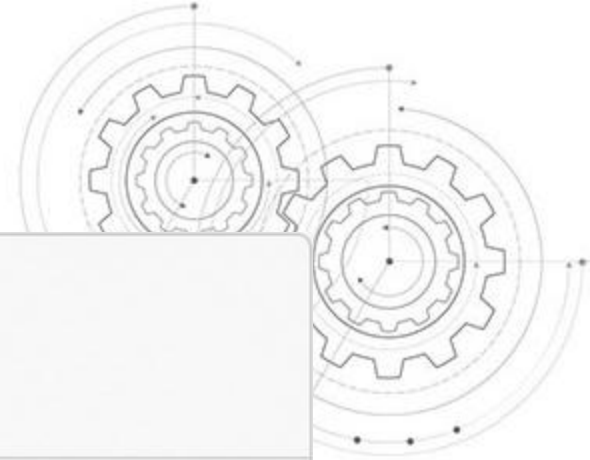
If you want **clarity**...



If you want people to actually
understand what's expected of them...



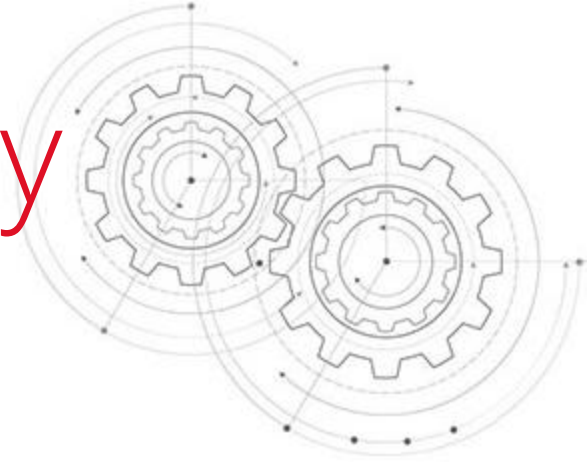
You have to train them.



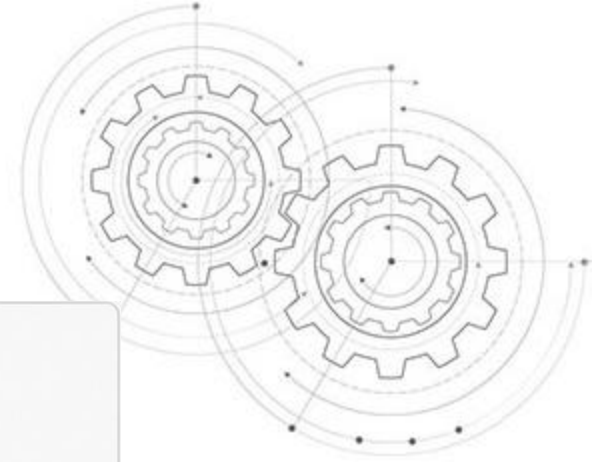


Never Stop
Training

Ongoing training in the military



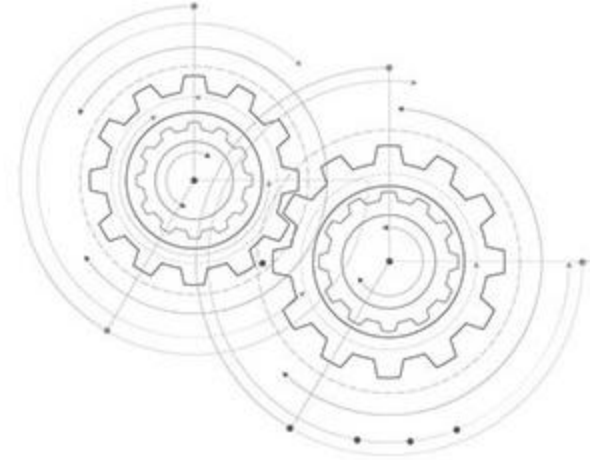
Never stop training



	Book-of-the-Month Club
	Employee-Led Training
	Conference "Teach-Backs"
	Group Video Courses
	Internal Knowledge Library
	Mentorship & Shadowing



