



THE **BIG SIX**

The Six Simple, Powerful Steps
to Grow Your Business Faster, Reduce Stress
and Free Up Time to Do What You Love

BRIAN KINAHAN

THE BIG SIX

The Problem

Business growth is an exciting achievement. But the skills required to launch and grow a small business don't serve you as it becomes larger and you continue to scale. Over time, a growing business adds customers, products, services and people, and becomes more difficult to manage. Taken together, more of everything creates complexity that usually turns a once-happy cycle of growth and prosperity into a stressful muddle of challenges and underperformance.

The Solution

The way to avoid this creeping chaos and the pain it brings is to do things more systematically across the company by continuously introducing and upgrading essential business practices. The Big Six management operating system makes it easy to do this – first by spotting practice deficiencies, then by providing guidance on what practices or upgrades to install and integrate, in order to correct the situation.

The New Framework

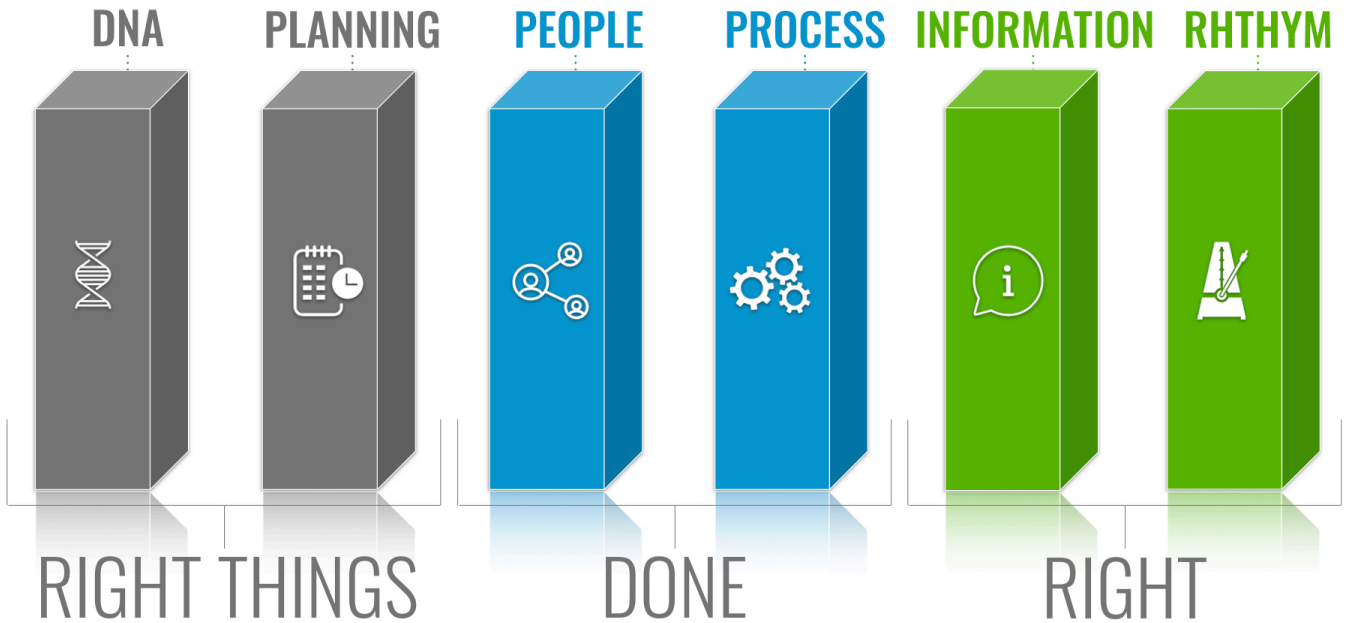
Over my years as a CEO and coach, I've worked with more than 50 CEOs and read about 100 business books. My MBA training at the UCLA Anderson School was indispensable, but it didn't give me the skills I needed to easily handle the day-to-day challenges of managing a growing business. Nor did it teach me how to rescue a failing business (something I'm often asked to do). Out of necessity, I've developed the optimal management operating system, based on my training, research and experience and it's called **THE BIG SIX**. It is a simple, easy to implement system which I use to help my CEOs generate superior results, consistently, across a wide variety of industries.

The Big Six

The Big Six addresses the six foundational pillars of running a successful business of any size. It's based on the premise that a company succeeds when it knows what to do, does it, and does it properly. In other words, when **The Right Things** are **Done Right**.

THE **BIG SIX**

PILLARS OF SUCCESS



Throughout the remainder of this guide, the elements (pillars) of The Big Six are introduced and discussed in detail. By the end of this guide you will have the tools my clients use to improve your business many times over.

You can read on your own or watch the accompanying video that goes into even greater detail. Click [HERE](#) to watch.

