

\*\*\* SAMPLE CHAPTERS \*\*\*

# *Energize Your Business*

Engage Your Employees with an  
Inspiring Strategic Planning Process

Secrets from a  
Master Facilitator

**Ray Madaghiele**

Inspiring Hope ~ Awakening Greatness

# *Energize Your Business – The Essence*

Planning is vital for the success of your business—no matter how many employees you have. And you don't have to do it alone. In fact, you shouldn't. Engaging your employees in the planning process is the best way to gain enthusiastic buy-in and support.

Do you want to *get clear, get organized, get going, and get results* as quickly as possible? If that's what you're looking for, this is the book for you.

A strategic planning process done well . . .

- is an engaging, inspiring and fun opportunity to create collaboration and cooperation among all employees
- creates alignment from the top of the organization to the frontline—getting everyone moving in the same direction toward the same vision and goals
- attracts the right and perfect employees and customers, people who resonate with your organization's culture and aspirations
- energizes and lifts your organization and everyone in it to the next level of success and fulfillment!

Throughout *Energize*, the author shares his secrets and proven, practical tools and tips accumulated over his 25 years of experience facilitating groups. You will read stories and examples of successful companies who have implemented the very principles and processes discussed in this book.

After reading this book, you will view strategic planning in a new light—as one of the best ways to truly engage your employees in the success of your organization. You'll see just how easy, fun, and inspiring the process can be for everyone involved.

*Energize Your Business*

*"Ray is a talented writer who truly believes in his writing and practices that every day through his work. He is a genuine person who wants to make this world a better place."*

**~Jerry Simmons, Managing Partner,  
INDI Group**

*"It is with great enthusiasm that I highly recommend Ray to any business interested in facilitation, strategic planning, or leadership coaching. Ray served as the facilitator for the Gilbert Chamber of Commerce Annual Board Retreat and did a tremendous job of keeping our group focused and action-oriented. We had a limited amount of time to prioritize an action plan and build consensus. I'm pleased to say we were able to accomplish this with Ray's expertise and skills to draw on the strengths of the group."*

**~Kathy Tilque, President/CEO,  
Gilbert Chamber of Commerce**

*"I have known Ray for over 20 years, and I suppose all that time, he really has served as my 'life coach.' However, more recently, we have formalized our relationship to consult on a regular basis regarding all my business endeavors. Let me assure you: Ray understands the laws of success and will help keep you on the path. I read all the great books and understood everything in them about success, but when it comes to the details of YOUR OWN business life, you will not believe how cunning your mind can be, justifying all sorts of thoughts and feelings that feed your ego but take you off the path of success. That's where Ray comes in. You'll hear truth from him, and you will move forward toward realizing your greatest dreams."*

**~Chief Master Bill Babin,  
ATA 8th Degree Black Belt and Business Owner**

*"If you are looking for a dynamic, inspiring guest speaker, workshop leader, or Board facilitator, Ray Madaghiele is your man!"*

**~Joel Baehr, Past President,  
Unity Worldwide Ministries**

*"We all truly appreciate the way you made a usually tedious and difficult process seem so easy. Your facilitation was well prepared, your delivery polished, and the end result speaks directly to what we all had in mind."*

**~Duane Black, former C.O.O., SunCor Development  
Co-author, *The Hands Off Manager***

*"The Salt River Pima Maricopa Indian Community worked with Ray on 10 different occasions, at various levels of the organization in strategic planning and teambuilding. Ray's facilitation style and approach works very well for us. I recommend Ray for any organization that embarks on the Strategic Planning journey."*

**~Bryan D. Meyers, Community Manager  
Salt River Pima-Maricopa Indian Community**

*"Beginning with a Statement of Values, a Mission Statement, and a Purpose Statement, you have guided us through the wholesale revamping of our Strategic Business Plan and helped us identify our strengths and weaknesses. This guidance has strengthened the foundation of our organization..."*

**~Lynn Kusy, former Executive Director,  
Phoenix-Mesa Gateway Airport**

*"It was Ray who taught me that through teamwork we can accomplish incredible things...Ray is a person of integrity. He is someone I trust, respect and admire. He is creative and works hard both professionally and in his service to the town."*

**~Hon. Cynthia Dunham, former Mayor, Town of Gilbert, AZ  
Executive Director and Founder, The Leadership Centre**

*"Ray is a thoughtful professional who helps his clients realize their potential to be better organizations, leaders, and managers. He utilizes the right blend of technical insight, organizational management, and personal development tools to foster positive and strategic growth. A man of integrity and action, Ray is a dependable professional who delivers quality work products."*

**~Casey Denny, Vice President,  
Asset Management, Columbus Regional Airport Authority  
Past President, Southwest Chapter of AAAE**

*"Ray Madaghiele (Ray of Hope) is an experienced speaker and proven business leader with a strong history of delivering dynamic, entertaining and interactive, keynote speeches and/or training sessions to a wide range of organizations. His many years of transformational motivational speaking energize and provide practical and innovative solutions. Ray's training programs cover a wide range of subjects including Communication, Leadership, Organization, Team Work, and Commitment. My personal experience with Ray is that his effective delivery is exceptionally well-polished and charismatic, which engages the audience while providing a safe and relaxed ambiance."*

**~Deb Schwalm,  
Self-Employed Artist**

*"Ray is an engaging person who is down to earth and has a tremendous appeal to his audience..."*

*Your remarks were meaningful, entertaining, and inspirational; and your dynamic manner of presentation resulted in getting your points across to the audience. I was particularly impressed with how well you 'worked the room' in your presentation. Your ability to make your audience have fun, while probing some deep subjects are an outstanding combination.*

*Through your message and approach with audience participation, you captivated their attention throughout our session... which wowed the group of approximately 50 upper-level airport human resources and financial professionals from all over North America... who in turn gave you the highest ratings possible for your presentation."*

