

**Get Your
Business**

The 30 MINUTE
Summary Edition

57 Action Steps and Questions to
Help You Get Your Business
Going Again

UnSTUCK for Good!

The **SIMPLE** Five-Step Solution

“Every CEO, business owner, entrepreneur, or executive can profit from this book’s exceptional insights into how to get their business moving forward again, with practical solutions you can profit from immediately and for years to come.”

—GREGG DARISH, Founder and Executive Chairman, Motus, LLC

HENRY MITTELMAN

Additional Praise For *UnSTUCK for GOOD!*

“If you are a CEO, business owner, entrepreneur, or executive, and want to achieve your greatest potential, buy this book. It provides a highly detailed roadmap to dramatically improve your personal effectiveness, profitability, and long-term success.”

David Rosenberg, CEO, Prime Motor Group

“This book is direct, to the point, and quickly focuses you on the most important pillars that will lead to your success. Smart CEOs and business owners will study this short book carefully, and smarter ones will revisit it every few months to course-correct back to a more successful and profitable future.”

Danny Iny, Founder/CEO of Mirasee, best-selling author of Teach and Grow Rich

“Henry is a true business builder who is more qualified than most to teach all entrepreneurs how to get “UnSTUCK for Good!” I highly recommend you follow his 5 pillars to success carefully: Pay close attention to how he debunks the myths to what many think are the keys to being a world class entrepreneur—while he cuts to the chase on the realities. Henry has nailed it.”

Brian Kurtz, Business Builder of Boardroom Inc., Founder of Titans Marketing LLC, and serial direct marketer

“Here is a helpful and easy-to-read resource that is profound in its simplicity, scope and clarity. It’s loaded with intelligent

insights you can start to use and profit from immediately. It provides a blueprint for every CEO, business owner and entrepreneur seeking to propel their company to the next level. Through a combination of real world business savvy and no-nonsense pragmatism *UnSTUCK for Good!* demystifies what it takes to succeed. It's a paradigm changer!"

Linda Goodman, Principal of LG Associates | Author of *Why Customers Really Buy – Uncovering the Emotional Triggers that Drive Sales*

"UnSTUCK for Good! is a must read for entrepreneurs and business owners who like me, are constantly looking to improve their business and bottom line. Although many of today's tools and technologies can be sexier, the Simple Five Step Solution presented in this book are the real linchpins to success. The powerful, perceptive and practical advice will change the trajectory of your business."

Jillian Vorce, CEO, The Jillian Group

"This book is a terrific resource for any CEO, business owner, entrepreneur, or executive who wants to quickly rise to a whole new level of business success. A must read."

Zain Raj, Chief Executive Officer, Shapiro+Raj and best-selling author of *Brand Rituals and Marketing For Tomorrow, Not Yesterday*

"UnSTUCK for Good! is essential for any small business owner who wants to stay relevant and profitable. Henry breaks down what it takes to succeed into simple steps to implement into your daily routine. A practical book to re-read year after year."

Nathaniel Tiplady, Needham Chiropractic Associates

“It’s like having a coach sitting on your shoulder, whispering in your ear. UnSTUCK for GOOD! keeps you engaged with stories and real-life examples. There’s gold in this book for anyone who owns or manages a small-medium size business—and wants immediate and optimum business gains.”

Maria Killam, CEO, Founder and Creator of Understanding Undertones™

“There is no CEO—or rookie entrepreneur—who will not benefit from reading Henry Mittelman’s UnStuck for Good! It is compact, clear and compelling, yes. But don’t be blinded by its simplicity. Written by a successful business leader and executive coach, it will help you face the hidden habits hindering effective leadership and business success and provide you with smart, concrete remedies. Buy it, study it, use it—and get your business moving again.”

Bruce Frankel, best-selling author of What Should I Do With The Rest Of My Life? True Stories of Finding Success, Passion and New Meaning in the Second Half of Life

“As a serial Entrepreneur, one of the biggest challenges I face is keeping my business and team focused. The 5 Pillars of Success outlined in UnSTUCK for GOOD! provides me with a process to consistently look in the mirror, and hold myself accountable to attain the goals I have for my business. This is a must-read for any entrepreneur or executive who wants to succeed.”

Jeff Mesnik, President, ContentMX

“Mittelman’s straightforward blueprint confronts CEO’s with the obvious that we aren’t doing, but should be.”

Linda O’Koniewski, CEO, RE/MAX Leading Edge

“Whether you’ve been in business for years or just started a company, Henry Mittelman’s UnSTUCK for Good! is a POWERFUL read. Using a wealth of experience and a track record of success, this book goes directly to the heart of why CEOs, business owners, entrepreneurs, and executives often fail to make the progress they want. The one book to read if you run a business and feel like it’s running you. Take advantage of it now.”

Steve Snyder, Entrepreneur-in-Residence, Gesmer Updegrave, LLP

“UnStuck for Good! is a wonderful and insightful read that addresses the most important qualities for personal leadership success. Being Accountable is often discussed as an intangible concept, but Henry Mittelman recognizes that personal accountability is the essence of leadership and the driving behavior that leads to UnStuck success ... This book clearly addresses a component of leadership and personal satisfaction that is mandatory.”

Ward Mooney, CEO, Crystal Financial LLC

“UnStuck for Good! forced me to take an honest look at my own habits and assumptions while offering simple action steps to transform my business. Get ready to be challenged in the best way possible—this book forces you to think differently about how to run your business, and start improving it immediately.”

Jessica Oman, Planner-in-Chief, Renegade Planner

Author's Note

This 30 MINUTE SUMMARY EDITION is designed to give the reader a high-level understanding, and a taste of what it would be like to read UNSTUCK for GOOD! This easy to read, yet powerful book can be a game-changer for you if you are willing to take a good hard look at yourself and your business, and implement the concepts discussed.

Throughout this Summary Edition of UnSTUCK for GOOD!, I have drawn upon situations, past clients and business leaders I have known over the course of my career; however, to protect their privacy, names, industries, details, and case studies have been altered and disguised, and some stories used have been fictionalized.

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The 30 Minute Summary Edition does not contain the following:

- The Ninety-Day Goal Action Blueprint
- Six Ways To Energize Meetings
- Nine Books All Business Leaders Should Read
- Put It All Together And It Spells UnSTUCK!