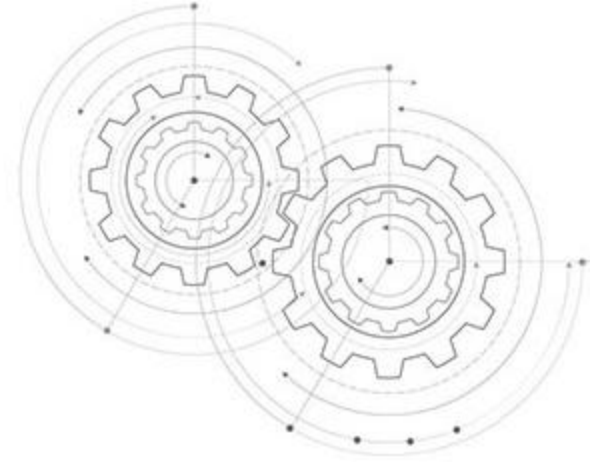
Key principle



If you have downtime... you
train.

No exceptions.





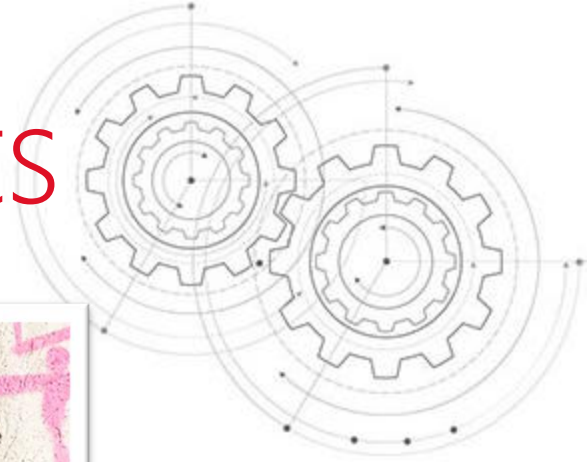
What if I train my employees
and they leave...?





Decentralized Decision-Making

Rapidly changing environments



Clarity



Clear organizational structure.



Clear lines of authority and responsibility.



Clear decision rights.



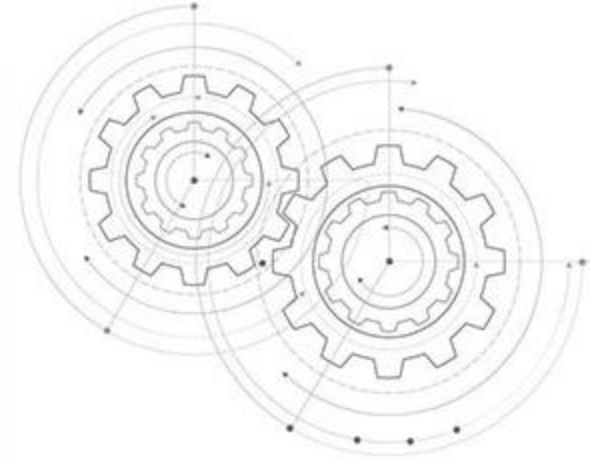
- What decisions do **you** need to make?



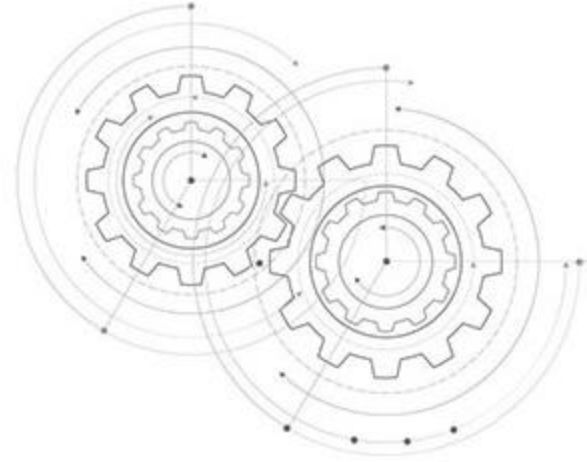
- What decisions can **they** make on their own?



- And which ones just require **you** to be informed?