**~Nancy Zimini, Sr. VP Administration & Operations,  
Airports Council International-North America**

*"You're amazing! I really appreciate your help and commitment on this project. You got us to produce lots of ideas, and that will help us greatly going forward."*

**~Greg Tilque, President, Gilbert Sister Cities  
Senior Economic Specialist, Greater Phoenix Chamber of Commerce**

*"I met Ray when he facilitated our Board's Annual Planning Retreat. He was excellent at this—very focused on taking us from where we were to considering new ideas together and coming to some helpful conclusions. Since that time, we have had other times we have partnered in a project or event. He is organized, pays attention to detail, is always so pleasant to be around, and the end results are really great. I have the highest regard for Ray and his work ethics and would tell anyone who has the pleasure of working with Ray that they are in for a wonderful experience!"*

**~Anne Taylor, Business Manager,  
Arizona Interfaith Movement**

*"This book will provide you with a jumping off point and a kick-in-the-pants to get energized and take action to make your own organization better. Ray is a great facilitator, trainer, and coach who has helped our leadership team move forward together with a common understanding, direction, and focus of what we want to achieve as an organization. Ray has provided us with many valuable tools to make us a better organization and better people both inside and outside our agency."*

**~Leo Huppert, Contract Manager  
Arizona Cooperative Therapies**

# *Energize Your Business*

Engage Your Employees  
with an  
Inspiring Strategic Planning Process



**Ray Madaghiele**

Inspiring Hope ~ Awakening Greatness

*ENERGIZE YOUR BUSINESS*

*Engage Your Employees with an Inspiring Strategic Planning Process*

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by Ray Madaghiele

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ISBN 10: 0-9787097-3-X (Print Book)

ISBN 13: 978-0-9787097-3-0 (Print Book)

Published by

Transformational Learning Center (TLC)

Sioux Falls, SD 57104

Previous books by Ray Madaghiele

10th Anniversary Edition titled *Ray of Hope: Inspiring Peace—Insights on Chaos and Consciousness while Bicycling Across America*, printed 2012

First edition printing under the title *Ray of Hope for Peace: Insights on Chaos and Consciousness while Cycling Across America*, September 2004



*This book is dedicated to all the passionate business owners who have the courage to take a leap of faith to act on their dreams.*

*This book is also dedicated to my wife, Lyn, and my sons, Dominic and Joe, who have endured and supported me on my business journey since 1995 as I have followed my passion.*

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## *Acknowledgments*

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Thank you, Lyn, my soul mate and compassionate, candid sounding board, and first-level editor.

Thank you, Jerry Simmons, for your publishing wisdom and coaching direction with this lofty book project.

Thank you, Paul McNeese, for your editing mastery and discovering the right and perfect words to express what is in my heart and mind.

Thank you, Signe Nichols, for taking my raw manuscript and bringing it alive as an attractive, inviting print and eBook.

Thank you, Brian Hanks, for creating a book cover that captures perfectly the complete essence of the message of this book.

Thank you, Steve Harrison, Joe McAllister, and Martha Bullen at Bradley Communications for offering the Bestseller Blueprint Program, and for your coaching insights early on in this creation.

Thank you, SCORE and ASBA mentors and teachers, for providing me with the tools and encouragement 20 years ago to make my dream of owning a business a reality.

Thank you, Starbucks Team at Signal Butte in Mesa, Arizona, for “inspiring and nurturing my spirit” with the perfect environment to write this book.

Thank you to those business owners who honored and entrusted me to share your inspiring stories with the world: Thom Coker, Johnny “Cupcakes” Earle, Leo Huppert, Bryan Meyers, Mike Smith, Victor and Christina Thompson, and Margie Traylor.

Thank you to those of you who shared your candid and helpful viewpoints to design a valuable book to help businesses thrive and dreams come alive: Casey Denny, Cynthia Dunham, Larry Grossman, Joe Hitzel, Leo Huppert, Amber Neubauer, Carla Royter, Sarah Pingatore, Brian Sexton, Greg and Kathy Tilque, and Bob Wilson.

Thank you, my readers, for choosing to purchase this book to make your business dreams and aspirations a reality.

# *Preface*

---

*"If you fail to plan, you are planning to fail!"*

~Benjamin Franklin

Inventor, Business Owner, and Statesman



***Ray facilitating a community group in Prescott, Arizona***



Enjoy exploring Ray's website!

**<http://www.energizeyourbusiness.biz/>**

Since you are perusing *Energize Your Business*, you are probably thinking about doing a strategic plan for your organization. My guess is that you compared the volume and weight of other books on the subject and decided to browse through this one to see if a book with less than half the pages could deliver the same results with less work. That is my goal—to simplify the process so that a business leader like you can quickly *get clear, get organized, get going, and get results™*.

When I created my first organizational and human excellence company in 1994, I, too, looked for a good book on strategic planning but soon discovered most to be heady and complicated. I could care less about learning a new and complex language, studying academic research, or applying lengthy processes.

I simply wanted to *get clear, get organized, get going, and get results™* as quickly as possible.

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*“Get clear, get organized, get going, and get results!”™*

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If that’s what you’re looking for, this is the book for you.

Unfortunately, the experience many people have with strategic planning resembles a definition I heard several years ago when I attended a seminar on strategic planning. The speaker characterized the strategic planning process as “a painful, boring, dreaded-but-necessary evil,” while I sat there thinking, “No! It doesn’t have to be that way!” Then he talked about the process being “the sole responsibility of the top leaders in the organization.” Again, I thought, “No, no, no!”

If your experience parallels mine, I invite you to keep reading to discover a much more inspiring and fun approach. Yes, even fun!

A strategic plan done *right* will inspire its participants and leave a lasting, positive impression. It may even be life-changing.