Is It Really Supposed To Be This Difficult?

- You are a *serious and enterprising* CEO, business owner, entrepreneur, senior executive, or self-employed professional. and you have this nagging sense that your business or career could be doing so much better.
- You've got a proven product or service that's been accepted by the marketplace.
- Your business isn't a hobby—it's your primary source of income.
- You're working long hours, but when you consider how hard you're working, the results are unsatisfying.

As much as you hate to admit it—and all of us do—you're a little bit stuck, and you're not sure why. If only you knew the answer.

Good news—I'm here to get you UnSTUCK. That's what this book is all about.

Why Read *This Book*?

We both know that operating a successful business is no easy task. That being said, I have taken my thirty-plus years of business experience and distilled down the *skillsets and management traits* I have found in all successful business leaders—the few

SIMPLE tools and strategies that, when put to good use, will dramatically affect your chance of succeeding in this competitive business environment.

Don't Let the Simplicity of This Book Fool You

I want to challenge you; to force you to *think about and question* how you presently function as the leader of your business. And, to give you power. The power to actually make things happen—really happen!

If you're like most successful people, you have been trained from childhood, and through your education and prior business experiences, to be accountable to others. Parents, teachers, and bosses all gave you indications of what they expected from you, and you tried your best to live up to *their* standards. But now, you're running your own business (or possibly someone else's business), and if you're struggling, there's a good chance you're not sure why.

From my thirty years of business experience, I can tell you it's probably not from a lack of knowledge—you're an educated businessperson. But, over the years, I've learned that the most successful people were not always the smartest. They were not always the most knowledgeable, nor did they always possess the most resources. More often than not, they were the people who had the rare ability to maintain a razor-sharp focus on their goals and do the *right* things—the most important things—day after day after day.

Don't get me wrong: They may have also had knowledge and the capital resources, both of which can help kick-start things. Knowledge is clearly a prerequisite to getting into the

world of business. But I found that more importantly, it was focus, consistency, and, above all, the ability to hold *themselves* 100 percent accountable that would eventually make their vision and goals a reality. As a professional business coach, my experiences with getting stuck—and getting unstuck—aren't just anecdotal. I've listened to hundreds of stories, and I've experienced it firsthand.

I grew up in Levittown, New York, the child of a hard-working, middle-class family. I started working in 1963 when I was fifteen years old. I worked in a shoe store, a jewelry store, a bowling alley, and a luncheonette by the time I graduated from high school. I attended New York University and was on an educational path to become a theatrical Broadway lighting designer. Unfortunately, the Vietnam War caused me to take a different path. Because of my electronics background, I spent four years in the United States Air Force in a most amazing position—helping to make sure our country was prepared to win in a possible all-out *atomic war* with the Soviet Union (sorry, I can't go into the details).

When my term in the Air Force was over, going back to school to finish my education as a theatrical lighting designer was really no longer an option. I had to figure out how to reinvent myself. Since I was almost out of money, whatever I was going to do, I needed to do it fast. I remember driving around in my car on a really hot afternoon and thinking, *I'm seriously stuck. What do I do now?* After exploring a number of alternatives, it finally hit me. *I like people. I'm friendly, and always enjoyed working in retail while I was in high school.*

I started interviewing with a number of local and national retailers and ultimately landed a position with a small regional

retail firm—and never looked back. For the next twenty-three years, I helped develop and ultimately operated what eventually became a \$400 million national clothing chain (Loehmann's). During that time, I finished my education and eventually earned my MBA.

All of these experiences led me to KPMG, one of the world's largest consulting firms, where I was managing director for four years. At the end of my stint at KPMG, I joined a group of serious entrepreneurs and helped develop and operate three successful professional services firms. Throughout my journey, I've had the opportunity to be an advisor and coach to hundreds of executives and business owners.

The Biggest Thing I've Learned

Most CEOs, business owners, and serious entrepreneurs who struggle with underperforming businesses have never learned how to be accountable to *themselves*. Unfortunately, most business books ignore the crucial issue of personal accountability, focusing instead on loading up readers with cookie-cutter academic or technical knowledge: people skills, productivity, finance, operations, sales, you name it.

There are *literally* thousands of books that outline the many essential steps to becoming a successful CEO, business owner, or entrepreneur. There are even more books about time management, marketing, leadership, and motivation. I'd guess you've read your fair share (or at least *bought* your fair share).

Luckily for book publishers and authors, people have an unquenchable thirst for more knowledge. People continue to buy books thinking the concepts, or step-by-step instructions

of how to do this or that, will be the “magic bullet” to success. We’ve been trained from our early years that the more knowledge we acquire, the better chance we have at becoming successful. And that’s true, but only to a point.

Assuming you have the proper knowledge to succeed in business—and if you don’t, you never should have entered the race—the only thing really holding you back is not *using* that knowledge effectively day after day after day.

I am going to share with you the key to a process that no one else is talking about: personal accountability. In this book, I’ll not only focus your attention on the importance of personal accountability, but I’ll also show you how to achieve it. What is it? Why you lack it? Why is it so important? What can it do for you? How can personal accountability make the difference between success and failure? And how can you attain it?

The concept of personal accountability dictates every choice you make: how you spend your time; how you spend your money or someone else’s money; whether you effectively delegate or compulsively over-control; whether you blame others, make excuses or take responsibility; and how you plan your workday versus what you actually do all day. Even down to how often you check your email—it all comes down to personal accountability.

As of this publishing, I’m the only person I know of who has written a book shining a spotlight on the topic of personal accountability in business. So, I encourage you to read it and take action on the vital issues you find in this book—or risk staying *STUCK* where you are right now. **The choice is indeed that stark.**

This Is NOT a “How To” Book

UnSTUCK for GOOD! is a “tell it like it is” book. No sugar-coating; no selling you some new marketing, people, or leadership skills; no CRM software or training program; no promises to “get one hundred new clients in the next thirty days,” or “become a millionaire in six months.” I’m not going to fix all your challenges, or reveal the one simple secret to turn your business around. There is no such book (although some may purport to be). This book *will* give you a number of things to think about. And if your business is not as successful as you want it to be, I ask you to *look in the mirror*.