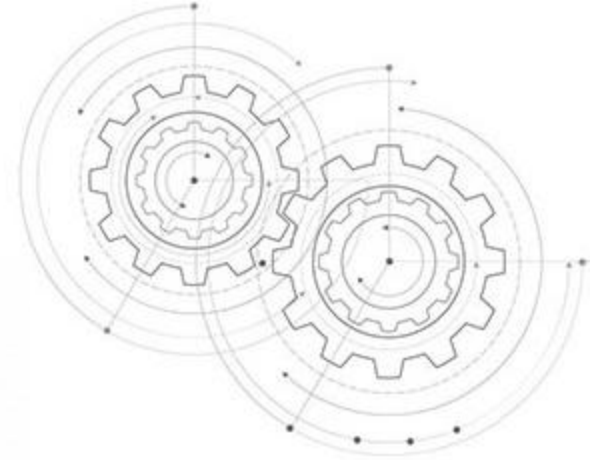
And then the hard part...



You have to get out of the
way...!



Rules of empowerment



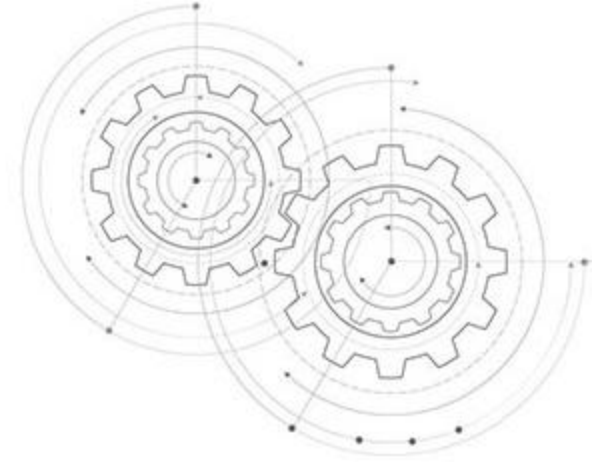
-  Is it right for the **customer**?
-  Is it right for the **company**?
-  Is it aligned with our **core values**?
-  Is it **ethical**?
-  Are you willing to be held **accountable** for the decision?



If the answer to all five was yes—
don't ask for permission. **Just do it.**



“Make it right” allowance



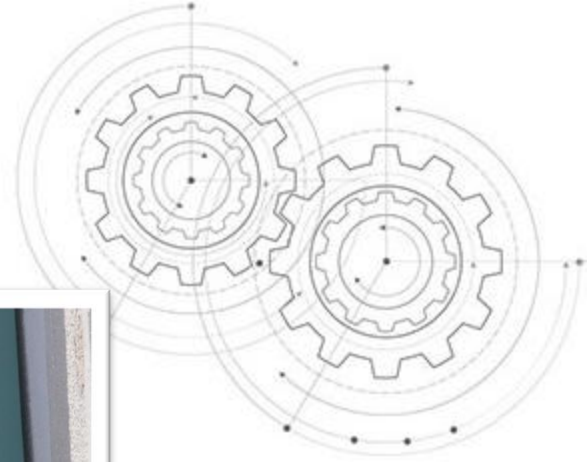
- **\$200** to improve *any* customers situation
- No questions asked. No permission required
- Managers had a bigger budget
- VPs had had an even bigger one