For example, while I was writing this book I coincidentally bumped into a former client in a restaurant. I spotted Mike Smith, owner of Jokake Companies, and decided to say hello. He was meeting with a partner for a new business venture.

Without skipping a beat, Mike shared with me how important a strategic planning retreat a colleague and I had presented to his

leadership team in 1999 had been for him and his organization. In fact, he opened the notebook on the table in front of him to show me that he still carries with him the purpose, mission, and values we guided his team to create sixteen years ago. What came next blew me away. Completely from memory, and without even glancing down at his notebook, he repeated their heartfelt purpose statement: *“to touch those we serve, and transform dreams into reality.”* Wow! I’m sure my mouth was hanging open. Then, what Mike said next really hit home: *“This has essentially become my purpose in life, too. During our retreat, you brought in the spiritual side of the planning process, which really catapulted it to a higher level than we had ever had before, and we still operate at that same level.”*

What if your strategic planning process could be this memorable and durable?

The truth is, planning is vital for the success of your business—no matter how many employees you have. And it has also been my experience that *your employees care more about the success of your company—and are smarter—than you think*. Every one of your employees has something to contribute to the process, irrespective of what his or her role in the organization may be. Why? Because everyone wants to be a valuable part of something meaningful.

---

*“All people desire to be a valuable part  
of something meaningful.”*

---

I have come to believe that a strategic planning process done well . . .

- is an engaging, inspiring and fun opportunity to create collaboration and cooperation among all employees
- creates alignment from the top of the organization to the frontline—getting everyone moving in the same direction toward the same vision and common goals
- does something unexplainable—it invokes a natural law of attraction, attracting the right and perfect

employees and customers, people who resonate with your organization's culture and aspirations

- energizes and lifts your organization and everyone in it to the next level of success and fulfillment!

---

*“A strategic planning process done well...  
is an engaging, inspiring and fun opportunity to create  
collaboration and cooperation among all employees.”*

---

A strategic plan is similar to a trail map for trekking in the wilderness. When taking a hike into unknown territory, it is helpful to locate your starting point, identify your desired destination, and decide on the route that will best enable you to enjoy a fun adventure while still making the trip safely and successfully. Along the path you may discover and investigate new and exciting excursions that you wouldn't have experienced if you hadn't begun your journey. Even if you decide to deviate from the planned route, your map (strategic plan) will still help you to use good judgment as you blaze a new path.

Of course, when venturing into new territory there will always be uncertainty and discomfort at first; but, over time, the new path will become more recognizable, increasingly comfortable, and easier to travel. It will truly become a new, exciting adventure, perhaps even beyond your wildest dreams.

During my twenty-five years of facilitating strategic planning processes for a wide variety of organizations and communities, I have heard many myths about strategic planning. You may even believe some of them yourself.

**Myth #1:** Small business owners don't need a strategic plan unless they intend to get money from investors or banks.

**Myth #2:** Strategic planning is boring drudgery to be tolerated, much like swallowing awful-tasting medicine that's good for you in the long run.

**Myth #3:** The strategic planning process is a hard, complex, heady process that only someone with an MBA could possibly appreciate and understand.



**Myth #4:** Strategic planning is an esoteric process, reserved for leaders in Fortune 500 companies and created on corporate “mountain-tops”. Then management delivers the completed tablets to its loyal subjects in the form of new laws to follow.

**Myth #5:** Employees have more important things to do than to waste time planning. Besides, frontline employees don’t care about planning and have very little to contribute to the process anyway.

**Myth #6:** Strategic plans are just nice pronouncements that collect dust on a bookshelf, to be opened again only at next year’s company retreat.

From my experience, these myths are far from the truth. As you continue reading, you will discover a new set of truths that will better serve you and your organization.

This book is designed to be a trail map for you, as a leader or potential leader of a small- to large-sized business, to guide you toward creating your own strategic plan, which will ultimately become both the map and the compass for your organization. You may have limited experience with strategic planning or have little time to spend on a lengthy process. Therefore, this book is streamlined to enable you to get clear, get organized, get going, and get results as quickly as possible—so you can get on with operating your day-to-day business.

*Energize* is structured in four phases:

- In the 1st Phase, you will learn *what* will cause your team to **get clear** about the direction to take the organization and *why* to do it;
- In the 2nd Phase, you will learn *what* will motivate your team to **get organized** and be on the same page, moving in the same direction, and *why* to do it;
- In the 3rd Phase, you will learn *what* will cause your team to **get going** efficiently and effectively with implementing your action plans and *why* it’s important to keep the plan alive;

- In the 4th Phase, you will learn how to ensure that your teams **get results** that exceed your desires and expectations; and
- The last section provides a **Step-by-Step Facilitator's Guide** that reveals my time-tested secrets for how to set the right energy for the strategic planning process and how to facilitate each element so as to produce amazing results.

Throughout *Energize*, I will share my secrets and proven, practical tools and tips accumulated over my 25 years of experience facilitating groups. You will read stories and examples of successful companies who have implemented the very principles and processes discussed in the book.

Long before you've finished reading this book you will discover that strategic planning is not rocket science. The planning process, as we at TLC envision it, has been streamlined and written in a conversational style that makes it easy to understand and implement for any sized business—without needing to learn another language.

My hope is that you will see strategic planning as one of the best ways to truly engage your employees in the success of your organization and just how easy, fun and inspiring the process can be for everyone involved.

If this is what you're looking for, I think you're going to find *Energize Your Business* a valuable tool for taking your organization to its next level of success.

Enjoy the journey!

