MIKE PATON AND LISA GONZÁLEZ

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PROCESS!

HOW DISCIPLINE AND CONSISTENCY WILL SET YOU AND YOUR BUSINESS FREE

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MIKE PATON AND LISA GONZÁLEZ

To Kate, whose very existence reminds me what's possible.
—Mike Paton

To Paddy, Donny, Alex, and Skyler, I love you more than the most.
—Lisa González

If you are a reader who is not familiar with the Entrepreneurial Operating System (EOS), *Traction*, or the EOS Tools, don't worry. We've written this book so that it will bring real value to you and your business, regardless of your level of EOS understanding. If you want to learn more about EOS and the EOS Tools, we encourage you to read *Traction: Get a Grip on Your Business*, and the other books in the Traction Library. At no cost, you can also download many of the EOS Tools mentioned in this book at eosworldwide.com/eos-tools.

FOREWORD

Are you controlling your business, or is your business controlling you? Sadly, most entrepreneurial leaders are being controlled by their businesses, and it doesn't have to be that way. You deserve to be free.

I obsess about freedom, for myself and for others who have the courage, the drive, and the work ethic to build something great and—at the same time—be *truly* free.

I've spent my entire adult life trying to prove it's possible. It started with intensive study, a relentless drive to understand the art and science of running a truly great business. I then applied what I was learning in my own family business and shared the stuff that worked best with other entrepreneurs in my network. Through painstaking trial and error, I gradually discovered six keys to running a great business and worked hard to discover the simplest and best way to strengthen those six key components in an entrepreneurial business. Out of this obsession came EOS (the Entrepreneurial Operating System). Today, EOS has a global following that includes more than five hundred EOS Implementers helping tens of thousands of companies around the world run on EOS. It's been a labor of love, borne of my desire to be free and to help others achieve that freedom as well.

There were some surprising discoveries along the way, and one of them is explored deeply by my friends and colleagues Mike Paton and Lisa González in this important book. It's the magical and inescapable connection between consistent, disciplined execution and the freedom most of us truly seek in our businesses. Virginia Woolf said it best when she declared, "To enjoy freedom, we have to control ourselves." To many successful leaders, that seems counterintuitive. But as I've discovered, and as the hundreds of thousands of entrepreneurs we've helped have proven, it's absolutely true.

Another important discovery influenced my thinking about EOS in the early days, and it's beautifully articulated in *Process!* Very simply, running an entrepreneurial company is way different than being an executive in a big corporation. If you own or run a small, rapidly growing business, you likely have an almost-full-time job "in the trenches." One minute you may find yourself talking with a customer; the next, you're fixing a machine on the shop floor. Next, you're meeting with your banker, spending a few minutes picking up cigarette butts outside the loading dock, and then interviewing a new machine operator. Somewhere in there, you've got to find time to think, solve problems, lead and manage people, etc. It may be interesting, but it can be exhausting.

In contrast, successful leaders spend nearly *all* their time thinking strategically, building important relationships, making important decisions, and leading others. In short, rather than working *in* the business, they spend time working *on* the business and, ultimately, bring greater value to the company. Though it may seem obvious today, at the time I was developing EOS it was almost revolutionary to believe that the tools we needed as entrepreneurial leaders should be different, too.

Building on this important discovery, *Process!* carefully lays out an approach for consistent and disciplined execution that can be led by the busy people who run entrepreneurial companies. It's simple, high level, and practical—no theory, no wasted time or energy. Because it's simple and effective, it'll be more readily understood and adopted by people at every level of your organization. In other words, it'll take less time and make more of an impact than you might expect. Notably, it'll also work really well in a large corporation that wants to get a bigger bang for its buck than more complex business process improvement initiatives can deliver.

In a nutshell, this book is all about developing the ability to see your business through the lens of the core processes that comprise your business, and then making sure every core process is right and followed by everyone in your organization with absolute consistency. As a result, you'll create peace of mind, more consistency, scalability, ease of management, and more profit. In addition, you'll greatly increase the value of your company.