Focus and consistent action is where the rubber meets the road. It’s also where most businesses get STUCK. I realize I’m making it sound simple, and we both realize it’s not. Can you really take all of that theoretical, academic, and technical “stuff” you’ve *read or learned* and actually make it useful? For most of us, the answer is “NO.” That’s why I decided to write this *easy-to-understand* and *actionable* book in which I expose the detrimental success myths stagnating your growth.

After running a hugely successful national business platform for over twenty years—and mentoring and coaching hundreds of CEOs, business owners, executives, serious entrepreneurs, and managers for even longer—I know the FIVE KEY PILLARS that enable the leader of a business to be highly effective.

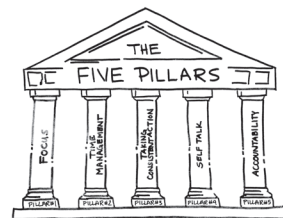
PILLAR #1: Focus

PILLAR #2: Time Management

PILLAR #3: Taking Consistent Action

PILLAR #4: Self-Talk

PILLAR #5: Accountability



There are literally hundreds of major and minor things that need to be done for your business to succeed over the long term. With that being said, operating a successful business will be next to impossible unless you master *these few basic business and personal strategies, tactics, and behaviors*. They are the very same methods I used to catapult my company from \$24 million to \$400 million. When you put them to use (and I stress *use*), they will not only dramatically and positively affect your bottom line, but help to reduce the levels of stress you experience on a day-in, day-out basis.

In order to do so, you need a strategy and a system—and, if you're like most people who want to “up their game,” you need a coach. That's what this book is. I'm here to coach you—not only to offer you the additional knowledge you seek, but also show you how to use the knowledge you already have, and empower you into taking the kind of action that grows businesses and aligns goals with results.

The barriers blocking your growth exist in businesses and companies of all sizes, so whether you're a small-business owner or the CEO of a multimillion-dollar corporation, these personal strategies will work for you, and make you dramatically more effective. Whether your empire is your business, creative venture, or career, the same rules, processes, and structures apply. It's the same road for all, and I'll show you how to successfully navigate down that road.

It's very easy to become a prisoner to old bad habits and behaviors, and default to what you know best, which is typically your technical expertise. You may have bought into the myth that business ownership requires exceptionally long hours, lots of hard work, and sacrifice. While this is clearly true during the

early stages of a business life cycle, owning a business should not be viewed as a life sentence of hard time.

Some business owners are convinced that they are “experts”—they know it all, and they’re not willing to challenge old assumptions or consider new ideas that could substantially improve their business and life. They’re so busy defending their position (even though they are miserable) that it’s almost impossible to help them.

I understand the frustration and powerlessness you sometimes feel. More importantly, I understand what’s sabotaging your success and how you can change it, so you can get off the business-owner’s hamster wheel. I’m not saying that you should never read another business book after you’ve read this one, but you might not need to. If you’re like most, you already have what it takes to be a successful business owner or operator. All that’s required is a simple and effective shift in approach—a shift in mindset—a better way to manage YOU!

Imagine if you could take your biggest business challenges and learn how to manage them more effectively. What would that be worth to you? What would it be worth to start every morning knowing that you were able to accomplish what you set out to accomplish? What would it be worth to feel good about your business again?

I’m here to teach you how to *do* the success game differently. So, if you’re ready, I invite you to take a deep breath and turn the page. Let’s get started.

1

Got Focus?

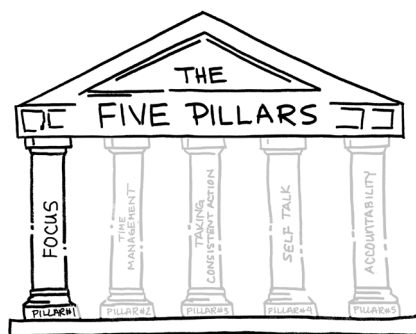
I wouldn't be surprised if you expected Chapter 1 to be about goal setting. Let's face it, if you're not clear on what you want to achieve, it's pretty hard to achieve it. If you recall however, in the beginning of the book I stated that "you're business isn't a hobby, it's your primary source of income." That means you have already developed your goals, and have been implementing them for some time now, which is why I chose Focus as the first chapter.

You see, athletes and their coaches have known for decades that winning is dependent on mint condition of *both* the body and mind. The athlete who possesses the sharpest mental clarity crosses the finish line first.

The same rule applies to business. You need to have a positive belief system that's reinforced by your thoughts (and we'll talk more about that later). You also need to stick to beliefs that

don't limit you, even though internal and external forces are trying to do just that. Thankfully, it's not a hopeless case.

You can stay on track with the first Pillar of Success: *Focus*.



MYTH: Focus comes naturally.

FACT: You have to learn focus.

Focus is actually a *learned* skill—and, like all other skills, it needs to be nurtured and cultivated. Odds are, you haven't had many opportunities to actually do that.

Think about what you learned during the first twenty-plus years of your life. Neither school nor your first jobs promoted focus. You were probably told that multitasking makes you efficient and highly effective, but that is another MYTH! In fact, praising you for your ability to multitask only reinforced the *exact opposite* of what you actually need to succeed: *focused activity*.

Here's the hard truth: being *efficient* and being *effective* are two very different things. According to the American Psychological Association, the brain is just not set up to multitask.¹

When you're doing all that mental juggling, you are switching between lots of activities at once, and you're probably not performing any of them very well. What's worse, you're probably not finishing all of them anyway.²

If you're like most people, you have a to-do list. And like most people, your list is made up of things that are really important, and lots of other things I like to call "stuff." The \$64,000 question for you is: Are you spending all of your time checking off really important things, or just the "stuff?" Are the things you are doing each day moving you closer to your long-term vision? If not, then why are you wasting your time on them?

"Most people fail because they major in minor things."