Ray Madaghiele

Chief Inspiration Officer and Master Facilitator

Business Energizers, a division of

Transformational Learning Center

Inspiring Hope ~ Awakening Greatness

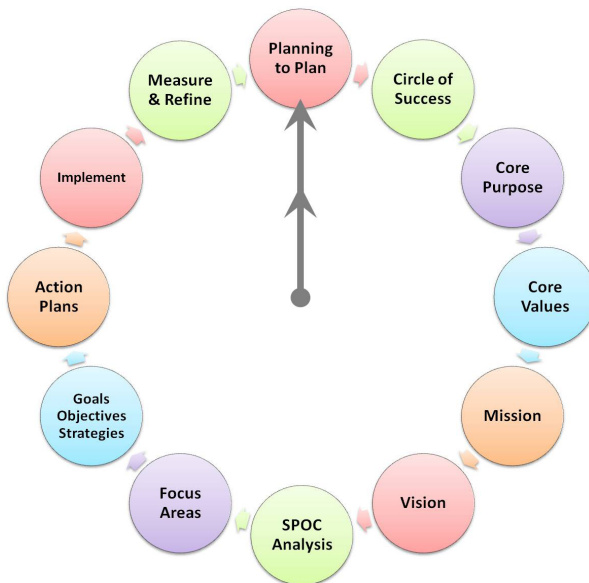
# Introduction

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*“Less than one-third (31.5%) of U.S. workers were engaged in their jobs in 2014.”*

~2014 Gallup Poll

of 80,837 U.S. working adults over 18 years old



**Figure 1:**  
***The 12-step Strategic Planning Process  
to Engage Your Employees***

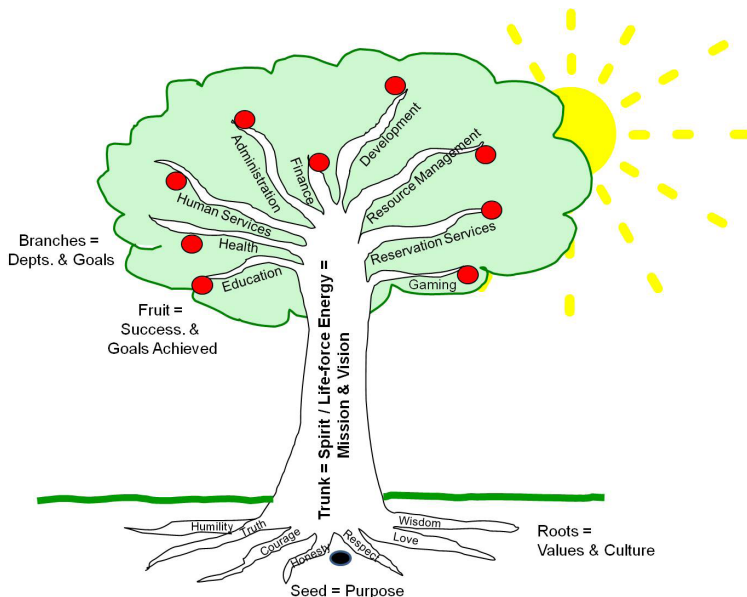
Employee engagement has been an emotionally potent buzz phrase during the past decade—but what truly engages people? The secret is to involve your employees in something meaningful, inspiring and lasting, such as a strategic planning process.

Here’s something significant that I learned from a Native American community about ten years ago. On a frigid December day in northern Minnesota, I was facilitating a strategic planning retreat for the Leech Lake Band of Ojibwe. More than 75 people

from different departments within the tribal government were meeting in small groups in the ballroom of one of their casino enterprises. I was introducing elements of the strategic planning process, step-by-step, and the participants were storyboarding their input on flipcharts at their tables. Many of the participants had never been asked to participate in a strategic planning process like this before, so part of my time was spent teaching and coaching about the different elements.

Two hours into the morning of the first day, Vicki, a leader from their Education Department, came up to me on a break and shared a metaphor of the tree, relating it to the strategic planning process. It described perfectly the significance of each element of the process and how each is related energetically and how all are connected to the whole system.

That night I captured her thoughts in the graphic shown in Figure 2, “The Tree of Organizational Success.” That tree became our guide for the next several days of our process. People got it! Since that day, I have continued to use it as a tool to guide groups in their strategic planning processes. Here’s the essence of what she shared with me.



**Figure 2: The Tree of Organizational Success**

## **Seed = Purpose**

Every tree begins with a seed. The tree exists within the seed. Each seed has a specific, unique purpose. A pine-cone seed can grow up to be only a pine tree. An acorn can grow up to be only an oak tree. An apple seed can grow up to be only an apple tree. Every organization has a unique core purpose for how to serve the world. This is “the big why?”—the reason the organization was started in the first place—beyond just making money.

## **Roots = Values**

With the right amount of sun, water and minerals from the earth, the seed begins to sprout roots. Roots help to nourish the tree by drawing water and minerals up from the soil. They also help to stabilize the tree against external forces like wind and floods. Roots also stabilize the tree within the surrounding soil, which can become weak from erosion. Roots are invisible to the eye, but they serve the tree in several other important ways. The deeper and wider the root system, the more nourishment the tree will receive. Roots represent the core values and culture in an organization. They are what your organization stands for. They are your legacy. The more widespread and deeply imbedded your core values, the more likely it is that your organization will stand the test of time.

## **Trunk = Spirit / Life-force Energy = Mission and Vision**

When the tree’s roots spread out and deepen enough, the tree begins to sprout and break through the surface of the earth. It first becomes visible as a delicate sprout that eventually forms the trunk. As the tree grows tall for all to see, its life-force energy and spirit becomes evident.

The trunk of the tree is analogous to the mission and vision of an organization. Everyone can see and experience the magnitude of its energy and presence. The mission and vision are the life-force, or spirit, of the organization. Many will be prospered, served and inspired during the life of the organization.

## **Branches = Departments and Goals Set**

Branches bud and spread out from the trunk in all directions. These branches will support the foliage and fruit that will come.