As Paton and Lisa mention in this book, five of my clients have sold to large billion-dollar companies at very high multiples. In each of these cases, the acquiring company described them as "one of the best-run companies we've ever considered acquiring." This was largely due to my clients' applying every word contained in this book.

That's the kind of impact reading this book and implementing what it teaches could have on your business (and, more importantly, your life). So please, read on, and put the principles Paton and Lisa share to work for you. I've spent my whole business life wanting to have a huge, positive impact on the world and, at the same time, be truly free. If that's what you want, too, *Process!* can make it happen.

—Gino Wickman, *Founder, EOS Worldwide*

COMMIT

CHAPTER 1

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THE RIGHT MINDSET

> Magic occurs when you blend a culture of
> discipline with an ethic of entrepreneurship.
> **—Jim Collins**

Nearly every entrepreneurial story begins with passion—for an innovative idea, a useful skill, a way to build a better mousetrap or make the world a better place. In the early days, this passion fuels the company's founder and gives its people real purpose, positive energy, and a vibrant culture. That passion helps a small, growing company attract and keep top talent, generate attention in the marketplace, and take business away from more well-established competitors.

For business leaders, this initial stage of energizing growth and unlimited possibility feels
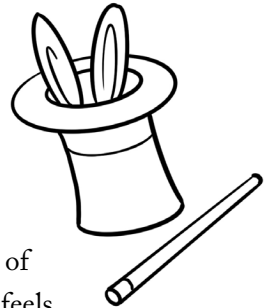
like magic. Imagine Henry Ford when his dream came true and the first Model T rolled off the assembly line in 1908. Think of how Sara Blakely felt when Spanx generated $4 million in revenue in its first year (all while she was still working full-time selling fax machines). Those epic moments are fueled by great ideas, unbridled optimism, and real passion.

Belief and enthusiasm aren't the only fuels necessary in a growing company, however. As former US Secretary of State General Colin Powell said, "A dream doesn't become reality through magic; it takes sweat, determination, and hard work." Every growing organization ultimately reaches a point where passion is simply not enough. The founder and leaders begin to realize that "what got us here won't get us there." Here's how it typically plays out:

A founder starts a business on her own and enjoys some early success. As demand increases, she spends increasing amounts of time "*in* the business —selling, serving customers, doing the books, sweeping the shop floor, and so on. There's precious little time for the things she's passionate about—creating, promoting, problem-solving, thinking strategically, and building important relationships. She tries to fix the problem by hiring her first employee, only to realize that hiring, training, and managing even one high-quality person is *a lot* of work. Hiring more people actually seems to *increase* the amount of time she spends on the things she doesn't enjoy. She becomes stuck and frustrated, and that early-stage passion begins to wane.

We call this "hitting the ceiling." As Larry E Greiner's *Harvard Business Review* article "Evolution and Revolution as Organizations Grow" proved, hitting the ceiling is inevitable for all growth-minded companies. So leaders who want to build great companies need to get really good at anticipating and breaking through these ceilings. Those who don't will see their organizations flatline or flame out.

More than 80 percent of businesses fail in their first five years, and only about 10 percent survive beyond year ten. Even for those that do survive, their owners and leaders often feel overwhelmed, frustrated, and unable to live the lives they want.

The good news is that you don't have to be one of those statistics. We know first-hand that it is *not* your lot in life to fail or feel miserable at work and bring those problems home every night. We've helped thousands of leaders just like you get themselves (and their teams) unstuck. This book captures those lessons. Like every book in the *Traction Library*, it is designed to help you understand why you're stuck and give you the specific tools to get consistently better results and reclaim your life.

We present a simple and proven solution to a problem faced by nearly all fast-growing companies: *inconsistent execution*. There's no theory in what we're about to share, just a set of timeless principles and practical tools that will help you break through the ceiling, run a better business, and live a better life. All we need from you is an open mind and a willingness to embrace what we're teaching.

That may seem like a simple request, but some find it surprisingly difficult.

Because no matter how frustrating and painful it is to be stuck, far too many leaders dismiss the type of important change we describe in this book as uninteresting, unnecessary, or even scary. Sadly, they're rejecting the very thing they need most—like an infant spitting out medicine or a drowning man fighting off a lifeguard.