TONY ROBBINS

A Stanford University study has shown that bombarding your brain with all this different "stuff" not only reduces your productivity, but also may actually harm your brain.³ And it may lower your IQ.⁴

Effective work requires focus. And it's not easy. It doesn't come naturally. It takes training, and lots of repetition (repetition is the mother of change). But as your coach, I'll show you

1 <http://www.apa.org/research/action/multitask.aspx>

2 Westbrook, J. et al. The impact of interruptions on clinical task completion. *Qual Saf Health Care* 2010;19:284-289 doi:10.1136/qshc.2009.039255. Accessed online 10/4/15 <http://qualitysafety.bmj.com/content/19/4/284.short>

3 <http://www.entrepreneur.com/article/244376>

4 <http://www.forbes.com/sites/travisbradberry/2014/10/08/multitasking-damages-your-brain-and-career-new-studies-suggest/>

what you need to do to achieve that razor-sharp focus to help you accomplish your goals.

Some of the people who are reading this book may have a business that has turned out to be exactly what they envisioned, or possibly even better. If that's the case, they should be congratulated. But those of you who are wondering "how did I get myself into this mess?" may feel trapped, frustrated, and overwhelmed by your business, or have an uneasy feeling in the pit of your stomach. You may be working too many hours and be involved in way too many things. The excitement you once had for your business seems to have faded, and now you feel STUCK.

Mirror, Mirror, On The Wall

Facing reality can sometimes be very uncomfortable, but the first step in recognizing your need to change is to admit there is a problem. The questions below are tough, and they're intended to push you out of your comfort zone. Take a few minutes to think about them, and be honest with your answers.

1. Do I face frequent interruptions? Am I forever chained to my phone or computer?
2. Am I just busy, or am I really accomplishing important strategic objectives?
3. Do I often ask, "Why do I have to do so many things myself?"
4. Do I find myself working "in" my business instead of "on" my business?

5. Do I ever wonder if what I am doing is truly worth the time, headaches, and sacrifices?
6. Do I go home many nights feeling mentally and physically drained?
7. Do I dread the drudgery of dealing with the same issues and problems every day?
8. Am I anxious about drowning in projects, problems, deadlines, crises, meetings, employee issues, unanswered voicemails and/or emails, customer complaints, administrative trivia, etc.?
9. Do I feel like a master juggler with too many balls in the air?
10. Am I still working too much and making too little?
11. Am I fed up with missing family events and making other personal sacrifices?
12. Do I crave more free time to do the things that matter most to me?
13. Do I feel that my business is just not growing fast enough?
14. Do I feel like I am on the proverbial “treadmill.”

If you have answered YES to more than three of these questions, it’s time for you to look in the mirror, step back, and ask one final question: WHY?

I don't want you to feel embarrassed, because quite frankly, you're in good company. Many business owners find themselves in this position. In many cases, these problems are created because business owners narrowly focus themselves on the day-to-day trivial issues of their business rather than on the important strategic issues. The good news is you might find the solution much less complicated than you might have imagined.

Don't Let The Past Dictate The Future

Most people like being in their *comfort zone*. They're not willing to put up with short-term sacrifices for long-term benefits. The avoidance of short-term pain is more motivating than the desire for long-term pleasure and benefits. That's why so many people struggle with exercising, weight loss, and trying to stop smoking.

But when the day is over, what keeps most CEOs, business owners, and serious entrepreneurs from moving forward is the fact that they seldom take the time to slow down, reflect, and ask, "What's working and what's not working in my business, and WHY?" As a result, they are constantly putting out fires. It's an overused metaphor, but the truth is they are so blinded by being in the forest, that they don't see the trees. They wander around, spending their time on low-priority tasks instead of focusing on the high value activities that will drive their business forward.

The True Enemy of Success

When CEOs, business owners, and serious entrepreneurs are feeling stuck, their immediate assumption is they're in need

of something more—more money, more time, better software, or more knowledge about this or that. Outside sources may agree, but more often than not, none of these factors are the real culprits that keep success at bay. In fact, what you need to get ahead and remain ahead is not something you can learn. In fact, it's what you need to *unlearn*... *There's a good chance* the culprit is the bad *habit of distraction*.

The Immediate Fix

If you traced your challenge with focus to its origins, you might be surprised to find the main issue isn't actually lurking in the dazzle of *outside* distractions but within your own mind. While most business people wish to blame outside sources for their troubles with focus—and I can understand why, to a certain extent—the largest struggle tends to be an internal one.

As humans, we're extremely distractible. With smartphones, tablets, and Google at our fingertips, distractions from these technological wonders is the new addiction *du jour*. It's a major cause of failed dreams, ideas, and businesses; it's an epidemic—and it pervades all areas of life. No one is immune to its allure.

Focus is an endangered species. With technology advances, we now have the ability to carry mini supercomputers in our pockets, everywhere we go. Our personal space is no longer just ours; it's interwoven into the digital web that connects us to everything and everyone. We're always tapped in and turned on, even when it's in our best interest not to be.

Many business people are unwittingly in love with their devices. If their phone stops working or is lost or stolen, they put

their entire day on hold until it is either fixed or replaced. The long lines outside of Apple Stores before the release of a new iPhone model show the depth of this obsession. Customers literally camp out overnight in store parking lots, sometimes for days, to get the latest phone model as soon as it's released.

When most of us sit at our desks, our devices devilishly whisper, "Come over here. I'm your BFF. Come play with me." We reason, *I'll do it just for a little bit*. We check sports statistics, fashion sites, our email, log into Facebook, or surf the web—the ultimate black hole. Before we know it, an entire hour has passed. *Wow, how did that happen?* we ask.

The addiction to technology and all of its offerings makes aimless web surfing and other online habits difficult to break. Even worse, today's techno-centric world has trained our minds to hunger for instant



gratification. We're constantly seeking the thrill of a new email landing in our inbox or getting a shout-out on Twitter. That thrill we feel is actually thanks to a rush of the body's naturally occurring chemical *dopamine*, which can be highly addictive in its own right.

The flip side of the focus dilemma is that while instant gratification plays a major role in the problem, it operates strictly on the surface level. Even if you decided to toss your smartphone, tablet, or laptop into the river, you would not rid yourself of the maladies of a distracted mind. Its roots run deeper due to limiting beliefs (which we will talk about later in the book).

In a business context, focus and looking beyond the gilded allure of instant gratification is paramount to sustainability and success. Long and short-term planning isn't just a desirable tool; it's the screws that will hold your business in place.

Want Growth? Focus On Emotionally Connecting With Your Customer.