The greater the reach of the branches and canopy, the more fruit the tree is capable of producing. It soon begins serving animals and insects—providing shade, food and refuge.

The branches symbolize the various departments and the multiple goals of the organization. The loftier the goals set throughout your organization, the greater the potential for organizational and personal achievement. As personal growth trainer Les Brown says, “Shoot for the moon; and if you miss, you will still be among the stars.”

---

*“Shoot for the moon; and if you miss,  
you will still be among the stars.”*

---

## **Fruit = Success and Goals Achieved**

As fall approaches, the world begins to see apples form on an apple tree. You—and the world—can now see how plentiful the harvest will become, weather and critters permitting. The fruits of your labor are becoming visible.

The fruit harvest represents goals achieved, success manifested. A bountiful harvest serves your customers, employees and vendors.

I love the simplicity and organic perspective that I received from my student (and teacher), Vicki, that day.

As the result of my work with Native American communities throughout America, I have learned that very few things evolve in straight lines connecting A to B—most actually unfold in a more dynamic, complex circular fashion. Since I am an engineer by training, I have found that this is also true at a quantum energy level. Even chaos is a sign that transformation is occurring. As a matter of fact, chaos is the perfect time for transformation.

In my management experience, I have come to understand that the strategic planning process is no different. As I guide you through a linear, step-by-step strategic planning process, I will frequently remind you to build in circles of flexibility so that your own process can expand naturally, both to suit your organization’s unique needs and to respond to the marketplace. As your organization moves through the planning process, you will most

likely experience a degree of chaos just prior to breaking through to reaching consensus. Fear not. This is natural. This is a good indication that transformation is unfolding. The greater the chaos, the more significant will be the transformation.

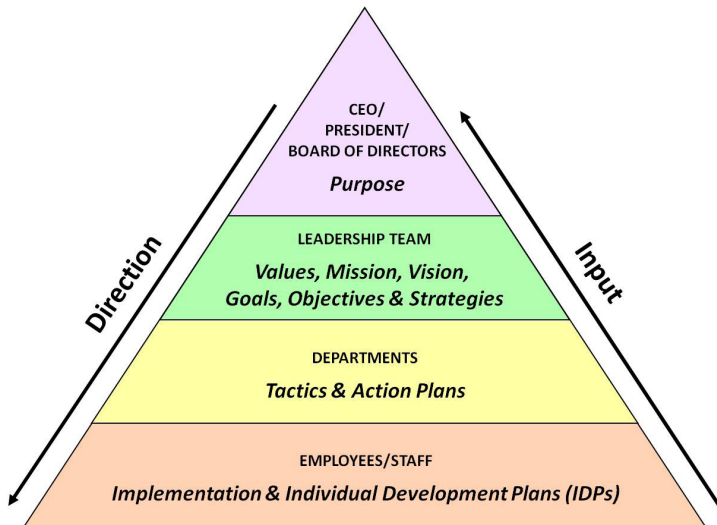
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*“Build in circles of flexibility so that your own process can expand naturally to suit your organization’s unique needs and to respond to the marketplace.”*

---

## Creating Strategic Alignment

What I love about a well-done strategic planning process is that it accomplishes collaboration and cooperation throughout your organization. Having everyone participate in the process naturally creates enthusiastic buy-in and support all the way from the top tier of the organization to the frontline. (See the Strategic Alignment Model in Figure 3 below.)



**Figure 3: The Strategic Alignment Model**

*Energize Your Business* will first define the elements of the strategic planning process in an easy-to-understand, conversational way and then guide you, step-by-step, to take on the role of lead facilitator for your organization. And if you would rather hire a professional than to self-facilitate, I will provide you tips for choosing the right and perfect change agent for your organization.

You and your employees will understand the steps for getting clear, getting organized, getting going, and getting results quickly toward your organization's next level of success—getting the results that you seek.

The Strategic Alignment Model shows what's possible with respect to involving more and more people in the process as it unfolds. It is a natural, cascading effect—similar to water flowing down terraces in a mountain stream. In the beginning, the top leaders of the organization define and agree upon the core purpose of the enterprise. Then, middle-management becomes actively engaged with the top leaders in creating the relevant values, mission, vision, goals and strategies, with further input and constructive review from other frontline leaders. Next, the top leaders and middle-management engage frontline leaders in establishing the tactics and beginning the action plans. Then, the frontline leaders engage their staff such that every employee is empowered to give detailed input to complete the action plans. And finally, departments and their individual workers establish personal goals and tasks which can now be tailored to accomplish some element of the overall strategic plan as part of each participant's Individual Development Plan (IDP).

By the end of the process, your organization will be crackling with energy. Everyone will be involved. You and your employees will feel energized. By involving everyone in the process, you will naturally earn your employees' enthusiastic support and buy-in because they will realize that they are an integral part of creating your new direction. It will not be just *your* plan. It will be *everyone's* plan. Everyone will have a vested interest in the success of the organization. That's what true ownership is.

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*“By involving everyone in the process, you will naturally earn your employees' enthusiastic support and buy-in.”*

---

My hope is that this book will energize and inspire your hope and faith in what's possible for your organization and that it helps you to awaken the greatness in your teams to achieve it.

So, let's get clear, get organized, get going, and get results!