That "thing" is *process*.

For too many leaders the mere mention of the dreaded "P word" invokes yawns, eye rolls, anxiously checked watches, and hasty exits. Entrepreneurs, innovators, and creative leaders want to be free—and our perception of process is not at all aligned with our thirst for

freedom. We're energized by big-picture thinking, building an amazing culture, solving impossible problems, and growing something from nothing. Procedures, details, and rules—not so much.

And therein lies the paradox of process.

Because to be truly free as the owner or leader of a growing business, you must commit to a level of rigor, discipline, and consistency that may seem contrary to the way you're hardwired. To get everything you want from your business and create the freedom to live the life you once dreamed was possible, you must embrace process, not reject it.

To be fair, some leaders do. They're obsessed about figuring out the right and best way to do things and work hard to instill rigor and discipline for consistent execution. Others may know this work is important but lack the tools or the time to make it happen. If you're already a believer, great! This content will help you get others on your team as excited about process as you are, and lay out a simple, efficient way to unlock the power of process. If you're still skeptical, please keep reading. The stronger your aversion to instilling rigor and discipline for process, the more opportunity you have to find value in what follows. We intend to prove that getting a handful of core processes documented, simplified, and followed by all will *create* freedom, not destroy it.

To do that, we'll draw from the simple concepts and practical tools created by Gino Wickman, creator of the Entrepreneurial Operating System (EOS). EOS works to strengthen an organization's "Six Key Components": Vision, People, Data, Issues, Process, and Traction. This book provides a deep dive into the EOS way of strengthening your company's Process Component, while *increasing* your capacity for big picture thinking, innovation, and growth. There's no need to be an EOS expert to get value from this book

but those who'd like to learn more will find a brief overview on page TK, as well as at EOSworldwide.com. Rest assured, however. Even readers unfamiliar with EOS will understand and benefit from the approach and tools described in the pages that follow.

In the spirit of practicing what we preach, we'll start by describing what you're about to learn and implement using a simple illustration. We call it "The *Process!* Process."
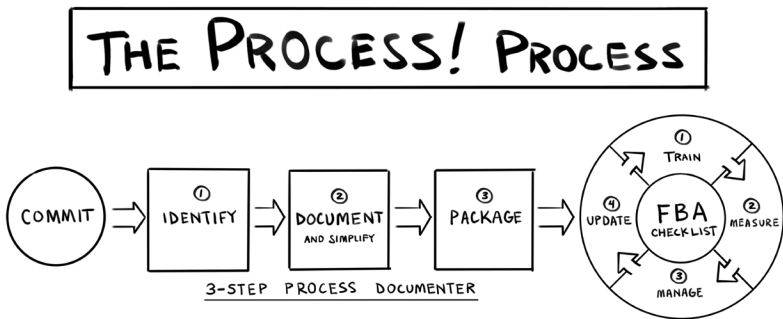
Section I will help you *Commit* fully to the journey ahead. With the proper mindset, you will fully appreciate the positive impact that strengthening your Process Component can have on your business and your life. In section II, you will *Learn* exactly how to make that happen in your organization by using two EOS Tools, the 3-Step Process Documenter and the FBA Check-list. Finally, section III, *Act* will provide you with the step-by-step process, templates and resources to craft and implement a custom action plan for your organization.

So, let's get started. To gain your full commitment to this work, we'll first explore three common causes of anti-process bias in
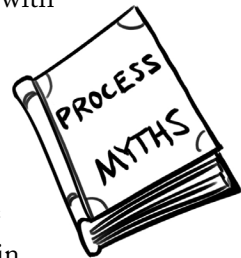
the minds of entrepreneurial leaders. While understandable and often deeply held, these beliefs are rooted in faulty logic. They are myths—pure and simple—and we hope to help you let them go.

MYTH 1: PROCESS IS NOT IN MY NATURE

Most successful entrepreneurs and innovative leaders are rugged individualists. They're creators, disruptors, and challengers of the *status quo*. As a result, the very idea of doing something the same way over and over again seems intolerable. But that's not what *process oriented* really means. When we examine the subject more thoroughly, it becomes clear that *all humans*—even the most innovative—are naturally and instinctively process oriented.