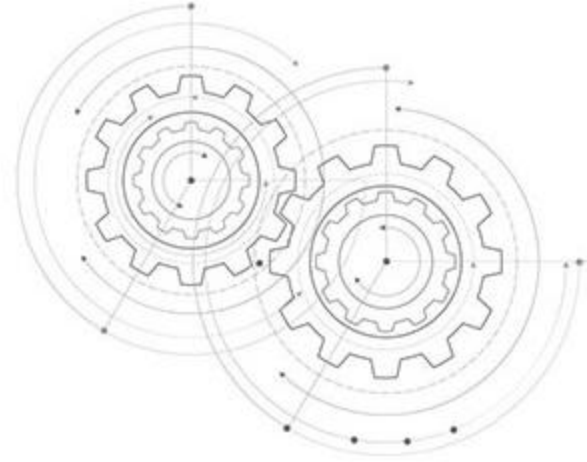


Second-in- Command

Second-in-command



In the military

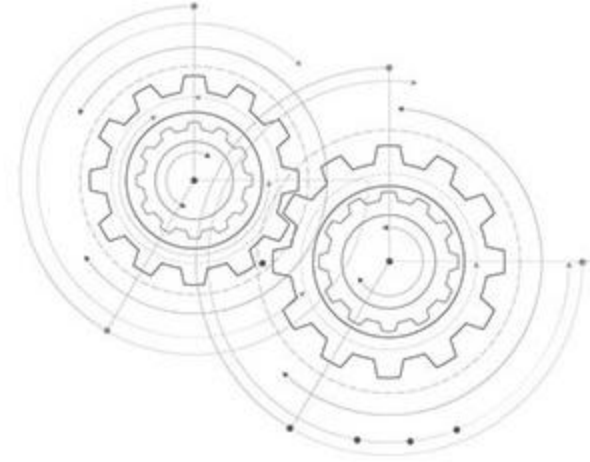


We don't *hire* leaders.

We **build** them.



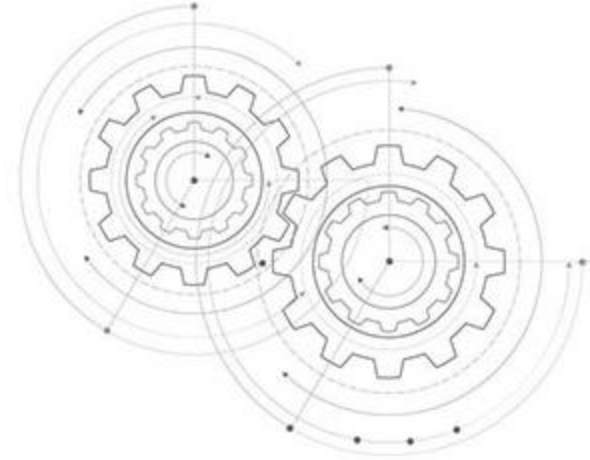
In business



- You're probably not spending a lot of time thinking about succession planning.
- OK. Forget about succession planning.



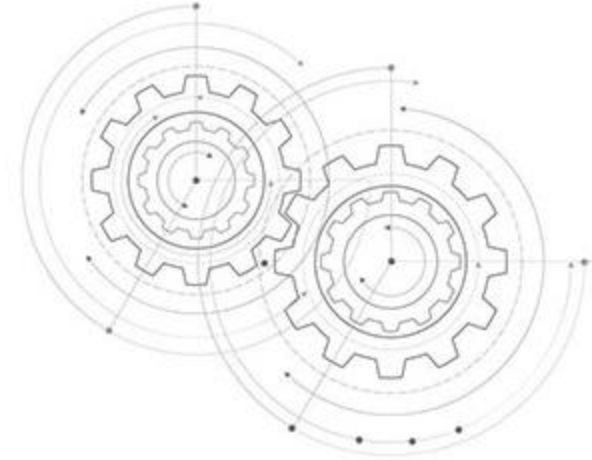
Highly scalable companies



- Intentionally identify a **second-in-command** in every key role
- Build a culture of **mentorship** and **promotion from within**



Case Study



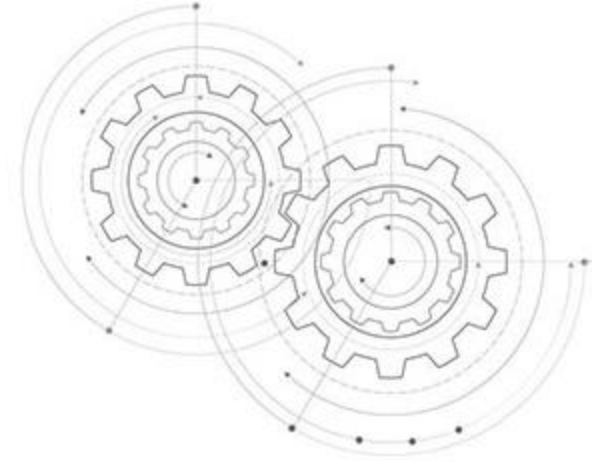
- Jerry had a simple rule.
- If you wanted to be considered for advancement—or to go open a new market—you must have already trained your replacement.
- That's it.