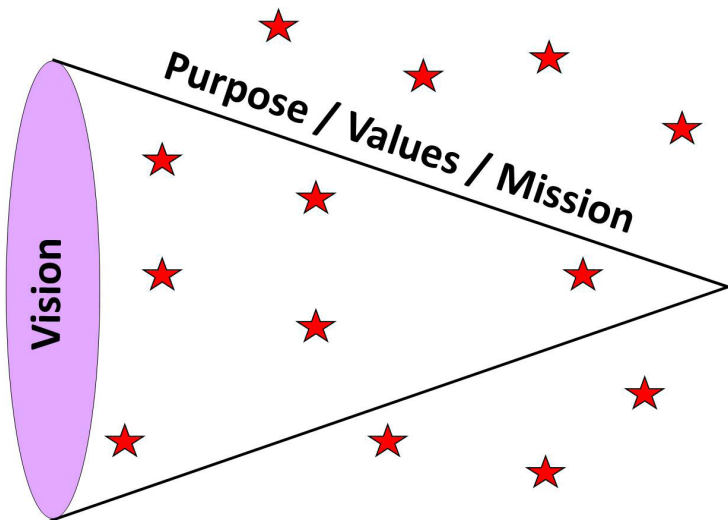
# 1st Phase: Get Clear

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*“Strong deeply rooted desire is the starting point of all achievement.”*

~Napoleon Hill

Author, *Law of Success* and *Think and Grow Rich*



**Figure 4: The Cone of Influence (Get Clear)**

During the 1st Phase your employees will aspire to reach new heights with a clear picture of what you are striving to achieve as an organization.

During this first phase you will explore the purpose, values, mission, and vision that form the “Cone of Influence” of your organization. These elements define the depth and breadth of what is important to your organization. The more lofty your vision, the wider your Cone of Influence.

The stars represent potential opportunities to expend or invest resources. Any stars outside the Cone of Influence represent those you should not include in your planning. They are not in alignment with the direction and focus of your organization. Those

stars within the Cone of Influence represent opportunities that you could develop or undertake, depending on available resources. These are opportunities in alignment with what is important to your organization.

You and your employees will answer questions like: Where are we now? Why are we here as an organization? What do we stand for? What is the business we're in or about? What does our company look like in its desired future state?

# Chapter 1

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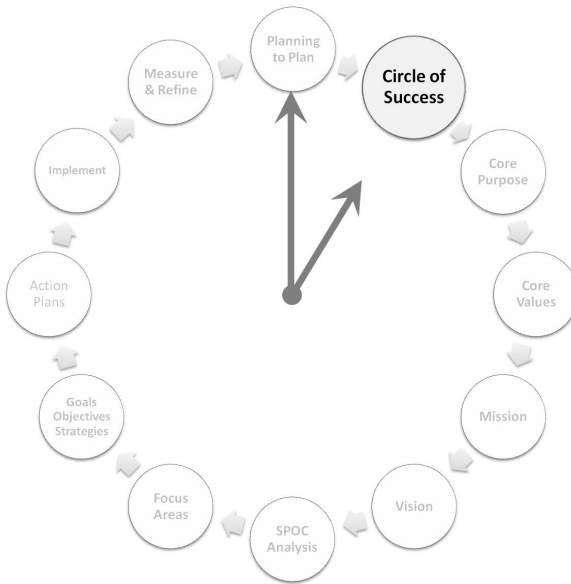
## See Where You Are

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*“A journey of a thousand miles must begin with a single step.”*

~Lao Tzu

Wise political ruler of the 5th Century B.C.  
and Author, *Tao Te Ching*



Remember that a strategic plan is like a trail map and compass for hiking in the wilderness. But to begin any journey, you first need to know where you are—which is to say that before you begin any strategic planning process it is good to evaluate how you are presently maximizing the potential of your organization.

If you are anything like me, simple visual assessments let me know quickly how I am doing in leading my organization.

For example, next year you will most likely be taking a vacation. If you are traveling by car, one of the first things you will probably

do is check the air pressure of your tires. The last thing you want to do is drive on a deflated tire, right? A tire doesn't have to be flat to cause problems. A tire low on air can heat up and eventually blow out or, at the very least, increase fuel consumption and costs. Yet that is exactly what many leaders are doing. Many leaders are trying to run their organizations with "flat spots" that decrease productivity, produce inefficiencies, and impede growth.

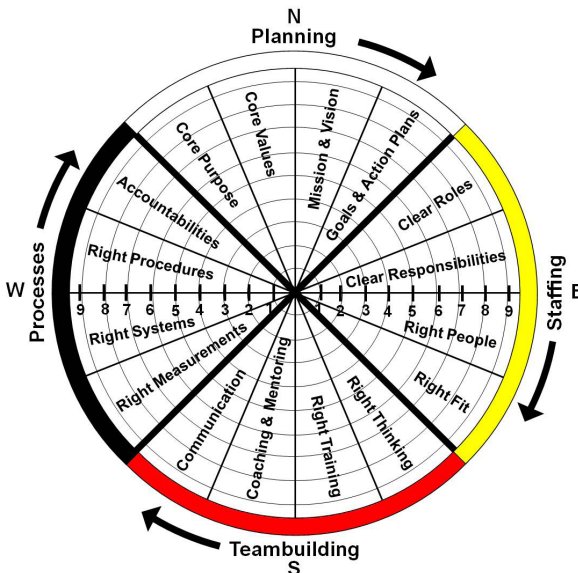
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*"Many leaders are trying to run their organization with  
"flat spots" that decrease productivity,  
produce inefficiencies, and impede growth."*

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Here's a simple assessment tool for you and your employees to see the "flat spots" in your organization and where you are maximizing your potential. It is an organizational medicine wheel that I call the Circle of Success. (See Figure 5.)

I have been using this simple, yet revealing strategic planning tool for many years with the organizations I serve. It provides leaders with a quick visual assessment of many of the ingredients that breed success and profitability in organizations. It's also a great, engaging teambuilding exercise.



**Figure 5: The Circle of Success**

In a nutshell, when you can maximize each of these sectors, you will be maximizing your organization's potential.