PILLAR 1: DNA

RIGHT THINGS DONE RIGHT



Your business DNA is a combination of your long-term **Vision** or destination, your **Mission** or purpose for being, the set of **Values** or culture that define your people's way of being and doing, and your **Strategy**, which is where you compete and how you win.

The last element, **Communication**, is the way that Vision, Mission, Values and Strategy get embedded in your employees' minds like DNA.

Business Practice Checklist for DNA:

- Create a **Vision** for your company. Put a stake in the ground and simply declare where your company will be in three years (or more).
- Clarify your **Mission**, your Why. What is your company's higher purpose? Who does it benefit and how? How does your company increase happiness for people outside and inside the business?
- List the **Values** you want your employees to embody. Make it clear to them what behavior is important. Define how your employees should treat each other and people outside the company.
- Define your business **Strategy**. Who is your market? What advantages do you have over your competitors so that you get way more than your fair share of customers?
- Communicate** constantly to implant the above four elements of the company's DNA into each and every employee. Make these elements part of the daily flow of activity.

PILLAR 2: PLANNING

RIGHT THINGS DONE RIGHT



Vision (what you worked on in Pillar 1) is achieved through the continuous execution of strategic, sales, departmental and financial plans. An OKR process (Objectives and Key Results) allows the company to establish priorities across the organization and keep “the main thing the main thing.”

Business Practice Checklist for Goals and Plans:

- Set strategic, sales, departmental and financial goals and plans. Work with your team to define key objectives.
- Develop OKRs (objectives and key results) to get broad buy-in to quarterly corporate goals.
- Cascade goals and milestones throughout the ranks, to get everyone on board.

PILLAR 3: PEOPLE

RIGHT THINGS DONE RIGHT



Happy, skilled, and motivated people in the right roles can perform miracles. A CEO's top priority is to have the best people possible on the team.

Achieving this requires:

- carefully defining roles and responsibilities in an organizational chart,
- hiring and retaining the right people, and
- coaching and developing these employees continuously, while providing appropriate incentives and rewards, financial or otherwise.

Business Practice Checklist for People:

- Summarize roles and responsibilities, then define in detail.
- Have a winning hiring process to get the right people. If they're not right, reassign or remove them.
- Continuously coach and develop (train) people to do and be their best.
- Represent the roles and reporting structure in an organizational chart.
- Incentivize and reward employees for superior performance.

PILLAR 4: PROCESS

RIGHT THINGS DONE RIGHT



There are many ways to do things. Over time we discover the best way, at least for the moment. At that point there's no reason to go back to doing it any other way. Start by prioritizing key processes so that you standardize the most important first. Then map processes to make them visually clear and define the process steps in SOPs (standard operating procedures). Once mapped and documented, train people in the SOP to ensure that the same steps are taken every time. And lastly, no process is a best process forever. Regular reviews allow you to continue to improve each one.

Business Practice Checklist for Processes

- Start by prioritizing your processes, to know in what order to address them. Which have the greatest impact or involve the most people? Where are breakdowns occurring?
- Make a visual map with swim lanes to summarize the primary process steps, decision points and interdepartmental collaboration.
- Further define the steps using SOPs. Gather your teams to drill down into all the required steps to get the job done right.
- Train your staff in the SOP for consistency and repeatability and cross-train others as backups.
- Analyze the processes on at least a semiannual basis, to find ways to improve them.
- Have the SOPs widely and easily accessible to all employees. You could post on the intranet or on a shared drive.

PILLAR 5: INFORMATION

RIGHT THINGS DONE RIGHT



A weekly Company KPI report (Key Performance Indicators) is essential for making better decisions, gauging performance against plan, seeing trends, preventing surprises and keeping the conversation focused on what matters most.

Department metrics measure progress against plan. Because a business runs on money we need accurate financial reporting, and because you can't operate in a vacuum you need a process to collect external market data. Finally, a management information system is vital for containing, managing, analyzing and reporting all of your information.

Business Practice Checklist for Information:

- Create a company KPI (key performance indicator) report to track weekly activity and results so that your leadership team knows what's happening and is kept accountable.
- Develop a system for measuring each department's success by tracking activity and results against plan.
- Get your financial reporting in order. Generate accurate monthly financial statements within no more than a couple of weeks after the end of the prior month. Get P&L (Profit & Loss), balance sheets and cash flows.
- Survey the market systematically and regularly. Send out NPS (Net Promoter Score) surveys to your customers. Know where you stand and adjust your strategy or tactics accordingly.
- Invest in your management information system. Reduce employee time supporting processes and increase visibility with detailed analytics and reporting.

PILLAR 6: RHYTHM

RIGHT THINGS DONE RIGHT



Gather your people together to make plans, review plans, and to work together to improve your company's performance. Put in place the essential meeting rhythm. That includes a weekly leadership KPI review, departmental and interdepartmental meetings, as well as frequent project review meetings. Make sure to hold monthly budget vs. actual financial review meetings and regular (less-frequent) all-company and strategy review meetings.