To take a much larger view, the very survival of the human species can be credited to adaptive process orientation. Our ancestors learned to stop doing deadly things (like eating poisonous berries) and continue doing what kept them alive (like sleeping together in protected shelters). They shared that acquired knowledge with the next generations through storytelling, cave paintings, and more. As they learned new techniques for survival and perpetuating the species—like creating fire and making tools—those improvements were shared with others. They were gradually woven into the way a family or a tribe operated. Those that mastered these new, improved processes lived safer, less stressful, and longer lives. We've been incorporating successful habits into our lives and discarding the dangerous ones from our daily habits for millennia.
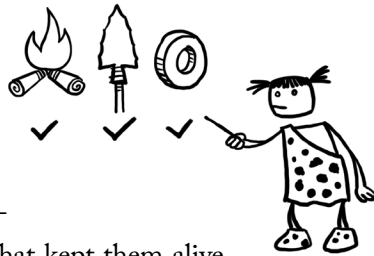
This is also the way most successful businesses are built from the ground up. The founder decides to build a product or deliver a service, starts telling people about it, and generates a lead. Soon he's won his first customer and starts delivering. At this stage, he's likely relying on equal parts talent, passion, grit, and abject fear. Every time he delivers something that makes the customer smile, he thinks, *I'll keep doing that.* If the customer frowns, he concludes, *I'll never do* that *again.* Over time and through trial and error, he improves the way he builds the product or delivers the service. Soon he's seeing a ton of smiles and very few frowns.

Without really thinking about it, he's developing a repeatable way of delivering value to his customers. Instinctively, this "way of operating" becomes automatic. Nothing is written down. There are no manuals, workflow diagrams, or training guides. He's just learned what works best and repeats it consistently because it takes less time, feels better, and gets results. Whenever he sees opportunities to simplify or improve something, he seamlessly weaves a change into what has become a natural, consistent business process.

This instinctive feel and relentless drive for consistent execution and continuous improvement may not feel like being process oriented to you. But that's *exactly* what it is. It's not about creating mountains of standard operating procedures (SOPs) and inflexible compliance cultures. It's the innate gift all entrepreneurs have for observing what works best, replicating it, then learning and improving over time.

You don't reject process because you are *not* naturally process oriented. You reject it because you *are*. As a successful human and entrepreneur, you've been applying discipline for process throughout your life, without conscious thought. You didn't stop to think through how best to do things—there wasn't any time (or money)

for that. You didn't *consciously* document anything or stop to pass on what you learned along the way—there was nobody else to teach or train! By the time you hired your first few employees, much of what you learned through trial and error probably seemed obvious to your now well-trained eye.

Yet, the actions that create consistently exceptional results are not at all obvious to most people in a growing business. Letting employees figure it out for themselves is inefficient and costly. Whether you've hired one person or forty people, nobody else has seen what you've seen and learned what you learned. Our approach will help you efficiently share the gift of your personal and organizational experience with every single member of your team. That will benefit you, your business, your team members, and everyone your organization serves.

We acknowledge how hard it can be to embrace something that never seemed necessary while you were building a successful business from scratch. We appreciate your concern that cumbersome rules or rigid guidelines might destroy the value you've created without process. But we also know that investing the time to stop, observe what's happening, settle on an optimal way to do something, write it down, teach it to others, and then measure and manage people until they get it right is *worth it*. It'll make your business better, get you out of the weeds, and allow you to live a better life.

So please, embrace the belief that process *is* in your nature. It has already played an important (if subconscious) role in helping you build your business. We will show you, step-by-step, how to do it efficiently and comfortably—by documenting and simplifying what you've learned, and then getting those core processes followed by all. Heck, you may even enjoy the journey.