In general:

- when each of the “Planning” sectors is well-defined and clear to all your employees, everyone will be on the same page and moving in the same direction;
- when “Staffing” your organization, you hire the right people, assign them to the right jobs, and know that they have a clear understanding about their roles and responsibilities;
- when “Teambuilding,” your employees have been given the right training, coaching, and mentoring so that they will make the right decisions; and
- when you have established the right “Processes”—measurements, systems, procedures, accountabilities, etc.—you will have primed your organization and employees to succeed in serving your customers.

I invite you to give it a try. I think you will like its simplicity and the visual impact it will have on you and your leaders. It is a most effective way to see where you need to focus energy and resources (the flat spots).

So, how well does your organization's wheel roll?

See the **Step-by-Step Facilitator's Guide** in the last section of this book for more detail on how to use the Circle of Success Assessment tool.

## *Energizing Thoughts to Ponder for Chapter 1*

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1. In which sectors of the Circle of Success does your organization excel?
2. In which sectors of the Circle of Success does your organization need the most improvement?
3. Answer #1 and #2 above for each separate department to get the full picture of specific areas to focus energy and resources.

## Chapter 2

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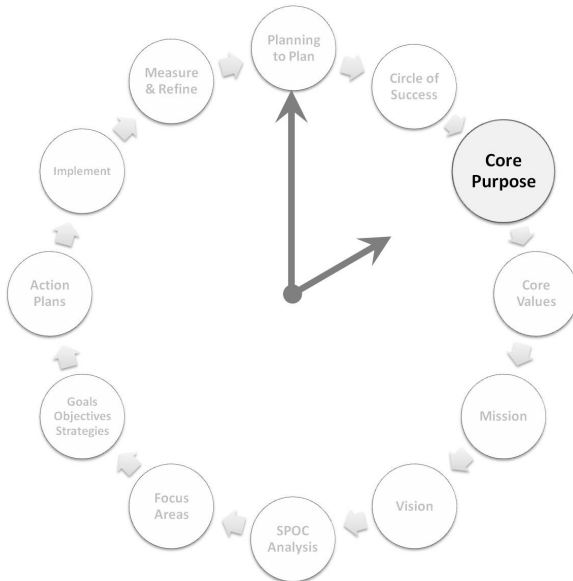
### Remember Your “Big Why?”

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*“Cause and effect, means and ends, seed and fruit, cannot be severed; for the effect already blooms in the cause, the end pre-exists in the means, the fruit in the seed.”*

~Ralph Waldo Emerson

American essayist, lecturer, and poet  
who led the Transcendentalist Movement



A wise grandfather, sitting in the shade of an apple tree on a sunny, fall day, was telling ancient stories to his seven-year-old granddaughter, Mary. He picked up a fallen apple and held it up for Mary to see.

“Where did this apple come from?”

“From the tree, Grandfather!”

“Yes, Mary, and before that, from a seed.”

Then Grandfather drew his knife from its sheath on his hip, took the apple in his hand, cut it in half, and handed both sections to Mary.

“Tell me how many seeds are in this apple,” he said.

After a minute or so of picking the seeds from the apple core, she replied, “Seven, Grandfather.”

“Good, Mary.”

He then took a single apple seed from the apple, placed it on a rock, and cut it in half.

“Open your palm, Mary.”

He placed both halves of the seed in her palm.

“Now, tell me how many apples are in this seed?”

Mary looked perplexed as she stared at the seed. After several moments of silence she replied, “I don’t know, Grandfather.”

“That’s true, Mary. No one knows. You can count the number of seeds in an apple, but you can’t count the number of apples in a seed. Only the Creator knows how many apples a seed will produce during the tree’s lifetime.”

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*“You can count the number of seeds in an apple,  
but you can’t count the number of apples in a seed.”*

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The core purpose of your organization is like the seed of an apple. No one knows the potential yield of your organization and how much your employees can produce in the lifetime of your company.

Your organization has a unique core purpose for serving the world. This is your “Big why?”—why your organization was started in the first place—beyond just making money. What’s yours? It is most likely the original heartfelt reason you decided (or are deciding) to take a leap of faith and start a business.

Knowing your core purpose keeps you centered on what’s most important—during good times and challenging times.

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*“Knowing your core purpose keeps you centered on what’s  
most important—during good times and challenging times.”*

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Recently I attended a Small Business Development Center (SBDC) awards event held on the Arizona State Capitol lawn, where I met a charming couple who started a business together—Christina and Victor Thompson. They shared their unique story with me.

It was a night like any other in 2011; but by morning, Christina and Victor's life together would change forever.

Deep into her night's sleep, with her husband and three girls tucked snugly in their beds, Christina had a vivid dream. When she awoke she remembered every detail of her dream so clearly that she could almost see, touch, taste and smell it. Every one of her senses was alive. Joy and excitement filled her soul.

She waited patiently for her husband to awaken. He immediately noticed Christina's bubbling excitement. Here is what he shared with me about his recollection of their conversation.

*Christina immediately shared her dream. It had so much detail about a concept she had for a business! She described a concept that I'd never heard of—all about an "eco-chic environment"—a place where people can go to relax and get manicures, pedicures and facials without being exposed to toxins; a place where people with allergies, chronic illnesses, pregnant moms, or just a health-conscious consumer could go to be pampered and not be exposed to hazardous chemicals. I had never heard of such a concept, especially in Tucson, Arizona. She even knew the name. Greentoes.*

*I asked her, "Is anybody doing this?"*

*She replied, "I don't think so."*

*I immediately told her, "That sounds like a strong concept and idea. You're going to have to do that!"*

*That morning, Greentoes was born.*

That very day, Christina moved into action, beginning her research and development to see if anything like it had been created yet. She applied the organizational skills she had developed as a master, award-winning teacher (which had been her focus for 16 years). In the same way that she defined objectives and outcomes for her class curriculum, she defined clear, specific objectives for every facet of the business.