The truth of the matter is (and this is something you should really take to heart) *people make buying decisions based upon emotion*. Then they use facts to support that decision. They are actually more focused on the emotional side of what a product or service does for them rather than on anything else.

Think about this example: You spend a good amount of time doing research on a new car you want. You go to an automobile dealership known for offering the lowest prices in town to buy this new car, and it takes about thirty minutes for the salesperson to approach you. Then, when they aggressively try to sell you *a car you don't want*, but a more expensive car, you're totally turned off. When you discuss it with the manager, he really isn't interested in what you have to say, and that makes you angry. Even though the dealership has the lowest prices, would you still buy a car there? I think not. Your *emotion* drives your decision.

So whether you are in retail, manufacturing, technology, professional services, or any other industry, the most important question of all for you is: "Will the product, service, or solution I am providing stir a positive emotion in my customer?"

Apple is a great example of a company that truly understands customer psychology. There are other companies that

offer faster laptops and more impressive technology than the MacBook, iPad, and iPhone, yet Apple is a tour de force in the technological market. Why? The company has figured out how to make an emotional connection with consumers. Their customer base feels good about their purchases, so they continue to choose Apple again and again.

Remember, these are the same customers that are lining up overnight to be the first to get their hands on new products. But they don't do that for Apple competitors like Microsoft and Dell because they haven't made this same kind of emotional connection. In the average consumer's eye, these other companies just produce commodities and nothing more.

What Business Are You In?

Dan Kennedy, probably the most highly recognized marketing expert in the world, teaches that marketing is the cornerstone of any successful business, and he's right. Let's face it, it really doesn't matter what product or service you are selling unless you have a buyer. If your mindset doesn't embrace that fact, you will probably spend a whole lot of time doing things that really don't matter. Marketing is about communicating with and educating your customers, prospects, and referral sources why it's in their best interest to do business with your company. It is about educating the right target audience on the advantages, benefits, value, and results you can provide.

To drive home a point, one of the first questions I ask a new client is, "What business are you in?" The usual answer I receive is something like, "I'm in the printing business," or "I'm in the chemical business," or "I'm in the retail business."

The funny thing is that no matter what answer I get, I say to this prospective new client, “You’re wrong.” From a mindset standpoint, there’s only one right answer, and that is, “I’m in the marketing business.”

If you don’t have a marketing process for your business, your goal should be to develop one, right away.

There are basically five ways to grow your business:

1. Keep the customers you have.
2. Bring in more customers.
3. Increase the average transaction size (unit sale).
4. Increase the frequency of purchases.
5. Say “no” to bad customers/prospects.

To sum it up, you want to keep the customers you have while bringing in more, and sell larger amounts more often. Do one of these and your business grows; do two or more of these well and your business will grow exponentially.

Keep What You Have, Grow What You Have

Don’t underestimate the need to satisfy and retain customers. Most businesses put too much money, time, and effort into chasing new customers/prospects and far too few resources trying to keep their current ones. Real profits and stable revenue streams come from long-term relationships and repeat business with your current, loyal, profitable customers. Some experts believe that up to 80 percent of a company’s future growth can come from existing clients. Customer satisfaction and

retention should be a major marketing priority. If all of this resonates with you, do something about it starting tomorrow: *develop a more balanced strategy.*

Focus on the Long Term: Invest in Lifetime Value

Apple's success illustrates the importance of focusing on your customer. When building a business, connecting with your customers and listening to their needs is paramount. It's an investment in lifetime value, which ensures longevity and competitiveness in your given market.

It amazes me how many business people fail to focus on their customer or client, and instead divert their attention to less important details. Customer feedback, especially on what you're doing right and what could be improved, is one of your most immediate barometers of overall success. While it shouldn't be taken for granted, many business owners let the customer's voice fall through the cracks.

When you treat a customer in a manner that creates a negative emotion, when you *don't really listen*, they're probably not coming back, and they're almost sure to tell their story to everyone they know. Many small-business owners have difficulty seeing the enormity of loss in such a scenario because they're only focused on the short term.

Losing a customer over a small bowl of pasta, not accepting the return of a sweater without the receipt, or software that "has too many bugs in it" is an expensive loss when viewed through a long-term lens. This customer may have otherwise continued buying from you for the next fifteen years. That's



CASE STUDY: The Million-Dollar Bowl Of Pasta

Several years back, my wife and I used to frequent a small Italian restaurant on a weekly basis (yes, weekly). It was our ritual. One week, I decided I wanted a small side dish of pasta, instead of the large entrée portion, along with eggplant parmesan. When I asked the server for a small bowl of pasta on the side, she informed me that it didn't come in side order portions.

"My wife and I aren't one-time diners," I explained. "We love this place. We come here every week. Can you please check to see if the chef [who was the owner] can make an exception?"

Moments later she came back to our table apologetically shaking her head. "He said we couldn't do a side order of pasta. It's not on the menu."

I politely smiled. "That's a shame. Please tell him if he isn't able to pour a small amount of pasta into a bowl, he's going to lose two long-time customers that give the restaurant regular business." The server nodded and left for the kitchen.

While my wife and I were awaiting the verdict, we discussed how much money the restaurant had made from our business and how much we loved the food. We prided ourselves on being loyal customers. Surely the restaurant valued our patronage as well? The server finally returned, shaking her head. “I’m so sorry. We can’t accommodate your request.”

Needless to say, my wife and I were extremely surprised and disappointed. We never visited that little Italian restaurant again.

Viewing this situation from a long-term perspective, our weekly visits amounted to thousands of dollars of revenue each year that this small restaurant subsequently lost. Unfortunately, the owner’s focus was narrow and rigid. He wasn’t taking into account the long-term benefit of pleasing the customer and creating a positive emotional experience.

A year later, I wasn’t terribly surprised to see the restaurant’s windows boarded-up and its sign removed from the parking lot. Clearly, the owner had a major problem with his strategic focus. He’d not only shut off the communication line between his business and his customers, but obviously had other business problems that were not being addressed.

thousands of dollars your business is losing over a relatively small amount of money or inconvenience.

Here are twenty independent research studies that provide some startling facts that should give you a new appreciation of focusing on your customer.