MYTH 2: PROCESS TAKES TOO MUCH TIME

In all our years helping leaders, we've yet to hear a single person complain about having *too much* free time. The ability to do amazing things with very little time, money, or people—an almost superhuman resourcefulness—is a common and essential trait in successful early-stage companies. As with most blessings, though, it can also be a curse. It can create the mistaken belief that being overwhelmed is acceptable, that you're *supposed to* feel like "the hurried-er I go, the behind-er I get."

Accepting that mindset as a permanent condition of all busy leaders is inaccurate and dangerous. Yes, great leaders can push through *brief* periods of overwhelming stress. They can write the code, fix the bugs, secure the clients, push out the software updates, answer emails, deposit checks, pay the bills, and start all over again. Day after day after day—to a point. For even the heartiest of leaders, however, bad stuff starts happening at work (and at home) after six to nine months of feeling like there's never enough time. If you're one of those leaders who feels you must choose between your personal wellness and health of your business you are not alone. That is a choice nobody should have to make.

> If you don't have time to do it right, when
> will you have time to do it over?
> **—John Wooden**

UCLA's legendary basketball coach reminds us that doing things right the first time will help us all stop trying to cram twenty pounds of manure in a ten-pound bag. In his career at UCLA, Wooden won ten NCAA national men's basketball championships in a twelve-year period, including a record seven in a row. His teams still hold the record for winning eighty-eight consecutive games.

He was a firm believer in the power of process. Many of his former players love sharing the famous story of the first team meeting each season. New players—nearly all of them heralded recruits—showed up expecting a rousing speech, an intense strategy session, or a grueling workout. Instead, Wooden spent *the entire meeting* on a step-by-step demonstration of how to properly put on socks. Yes, socks.
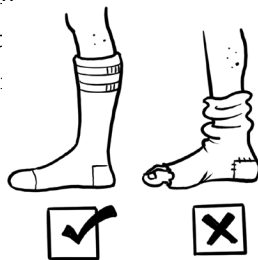
Why? In Wooden's day, basketball shoes weren't great. Blisters were a common problem that could knock valued players out of games. So, even though he was busy with the demands of building a basketball dynasty, the coach invested time personally teaching a basic, redundant action to his new superstars. The value of this lesson extended well beyond blister reduction. From day one, every member of the team knew that the UCLA Bruins do the "little things" right the first time, every time.

This story illuminates two flaws in the takes-too-much-time argument. Entrepreneurs *underestimate* how much time is wasted by their inattention to process. They also *overestimate* the time it will take to invest in strengthening their organization's Process Component.

First, entrepreneurs may underestimate the cumulative time their team spends addressing the needs of an unhappy customer,

rebuilding a product, or repeating a service. Defective products, late shipments, and poor service experiences are costly mistakes that can turn your most important business partner into a former customer who's bad-mouthing you in the market. Recovering from these mistakes takes time. Frequent delays, errors, and inconsistencies can stymie growth and turn a healthy profit into a devastating loss, which few small businesses can survive.

Entrepreneurs may also underestimate the time wasted inside their organizations as a result of employee turnover caused by lack of process. When a valuable team-member quits, processing the termination, re-posting the job, and hiring and onboarding their replacement is time consuming and expensive. But it's more than that. High turnover erodes culture, which means leaders and managers have to spend more time on damage control and rebuilding that culture. When teams are shorthanded, supervisors, managers and leaders get pulled away from their own jobs into the weeds of the business. As a result, not only are your most expensive people doing their subordinate's work, they're also not able to do the jobs they are being paid to do. Furthermore, turnover is costly because one or more disgruntled employees airing their grievances on social media can damage your ability to attract and retain great people in a brutal labor market.

Investing in process pays huge financial, cultural, and emotional dividends right away. Your customers will get what they want, when they want it, at a fair price. Their word of mouth will help build your reputation in the market rather than damaging it. Your employees will be better at their jobs from the start, feel better about being part of your team, and stay longer. Your leaders and managers will more consistently hit numbers, complete priorities, and have time to improve, create, and innovate. So please, don't underestimate the value of this work.