Business Practice Checklist for Rhythm:

Schedule the following:

- KPI Review meetings : Create a sense of teamwork at the leadership level and keep the conversation focused on what matters.
- Weekly Departmental and Interdepartmental meetings: Ensure performance against plans.
- Project Review meetings : These are vital to keep a company performing on customer projects as well as improving what it does and how it does it. Essentially, working ON the business.
- Monthly Financial Results and Budget Review meetings: These are essential for staying on top of your financial condition.
- All-Company meetings: Inform your employees about what's happening and let them know you care.
- Occasional Strategy Tune-Up meetings: Ensure you keep your competitive edge.

LEAD THE CHARGE

Implementing The Big Six to build a better business is working on the business, not just in it. As the CEO, you need to extract yourself from everyday sales and operations, so you have time to lead the charge. Your main job is to improve strategic focus, and execution by gradually setting in place these foundational management practices.

At the same time, by personally “owning” the first pillar, DNA, you ensure that your business is always headed in the right direction for the long term. Good practices create good outcomes. Stay on it and reap the rewards.

LEARN MORE

To learn more or dive deeper into The Big Six, let’s jump on a quick call. We’ll go through the path forward and how to implement these tools and see if it’s the right fit for you.

The link below will take you to a page where you can schedule a free 20-30 minute consultation with me. There’s no obligation. We’ll go through the results the game plan on the next pages, and I can customize a plan for you to go forward or give you some tips on how to handle a specific issue.

Book your call here:

<https://calendly.com/briankinahan/the-big-six>

Or visit us here:

www.bigsixbootcamp.com

www.ceomastery.net

Or sign up here:

ceomastery.thrivecart.com/big-six-bootcamp

“Business is a Team Sport.”



BRIAN KINAHAN

For years Brian's been completely focused on helping CEOs be and do their best. That's why he launched CEO Mastery, made up of The Big Six Bootcamp, CEO roundtables, and one-on-one CEO training and coaching.

He brings 40+ years of experience, including 25+ years of guiding CEOs to succeed beyond their expectations, 10 years as a CEO himself, and five years as a COO.

Business is his "golf" – he'd rather help CEOs succeed than do just about anything else.

Just like his CEO clients, Brian is competitive and understands what it's like to invest in big goals. He completed the Pinehurst Olympic length triathlon for his 60th birthday and ran three marathons in six weeks for his 65th.

He earned his MBA at UCLA and resides in Los Angeles with his family.

IS THIS FOR ME?

Circle YES whether it applies a little or a lot.

If you answer yes to many of these, you are in the right place.

MANAGEMENT PRACTICES	
My company is not growing fast enough or generating enough profit.	YES
I'm working way too many hours and not enjoying it.	YES
I feel like I'm in the middle of too many decisions.	YES
I don't have the "A" Team I want and need.	YES
My people are not working well together.	YES
I'm making too many decisions without enough information.	YES
I feel stuck and I want to get unstuck.	YES

CREATE YOUR GAME PLAN

Below is a scorecard that measures the extent to which your company has established the essential management practices to scale reliably and profitably.

Score 1-10 for each practice. 0 is we don't have it, 5 is we kind of have it, 10 is we've got this down 100%.

To help you make a proper evaluation, please refer to the detailed descriptions of each practice in the following pages. See also my video tutorial [HERE](#).

At the bottom of the sheet you'll calculate your company's current stage of development and estimate the remaining performance potential. Simply continue build out your company's core practices to tap more of its potential.

DNA



- 1) Strategy _____
- 2) Winning Culture _____
- 3) Vision _____

PLANNING



- 4) Strategic Plan _____
- 5) Sales Plan _____
- 6) Financial Plan _____

PEOPLE



- 7) Org. Design _____
- 8) Responsibilities / Results _____
- 9) Right People _____

PROCESS



- 10) Prioritize _____
- 11) Document SOPs _____
- 12) Improve _____

INFORMATION



- 13) Department Reports _____
- 14) Employee Survey _____
- 15) Financial Analysis _____

RHYTHM



- 16) KPI _____
- 17) Inter / Cross Departmental _____
- 18) Strategy / All Company _____

TOTAL: _____

Divide Total by 18 (for your average): _____

Multiply Average by 10: _____%

This percentage is how far along you are and a rough indication of how much of your company's potential you've tapped.

If you want me to help you set up your game plan, schedule a free call [HERE](#). This will not be a sales call. We'll customize a plan for you based on your scores, and if you want to hear more about how we help through The Big Six Bootcamp, I'll explain that to you as well. It's the fastest way there is to upgrade and scale your company's management practices and achieve its full potential.

I look forward to talking with you.