Facts About Customer Experiences and Referrals

1. 96% of unhappy customers don't complain, however 91% of those will simply leave and never come back. —*1st Financial Training Services*
2. A dissatisfied customer will tell between 9-15 people about their experience. Around 13% of dissatisfied customers tell more than 20 people. —*White House Office of Consumer Affairs*
3. Happy customers who get their issue resolved tell about 4-6 people about their experience. —*White House Office of Consumer Affairs*
4. 70% of buying experiences are based on how the customer feels they are being treated. —*McKinsey*
5. 55% of customers would pay extra to guarantee better service. —*Defaqto Research*
6. Price is not the main reason for customer churn, it is actually due to the overall poor quality of customer service. —*Accenture Global Customer Satisfaction Report*

7. 94% of customers do not want to be transferred to another representative more than once. —*Mobius Poll*
8. Customers who rate you 5 on a scale from 1 to 5 are six times more likely to buy from you again. —*TeleFaction Data Research*
9. It takes 12 positive experiences to make up for one unresolved negative experience. —“*Understanding Customers*” by Ruby Newell-Legner

Customer Retention and Churn Rate

1. A 5% reduction in the customer defection rate can increase profits by 5%-95%. —*Bain & Company*
2. It costs 6–7 times more to acquire a new customer than retain an existing one. —*Bain & Company*
3. An average company loses between 10%-30% of its customers annually.
—*McKinsey*
4. A customer is 4 times more likely to defect to a competitor if the problem is service-related than price- or product-related. —*Bain & Company*
5. 68% of customers leave because they were upset with the treatment they received when speaking to customer service. —*U.S. Chamber of Commerce*
6. Dissatisfied customers whose complaints are taken care of are more likely to remain loyal, and even become

advocates, as those that are “just” customers.

—*Strauss & Seidel*

7. The probability of selling to an existing customer is 60%–70%. The probability of selling to a new prospect is 5%-20%. —*Marketing Metrics*
8. For every customer complaint, there are 26 other unhappy customers who have remained silent. —*Lee Resource*
9. A 2% increase in customer retention has the same effect as decreasing costs by 10%. —*Leading on the Edge of Chaos, Emmet Murphy & Mark Murphy*
10. Customer profitability tends to increase over the life of a retained customer.
—*Leading on the Edge of Chaos, Emmet Murphy & Mark Murphy*
11. 80% of your future sales come from 20% of your customers.
—*The Gartner Group*

50 Facts about Customer Experience »

“Statistics suggest that when customers complain, business owners and managers ought to get excited about it. The complaining customer represents a huge opportunity for more business.”

ZIG ZIGLAR

Acquisition Marketing Versus Retention Marketing

Every business needs new customers, and must have a solid marketing strategy to attract and sell to them. With that being said, all too often, attracting new customers is the primary marketing strategy. While it's true a business can't grow without new customers, it's not always the most effective or efficient strategy.

Your present customer base can be a gold mine for you if you manage and nurture them effectively. Don't pass up a golden opportunity to grow your business.

If you want to ensure longevity and grow your business effectively, a sharp focus must be consistently centered on lifetime value. This is a simple concept that will pay you huge dividends over the life of your business.

Chapter 1 — Action Steps:

1. Slow down, reflect, and make a list of what's working well in your business, and what's not. Commit more time and resources to the things that are working well. Of the things that are not working well, determine why, then change or adjust your strategy and tactics accordingly.
2. Determine the high-value tasks and activities that support your long- and short-term vision—tasks and activities that will take your business to the next level.
3. If you are multi-tasking—STOP IT!

4. If you are spending your day doing a lot of “insignificant stuff” that just keeps you busy—STOP IT!
5. Are you putting off making changes that will really move your business forward? If so, are your reasons really good ones?
6. Are you focused on your customer/client? When was the last time you were personally involved with them? Make a plan to get involved with a few each week.
7. How much effort is being put into marketing? What is being done strategically to ensure that your business is growing?
8. Make certain you have a balanced marketing strategy that includes not only acquisition, but also retention.
9. Do you know the lifetime value of your customer/client? If not, figure it out.
10. Make sure all your employees understand and appreciate what it means to lose a customer/client.

Author’s Note: The Pillar of Focus can really be applied to all of the other Pillars of Success. *Focusing* helps you avoid distractions, set goals, manage your time, establish accountability, and create a positive mindset that manifests in good habits that are practiced consistently. In fact, all of the Five Pillars work together so perfectly, you need *all five* of them. They are inextricably linked, so let’s continue.

Follow the Yellow Brick Road

1. Write down your goals for the next 30 days, the next 90 days, 6 months, 1 year.
2. Are they SMART Goals? If not, re-write them.
3. Break down the goals into the small steps necessary to achieve them.
4. Develop a way to keep those goals in front of you daily to ensure they stay at the forefront of your mind.
5. At the end of each week, keep a record of how effective you were at accomplishing your objectives.
6. If your to-do list has more than 10 items on it, prune it.

You'd Better Make Time to Read This Chapter

1. Review your list of the high-value activities that you need to do to support your short- and long-term goals.
2. Highlight any activity or task on that list that DOES NOT support your short- and long-term goals (remember the 80-20 Rule).
3. Determine how you can either eliminate, delegate, or outsource all those activities or tasks.
4. Evaluate your meetings to see which ones can be eliminated.
5. Set up a strict calendar and schedule your entire day.
6. Schedule the tasks and activities you need to do each day to complete your short- and long-term goals (and preferably do them first thing in the morning).
7. Schedule “me time” to work on your to-do list and other activities.
8. Schedule specific time periods throughout the day to review emails.
9. Schedule regular breaks into your day.
10. Keep written track of what you accomplished each day.
11. Develop a program to assist your employees to manage their time more effectively.

Habits and Rituals—Your Silent Support System

1. It takes more than technical skills to be the CEO of a business. Do you have the appropriate management skills? If not, develop a plan or seek outside assistance.
2. Assess your staff. Are the right people in the right jobs?
3. These are some of the stumbling blocks, bad habits, that can lead to your downfall. Work to change these ineffective habits. It's a process so don't expect the changes to "stick" overnight.
4. You allow yourself to get distracted.
5. You feel the need to do everything (or far too much) yourself.
6. You won't do anything unless it can be perfect.
7. You make big lists, but don't complete a large portion of what's on it.
8. You don't strategically plan your day, week, month.
9. You don't measure what you or your business set out to accomplish.
10. You're not organized.
11. Go public with your goals
12. Set up reminders or triggers to help you change your bad habit.