Jerry South



Highly scalable companies



Highly scalable companies intentionally
build a second-in-command in every key
role

Not as a backup plan...

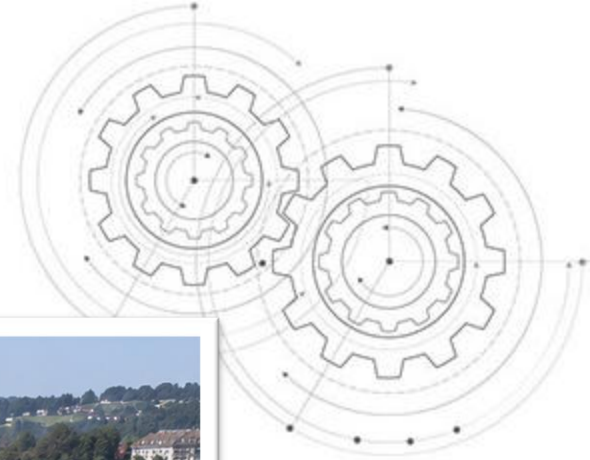
But as a **development system**



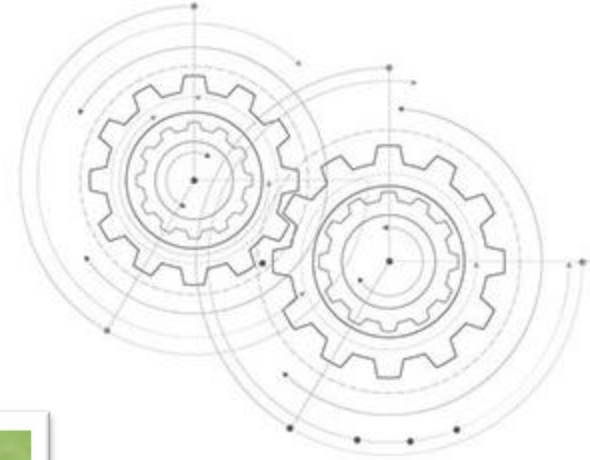


Operational Scalability

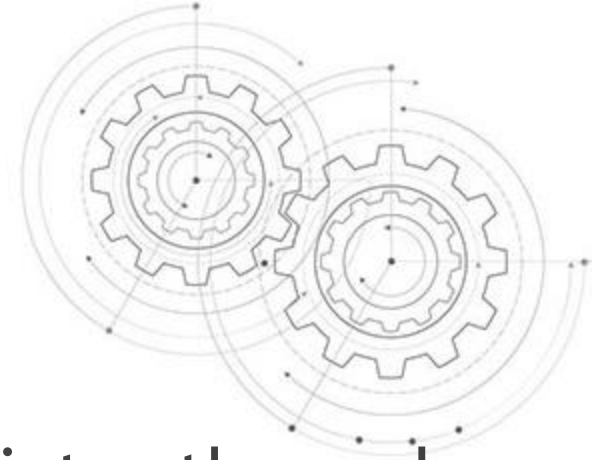
Militaries know how to scale



How to train 10,000 recruits?



Operational scalability



Definition:

Operational scalability is the ability to grow consistently and predictably—without the leader being in the middle of every decision.