It is also common to overestimate the time it takes to instill discipline for process in your business. This is understandable if you mistakenly believe it's necessary to document 100 percent of the steps in 100 percent of your processes to get 100 percent compliance from every employee. We call that the "100/100/100 approach," and it can be both overwhelming and ineffective. Even so, it's often the approach taken by large organizations, government agencies, or heavily regulated businesses. Heck, we were guilty of this ourselves. In preparation for a new hire, one of us vividly remembers spending a weekend attempting to document every step of a receptionist's job—starting with how to turn on the computer. The result was a beautiful, accurate—but completely ignored "masterpiece" that sat in a binder collecting dust for years.

To be clear, we agree that business-process improvement initiatives like LEAN, Six Sigma, ISO, and BPM—to name a few approaches—have been materially improving businesses for decades. We know that certain industries even require these types of certifications to remain in compliance or maintain competitive standing.

For most entrepreneurial companies and high-performance teams, however, the level of detail required to complete these projects seems overwhelming and unnecessary. Often the faulty assumption that this important work will take more time than it really needs to, is the very reason it doesn't get done at all.

That's why our simple and useful 20/80 approach—using in-house knowledge and familiar terms and tools—wins the day for most entrepreneurial companies. It applies the logic of the Pareto Principle: If doing 20 percent of the work produces 80 percent of the results, why don't we start *there*? It takes far less time to get started, the work product is more useful today, and more easily updated over time. If you need to be more detailed, start with our high-level

approach, make an immediate impact, and build from there. But please get started!

Erik Piasio, the president of American Surgical Company (a medical device manufacturer that makes small sponges for use in spine and brain surgeries) explains the value of this approach. "For eight or nine years we had relied heavily on lean manufacturing methods and we were deep into Six Sigma, as well" he explained. "It had a positive impact, but we got lost in the weeds. It felt as though we were going overboard. EOS' 20/80 approach helped everyone–from people making $16 an hour to folks making $100,000 a year–understand and apply these tools to get consistently better results."

Yes, strengthening your Process Component will take some time. It doesn't need to take anywhere near as much time as you think it will. It will also save you far more time than you know. So please, follow Coach Wooden's lead and reject the myth that documenting, simplifying, and getting your core processes followed by all will take too much time.

MYTH 3: PROCESS DESTROYS FREEDOM

If you believe that instilling discipline for process means you and your people can no longer be creative, flexible, or innovative, you are not alone. This mistaken belief may be more widely held and fiercely defended than the first two. Even notable entrepreneurs like Elon Musk have expressed this fear, stating:

I don't believe in process. At a lot of big companies, process becomes a substitute for thinking. You're encouraged to behave like a little gear in a complex machine. It allows you to keep people who aren't that smart, aren't that creative.

It is true that many organizations overemphasize complying with detailed and inflexible processes. That approach leaves the most capable and creative employees feeling undervalued, as Jim Collins describes in *Good to Great*:

The purpose of bureaucracy is to compensate for incompetence and lack of discipline. Most companies build their bureaucratic rules to manage the small percentage of wrong people on the bus, which in turn drives away the right people, which then increases the percentage of wrong people, which increases the need for more bureaucracy to compensate for incompetence and lack of discipline, which then further drives the right people away, and so forth.

Yuck. No capable leader wants to be part of an organization stuck in a vicious cycle like that. However, what these two business thought leaders are describing is process run amok. It's an extreme, unnecessary, and ineffective approach, and it's *not at all* what this book is about.

Rejecting the idea of strengthening your Process Component for this reason is falling prey to a *false dichotomy*, a logical exercise used by debaters and con artists to convince people that only two options exist. It's like one of your kids saying, "Either you buy me this new video game, or you don't love me." It's a flawed argument for three reasons.

First, growing a strong, sustainable company *requires* consistent execution, no matter how creative you are. Take Bruce Springsteen. He is a uniquely original musician and a fierce advocate of freedom. He's also been a superstar for forty years in a notoriously fickle business. He attributes that success to consistent execution. "Getting an audience is hard," he explains. "Sustaining an audience is hard. It demands a consistency of thought, of purpose, and of action over a long period of time."