Fueled by passion and driven by a clear core purpose to create an *Eco-Chic Mani Pedi Studio and Day Spa*, Christina followed each of her days at her teaching job with evenings dedicated to breathing life into her business plan. Victor was amazed at what she was able to accomplish in just a few months.

Even more amazing was the response from the vice-president of their bank when Christina presented her business plan to get funding to start the business. The banker told her it was one of the best, clearest, and most thorough business plans he had ever seen. He was amazed that she didn't have prior business experience or training. He referred her to the Tucson, Arizona Chapter of the Small Business Development Center (SBDC) to give her direction and mentoring on the steps for starting her business.

From the moment of Christina's dream to the Grand Opening of Greentoes, it was a mere ten months.

Suddenly, however, the trajectory of Greentoes shifted. Victor shared what happened next.

*One part of Christina's dream was also that she needed to slow down—that something was going to change in her life. And also that I was to be involved.*

*Three months after opening the business, she became very sick with the Multiple Sclerosis (MS) [that she had learned to live with since 2000]. One evening she was in pain and I was helping her take a bath. That's the night she sprang the news on me.*

*She said, "Hey. We have to talk about a couple of things. I have to stop working."*

*I said, "Okay!"*

*"You don't understand," she repeated. "I have to stop working."*

*I said, "Okay. When are you going to stop teaching?"*

*"No. You're not getting it! I have to stop everything. I have to stop Greentoes. You need to take over Greentoes."*

*When she told me, I was totally caught off guard. I was like, "What? Na ah. No way! I don't know anything about this business."*

*My support up to that point had been working with*

*Gene [Christina's father] to put everything together inside the building. [At that time Victor worked with Gene in his remodeling business].*

*I told Christina, "I don't know anything about the business. I didn't do the business plan or the research all those months. I don't know anything about the product. You're kidding me, right? How are you expecting me to do this?"*

*As we were talking she looked me in the eyes and said knowingly, "You can do this!"*

*I looked down at the floor shaking my head no. At this same time I'm thinking, "Okay, I've worked with subcontractors in the contracting business; I've run jobs, but mostly I thought these two things: (1) She said, 'You can do this!' and (2) I just don't want Christina's dream to die."*

*I went up to her, waved my hands in her face to get her attention, looked her in the eyes and told her, "I'll take care of it!"*

Remembering your core purpose provides the strength and focus you need to get through the tough times. It helps make the tough decisions easier. Knowing your core purpose helps you stay heart-centered on what is most important.

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*"Knowing your core purpose helps you stay heart-centered on what is most important."*

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When Victor looked into Christina's eyes on that fateful evening, he could feel his fear melt away. In his heart, in that moment, he understood that he needed to keep Christina's dream and the purpose of Greentoes alive.

He continued to work with the counselors at the SBDC to learn the next steps of their business.

Yes, Victor did learn how to run an *Eco-Chic Mani Pedi Studio and Day Spa*. Even today, Victor comes home excited to share the latest colors of nail polish with Christina. He shared,

*"I had to learn a lot of new stuff about oils, salt scrubs, lotions*

*and even something called ‘Cutie Cocktail’ for making your nails stronger [laughter].”*

Together, Victor and Christina have created a thriving, high-end experience with lofty employee and customer service standards, all centered around a strong core purpose.

Greentoes opened its doors in 2012 as scheduled, with a \$40,000 personal investment; and the business earned \$11,000 the first year. The spa has six employees and generated revenues exceeding six figures in 2013, doubling that in 2014. An expansion is planned for 2015.

Greentoes won a 2015 Success Award from the Arizona Small Business Development Center for its unique and excellent business practices and growth.

As Christina and Victor learned, amazing things unfold when you dare to dream and begin with a clear purpose in mind and heart.

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*“Amazing things unfold when you dare to dream and begin with a clear purpose in mind and heart.”*

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Today, Christina gets to enjoy the harvest of the seed she planted many years ago—free spa treatments to support her own health and well-being.

Remember when you first got excited about the idea of starting your own business—when you got goose bumps just thinking about it? Where were you? What was *your* inspired idea that grew into *your* “big why?” for doing it—beyond just making money? The answer is something very simple and profound at the core of your mission as an organization.

This is the core purpose of your company. It should be at the heart of everything you do, all the decisions you make. It is why your organization exists. It either solves a problem or fulfills an aspiration or desire. It is the seed that, when properly nurtured, will begin to take root.

Once you and your employees understand your core purpose and have placed it at the heart of everything you do, everyone involved will make good, sound decisions. It will be a compass for all you choose to do.

Here are other examples of core purposes from successful companies that you might know:

- Disney – “To bring happiness to millions”
- Nordstrom – “Service to the customer above all else”
- Johnson and Johnson – “To alleviate pain and disease”
- 3M – “Innovation...thou shalt not kill a new product idea”
- Walmart – “We exist to provide value to our customers”
- GE – “Improving the quality of life through technology and innovation”
- My company, TLC – “We inspire hope and awaken greatness”

What’s the Core Purpose of your organization?

To facilitate the discovery your organization’s Core Purpose, refer to the **Step-by-Step Facilitator’s Guide** in the last section of the book.

## *Energizing Thoughts to Ponder for Chapter 2*

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1. What do you think is your organization's Core Purpose? Why does your organization exist—beyond just making money? What solution to a problem or need is your organization fulfilling? Take some time to journal some possibilities.
2. What do you think is your organization's ultimate potential?
3. What do you think your employees believe the core purpose is?
4. What do your employees think is the ultimate potential for the organization?

I hope that you have enjoyed the first few chapters of *Energize Your Business* and are inspired enough to grow your business to its next level by purchasing the print or eBook, or both.

Before November 9, 2015, take advantage of the special \$2.99 pre-release eBook promotion by clicking this link...

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