13. Understand your company's financial numbers.
14. Learn about basic accounting concepts and financial reports.
15. When appropriate, hire a proactive and top-notch chief financial officer, controller, or accounting manager who can gather, interpret, and explain financial results and trends.
16. Have your bookkeeper, accountant, or CPA create a simple "dashboard of metrics" that you review together regularly so that you are never, ever caught by surprise.

Knowing Makes You Smart, But *Doing* Makes You Successful

1. Surround yourself with lots of smart, experienced people. If possible, smarter and more experienced than you, and allow them to mentor you.
2. If you are hung up with the fact that you might not have enough formal education to be a success, get over it. A degree does not define you.
3. Success is about doing, failing, learning from the mistake, and doing again. Success is about taking action, not about waiting for the perfect time, or perfect solution.
4. Believe in the value of your product or service and don't be afraid to charge what's necessary for you to run a profitable business.
5. Just make certain you have done a good job at communicating the value of your product or service, and that your customer/client understands and appreciates the value of the solution you are providing.
6. Remember that your customers/clients do business with you based upon much more than price. If you think the relationship you have with your customers/clients could be better, do something about it NOW!

Reprogram Your Brain, Reprogram Your Life

1. Create a list of suggestions that support your success, help you to stay positive, motivated, focused on the important things that will drive your business, and help you accomplish your daily activities.
2. Develop a way to record these suggestions (or buy a Self-Talk audio), and play them each morning before you begin your day (as well as possibly during lunch and before bed) in order to reset your mindset and keep you focused.
3. Listening to statements that fuel how you want to function for the day is a powerful way to start the day; it cultivates a mindset focused on activities that offer value and protects against distraction. When you take ownership of your mornings, you take ownership of your entire day, so use your morning hours wisely.
4. As the business leader, it's your responsibility to develop methods to motivate your team. Everyone on your team is watching everything you say and do. Don't be naïve. You are under a microscope. Say and do things that will help to keep your team pumped up, motivated, and passionate about your business.

The Hidden Reason Many Businesses Fail

1. You are responsible for everything. If the goals for your business are not SMART and realistic, it's time to reset them.
2. If your business is struggling, take the time to step back and develop a plan with your team and other experts to turn things around.
3. Evaluate the goals of your direct reports. Are their goals SMART? If not, sit down with them and restate their goals, and develop the steps necessary so they can complete them effectively.
4. Are there people on your team that are just ineffective in their jobs? If so, develop a strategy to help them succeed or counsel them out.

You've Got to Have a System (Actually, A *Lot* of Systems)

1. You are responsible for 100% of the good, bad, and ugly in your business. If things are not going well, look in the mirror.
2. Develop job descriptions for all positions in your business, and a policies and procedures manual.
3. Find an accountability partner who will give you unbiased feedback and guidance about what's not working in your business, and why.
4. If you ultimately plan on selling your business, it will be worth more if it is systemized, has written job descriptions, and policies and procedures.

Who Can Tell You That You're Full of \$^#&?

1. Who is your confidant? Who can you talk to about the challenges you are experiencing in your business? Where do you go for unbiased guidance? If you don't have a good answer to these questions, you may want to explore joining a peer group or professionally facilitated Mastermind group.
2. If you want to really take your personal effectiveness to new heights, you may want to explore working with a professional business coach. While it will require you to push the boundaries of how you presently manage your business and your daily activities, the benefits can change the trajectory of your business and career.

The Finish Line

Putting The Five Pillars To Work

Human beings are creatures of habit. If you want to operate more effectively, you'll have to change some of your long-standing habits and behaviors. All the strategies, tactics, and suggestions in this book can be implemented by anyone. You won't need any special skills, tools, or training. What you do need is the willpower and stick-to-itiveness to follow through and change the way you presently manage yourself.

Since it's not easy, there's a good chance some of you may decide to reach out to professionals who can help, and there are many good ones out there.

At CEO Advisory Partners, we don't offer coaching programs that promise to fix you and your company's problems in ninety days (although that is a good starting timeframe). Over many years, we've developed coaching programs, frameworks, and systems that deliver short-term and more importantly, sustained longterm results.

The new habits and rituals you'll learn and implement could very well propel your business—and possibly your life—beyond what you could have ever imagined. We're offering to share these with you, but you'll need to make an investment in time and money, and most important, an investment in yourself.

Is it worth it to you? And by that I mean, are you worth it? Those are two big important questions that only you can answer.

“A year from now you may wish you had started today”

KAREN LAMB

Trust Matters Most

If you decide to reach out for assistance, there is something you should remember. Working with a personal business coach or advisor is not like working with a teacher or trainer. In order to serve you well and deliver great value, a coach or advisor must develop an intimate, trusting relationship with you and your business. Change and growth will make you uncomfortable, and you won't be willing to get “uncomfortable” without trust.

Choosing a personal business coach/advisor is like choosing an attorney. There's a lot at stake, so it should be a thorough process. After all, a certain law degree doesn't guarantee that the attorney has the people skills or the experience necessary to solve your particular legal challenges.

When seeking out a coach, it's critical that you align yourself with someone you like, and with whom you want to spend time.

You need someone you trust and respect, and who has the business acumen to serve you well. If they're right for you, they won't have to sell you on the benefits of hiring them. You'll know it.

Even so, take your time. This is not a decision you want to rush into. Since the future success of your business is potentially hanging in the balance, it's not something you should take lightly.

From my own work with clients including executives, small-business owners, and multi-million dollar companies, I have come to recognize that there are some important qualities you need to have before you embark on this journey.

You must be passionate about your business, you must be open to change, and you must be driven to succeed. What's possible when those qualities are present?

There are no guarantees, of course, but from my own experience it is not surprising to see improvement gains in the millions of dollars. Again, that doesn't happen for everyone, but it's certainly possible.

If you feel you should be getting results far in excess of your current situation, if you're trying to figure out what to do first, second, and third, and how to keep yourself focused on the most important activities that will drive your business, then you'll need to embrace an important rule of business:

You should never try to solve a problem unless you really understand the problem!