OPERATIONAL SCALABILITY

=



CLARITY

+



REPEATABILITY

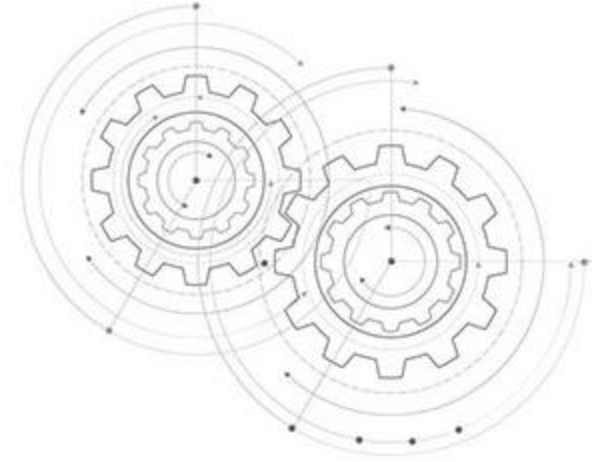
+



TIME



Operational scalability

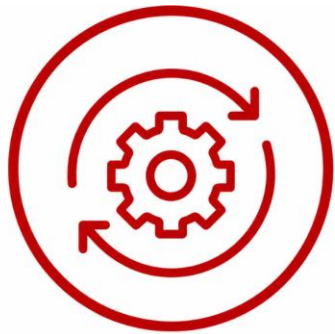
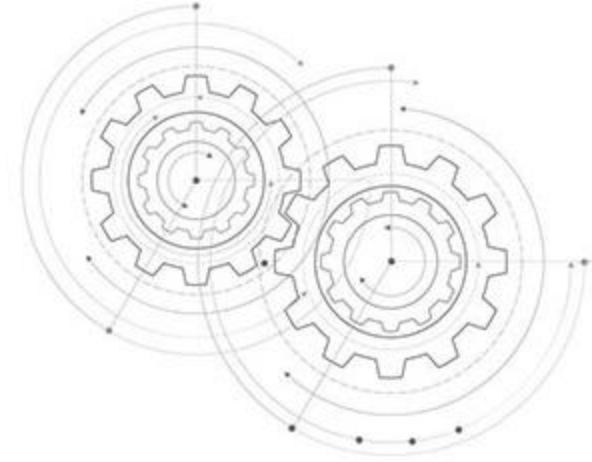


Clarity

1. What you stand for
2. Why you exist
3. Where you're going
4. What your priorities are
5. Who your customer is
6. What they can expect from you
7. What you're best in the world at
8. Who owns what
9. How you measure success



Operational scalability

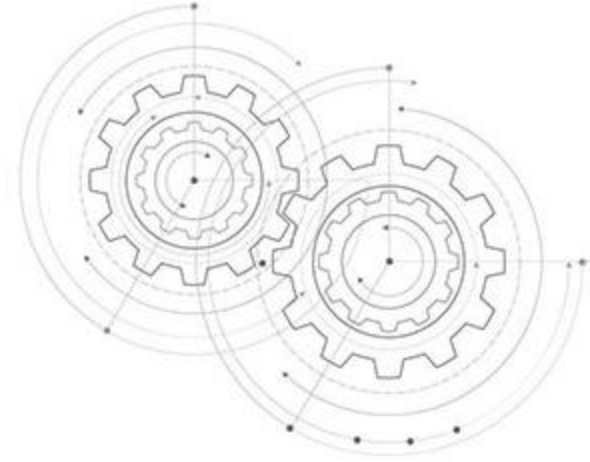


Repeatability

- Define what “good” looks like
- And then **codify it**
- Start with **sales**
- Then **recruiting & hiring**
- Then **every other department** in your company (operations, HR, accounting, marketing, IT)



Operational scalability

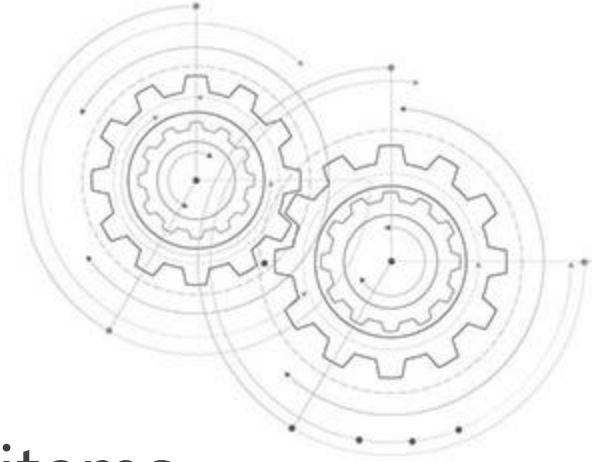


Time

- The systems you build don't pay off immediately
- At first, they feel like extra work
- But over time... They **compound**