In other words, creativity and freedom alone might make you a one-hit wonder, but it won't help you build a business that stands the test of time. The good news is that building a business which is both disciplined *and* free is not only possible, it is quite common. Many successful companies have proven that getting important things done well every time does not require the bureaucratic nightmares anti-process pundits decry.

Collins finishes his thought from above by explaining exactly how rapidly growing companies execute consistently without creating unnecessary bureaucracy. They do it by establishing a *culture of discipline*, which he defines as "disciplined people who engage in disciplined thought and take disciplined action—operating with freedom within a framework of responsibilities—this is the cornerstone of a culture that creates greatness."

Applying the tools in this book will help you create such a culture. It will help you quickly construct a clear, simple, high-level framework of responsibilities within which smart, creative people can operate freely and consistently achieve objectives.

The second flaw in this argument? What's *really* robbing leaders of the freedom they seek isn't *too much* process—it's a *lack* of process. We know this because entrepreneurs often ask for our help at the

very moment they're feeling like captives of the business they created. Many describe it as being stuck *in* the business, with no time to think and work *on* the business—where their vision, passion, and creativity can really make a difference.

In a business where everybody does things their own way, leaders inevitably get stuck in the day-to-day. They spend more time answering and re-answering basic questions, redirecting people, and fixing problems caused by reinventing ways to do work that should be routine. Our approach to process will break that cycle simply and efficiently. It will help your team master the basics in a way that gets consistently better results day-to-day. That will, in turn, help you and your team spend less time in the trenches and *more* time thinking, creating, and innovating.

Isadore Sharp, founder of Four Seasons Hotels and Resorts, leveraged this common-sense approach to do what he called "systemizing the predictable, so you can humanize the exceptional." He encouraged leaders, managers, and team-members to systemize basic routines, such as checking in a guest at the front desk or cleaning a hotel room. He hired talented, service-minded people and trained them to master these important, repeatable actions. Finally, he and his fellow leaders encouraged team members to use their own judgment and discretion to create truly memorable experiences. Guests joyfully share stories of team members remembering their names and drink orders, providing warm hats, mittens, and robes for their children on a surprisingly cold day, or hand delivering a book from a favorite author. As a result, Sharp and his team built Four Seasons into one of the world's top luxury hotel chains – known for exceptional customer service and attention to detail.

That's what using this simple and practical approach will help you and your team do. It also underscores the final flaw in the

argument that "discipline for process" and "mountains of red tape" are synonymous. Far from creating a dystopian bureaucracy full of mindless robots, leveraging this approach will help you systemize the predictable and spend more time humanizing the exceptional.

Process doesn't destroy freedom; process *creates* freedom.

THE POWER OF BELIEF

Rejecting these myths and any anti-process bias you may have is a vital first step. For this journey to be successful, however, you must do more than suspend your active resistance to process. We need you to truly believe in the power of this work and support this effort fully.

> When you believe in something, the force of your convictions will spark other people's interest and motivate them to help you achieve your goals.
> **—Sir Richard Branson**

As successful entrepreneur, author, and founder of the Virgin Business Group, Branson helps us understand that when leaders are "all in," their people will be too. If you don't believe in the power of process with the full force of your convictions, your people won't either. They'll view this as another flavor-of-the-month initiative, bide their time until you become bored with it, and revert to old habits as soon as they're able. Your apathy, abdication, or half-hearted support won't help you get better results, live a better life, or achieve your company's vision.

If you want things to change, what needs to change first is *you*. Only when you overcome your own anti-process bias will you be

able to help others overcome theirs. Show your people the genuine enthusiasm that you instinctively have for getting important things done consistently well. Participate alongside your team in the discussions, debates, and work that needs to be done to strengthen your Process Component. Your passion, years of experience, and accumulated wisdom are invaluable on this journey; share them freely.

With your belief and genuine support, what you and your team are about to learn will pay enormous dividends. Your business will run more smoothly, achieve better results, and increase in value. You'll have more time for important stuff at work and at home. Your peace of mind will improve, and you'll have more fun.

Yes, it may require sweat, determination, and hard work. It may not be magic, but it's absolutely worth it. Process *will* set you free.

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