The first step is to get clear on the current reality in which you find yourself. Until that happens, it's difficult to know what the next step should look like.

That's why I created the UnStuck Solution Audit™. It's a brief but powerful assessment tool designed to quickly highlight the major obstacles keeping your business (and you) stuck. It's available to you right now, without cost, obligation, or fine print of any kind.

You can take the assessment and usually have your results delivered to you via email in one day. It's quick and highly effective in helping identify next steps.

I have to warn you, however, this isn't for the faint of heart.

Why? One of the most powerful steps to getting “unstuck” is your willingness to take a good look at yourself in the mirror. That’s what this is designed to do.

The problem is, you don’t always like what you see! But there’s enormous benefit to be gained from having a clear, honest, unbiased picture of your current situation. Only then are you able to make forward progress.

You’ll find the UnStuck Solution Audit™ on the webpage I’ve listed here:

<http://unstucksolutionaudit.com>

Along with your results, you’ll also receive recommendations from me on how to use that information to move forward...and get UnStuck for Good!

For More Information

The author, Henry Mittelman, is available for speaking engagements, as well as workshops, seminars and break-out sessions for groups and associations, public seminars, events, and industry-specific training. Henry is also available for a limited number of private advisory/coaching assignments. For more information or booking inquiries, please send an e-mail to Henry at: **henry@unstucksolution.com** or visit our company website at: **www.ceoadvisorypartners.com**

Appendix

THE MOST BASIC DAILY ROUTINE

If you already have a *Daily Routine*, and you're satisfied that it's working well, stick with it. If you think it could be improved, then give this one a try. There's no perfect routine. The one that works best for you is the one you should use.

- At the end of each day, write down the three most important things you need to accomplish tomorrow. Do not write down more than three.
- Prioritize the three tasks.
- In the morning when you arrive at work, concentrate only on the first task. Work until the first task is finished before moving on to the second task, and then the third.
- Do not do or work on anything until you complete those three tasks.
- Repeat this process every working day.

This method utilizes many of the concepts outlined in my book. It's simple, so it actually works. Follow this basic formula and you will be ahead of most business owners. Emergencies, distractions, and "life" will try to take you off course first thing every morning. Ignore them as much as possible. Stay focused on those three most important tasks of the day. Chances are, your business will still be there when you have finished your

tasks, and the world will not have come to an end.

There's something magical about knowing every day, you can start the day completing the three most important tasks you need to get done to keep your business moving forward. The biggest challenge to finishing most tasks is actually starting them. This morning ritual forces you to pre-determine how you will start your day tomorrow. It puts you in charge. It's simple, it works, and it gives you power.

Do the three *most important things* first each day and you will dramatically improve your business and life.

Twenty Magic Questions You Should Be Asking Yourself

1. What's the #1 challenge you are facing in your business?
Do you have a plan to solve it?
2. In a typical day, how much do you work "in" your business versus "on" your business?
3. What do you love about your current business? What would you change?
4. What are the biggest frustrations you face on a daily basis?
5. If you could change one thing about your business and personal life, what would it be?
6. What parts of the business do you not enjoy?

7. Which two critical projects have stalled? Why? What can you do to get them started again?
8. Where would you like to be in one year with your business? In two years?
9. What are your greatest opportunities?
10. What do you want to accomplish in the next ninety days?
11. Which issues are consuming most of your days?
12. If you had greater focus and effectiveness, what would that mean to you?
13. Do you have a set of written goals?
14. On average (honestly), how often do you review your goals?
15. What percentage of your written business goals do you usually achieve? Personal goals?
16. What aspects of being effective do you find the most challenging?
17. Staying motivated.
18. Overcoming obstacles, distractions, and interruptions.
19. Holding myself accountable.
20. Once you have a written goal, how do you usually go about trying to achieve it?

21. What's your #1 distraction? What's your #2 distraction?
Do something to either manage them or eliminate them.
22. Do you have a system (that really works) to keep you organized every day and that helps you get the most important things done?
23. At the end of the week, how effective are you (be honest) at getting done what you wanted to get done?

Disclosures and Disclaimer Statement

The purpose of this book summary is to inform, entertain, and provide information on how you can potentially be a more effective businessperson. If legal or other expert professional assistance is required, the services of a competent professional should be sought. While every effort has been made to make this book summary as complete and accurate as possible, it should only be used as a guide and not as the basis of how to operate or manage a business.

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Finally, A Proven System For Keeping Your Business OnTrack!

Are you working like crazy but not getting the results you desire?

If you're like most CEOs, business owners, serious entrepreneurs, and executives...your business may be doing OK, yet you have this nagging sense it could be doing much better.

While you hate to admit it—and all of us do — **you're a little bit stuck and you're not sure why.** If this sounds familiar, *UnSTUCK for GOOD!* will give you the power to confidently and successfully get your business back on OnTRACK.

Inside, you'll learn how to....

- Stay focused with razor-sharp clarity
- Attain your goals in the shortest amount of time
- Consistently implement the high-value activities to drive your business forward
- Develop personal accountability to double your productivity in the next 90 days
- Eliminate “Stuff”—bad habits, time wasters, distractions, limiting beliefs, and low value activities that consume too much of your time

“The one book to read if you run a business and feel like it's running you. Take advantage of it now.”

– Steve Snyder, Entrepreneur-in-Residence, Gesmer Updegrave, LLP

“UnSTUCK for Good! will help business owners and entrepreneurs transition from a doer mindset to a CEO strategic mindset, and provides a detailed roadmap to dramatically improve your effectiveness and long-term profitability.”

– David Rosenberg, CEO, Prime Motor Group

“Smart CEOs and business owners will study this book carefully, and smarter ones will revisit it every few months to course-correct back to a more profitable future.”

– Danny Iny, Founder/CEO of Mirasee, best-selling author of Teach and Grow Rich

Your frustration ends right here!



Henry Mittelman is a professional business advisor/coach, and founder of CEO Advisory Partners and CEO Mastermind Alliance located in Boston, MA. He works exclusively with business leaders who are looking to achieve greater results in their business. Henry's broad based expertise and no-nonsense approach helps his clients take their business to the next level of growth, profitability, and success. For more information visit: www.ceoadvisorypartners.com