FlashParking Case Study

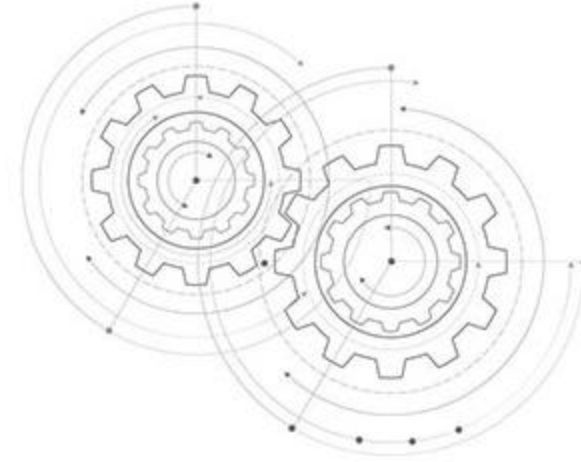


- Step 1: **Clarity**
 - We spent several months getting clear on all those items
 - Especially defining our **Core Customer**
- Step 2: **Repeatability**
 - We had two main bottlenecks: Sales and installations
 - We created a **Sales Playbook** and an **Installation Design Brief**
- Step 3: **Time**
 - Revenue grew from **\$3M** to **\$30M** in 2.5 years
 - And then to over **\$100M** in another 3 years

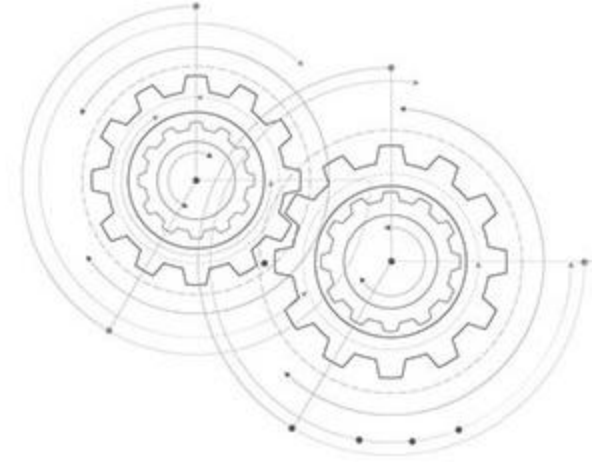
FLASH



Bringing it all together



Bringing it all together



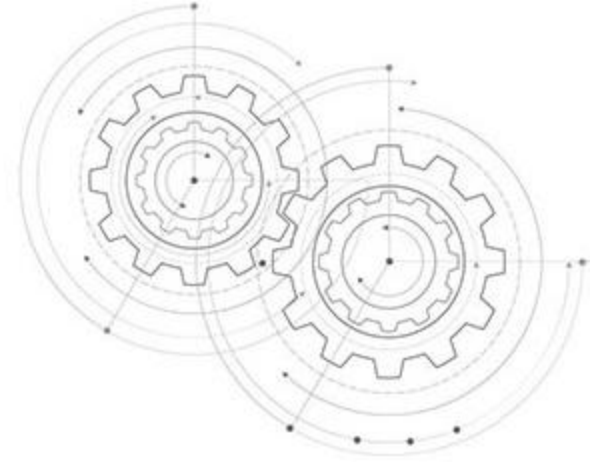
- **Clarity** tells your people what matters
- **Training** gives them the capability to execute
- **Decentralized decision-making** gives them the authority to act
- And **leadership depth** ensures the business doesn't depend on any one person
- These are not separate ideas – They're a **system**





Get The Families
Involved

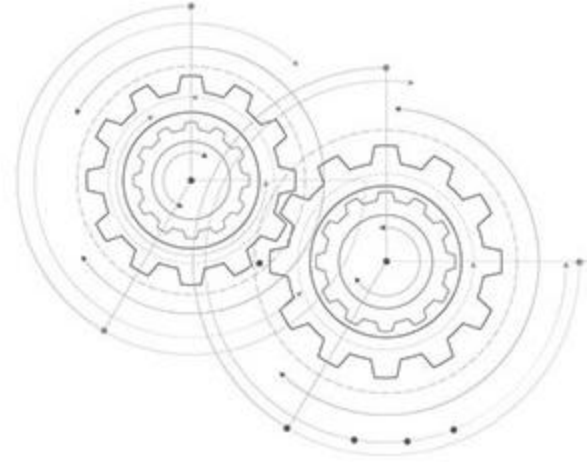
My friend Amy



U.S. AIR FORCE



How the US military supports families



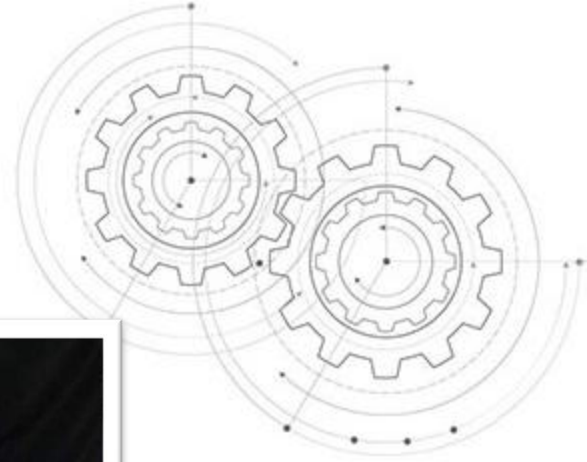
- Paid movers
- Information packets (information about their new city, school districts, and traffic patterns)
- Assigned another military family to help them settle in
- Monthly happy hours
- Spouse clubs
- Family days
- Seasonal celebrations
- Comprehensive training
- Good medical coverage
- Counseling
- Financial planning
- Flight benefits



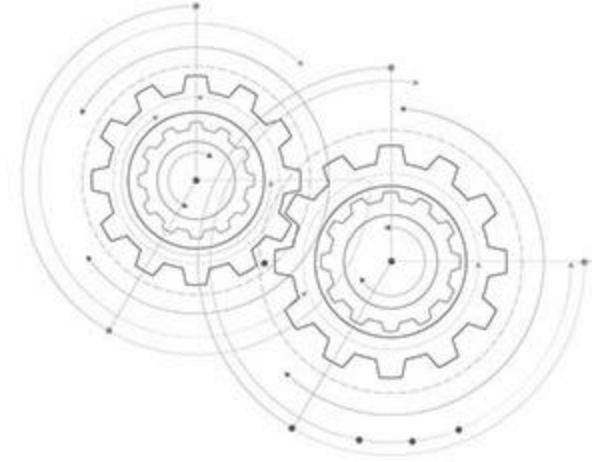
U.S. AIR FORCE



Gold Star Family



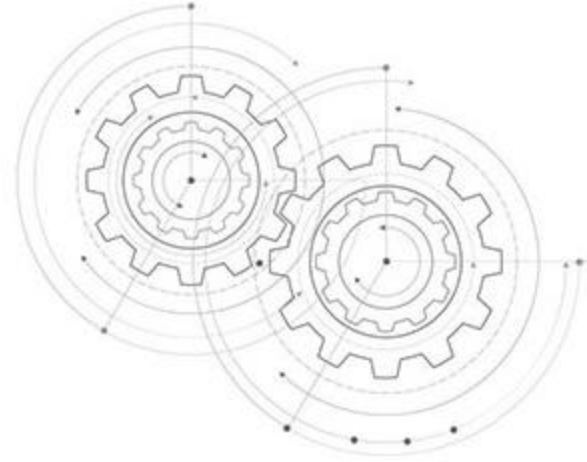
At Catapult and Inquisite



- We didn't start with a grand plan
 - Happy hours
 - Team outings
 - Social events
- We focused on our *"Extended Catapult Family"*
 - Company newsletter
 - Family fun events
 - Amusement parks
 - Training programs
 - Ambassador program
 - "Catapult Kids Day"



Because at the end of the day



You're not just building a *company*.

You're building a **community**.







FREESCALE
COACHING SYSTEMS



Thank you...!

Sam Goodner

sam@goodner.com

www.FreeScaleCoaching.com

Download the
presentation

