



## How to Stop Being a Slave to Your Business and Transform it Into a Predictable, Profitable Turnkey Operation.

Ellen Rohr and [Howard Partridge](#)

**Ellen:** It's Ellen Rohr, the Plumber's Wife, Business Makeover Expert and you know that music means we're back with Business Makeover 2014.

By makeover I mean make better, make more profitable, make more fun, make more inspiring, make more meaningful. Now is the time. This is your opportunity, it's my opportunity, to make this year our best year yet – 21 experts, 21 days and there are some extra interviews. That's a spoiler. I've just got to tell you, everybody said yes. There's so much fun stuff we've got going on, so stay tuned.

Every day at 12:00 Noon, Central Time we'll be launching a new interview. Today, I've got one of my favorite people in the whole wide world, Howard Partridge, on the line. He and I are best friends forever. We are different in a million ways; however, there is a river that runs through both of us that is absolutely the same river. We love business. We love being of service to people. We love people making their dreams and life ambitions come true and we both agree on the one and only reason why your business exists, so we'll get to that in just a minute.

Howard is an expert at that because I have been to his place of operation and it runs without him. It's exactly what we're talking about when we talk a turnkey business. Howard is the bestselling author of *7 Secrets of a Phenomenal L.I.F.E.* and his latest book *5 Secrets of a Phenomenal Business*. He's the first Zig Ziglar Certified Legacy Speaker in the world, the first one to go through that training, and he's the first founding member of the John Maxwell Coaching Team. He's always looking for ways that he can expand his own leadership and understanding and acumen.

I'm going to let him tell you about his early childhood days. He's come along way and the story is pretty interesting, so I'm going to let Howard tell that. He is the President of Phenomenal Products, which helps small business owners stop being slaves to their businesses by transforming them into predictable, profitable turnkey operations. Howard, welcome to the call today.

**Howard:** Well, thank you Ellen. It's a pleasure to be here.

**Ellen:** Now, we are so in love. Some people know our story, but not everyone does and I love sharing it. Once upon a time, I was doing a seminar for a group of cleaning professionals. It was the first time I had been in this association. I started writing for their magazine and then I was invited to speak at the Connections Conference. It was great, but this is a group with whom I don't have any history or credibility. I'd just met everyone on that stage on that day. Someone raised

their hand to really challenge something that I was presenting and they quoted a fellow named Howard Partridge.

I don't even know what the point was, but whatever this fellow shared I listened and I thought that is spot-on smart. I love this Howard Partridge. Whoever he is, whatever you just said, I totally buy it. It was funny because, Howard, what was your experience at the same time then as this is happening?

**Howard:** Well, I was sitting in the back and I had been reading your articles and I knew that you would be speaking at that convention which I used to speak at very often, well, still do, and I was like look at that. As soon as rolled out and started talking I just loved what you had to say. I was sitting in the back on purpose. I was like if this isn't good I'm leaving.

**Ellen:** And then after the seminar I had my little table set up in the back with my goodies on it, my books and everything, and Howard marches up to the front of the line and says I'm buying everything. Here's my credit card, I'm going to buy everything. I thought that was the kindest, most loving gesture and I appreciated it so much. It still warms my heart to share that story.

We've had a lot of history in the meantime. Howard appreciates what I do that he doesn't do and vice-versa. I love to dig in to the money, help people get to a known financial position, clean up the financials, work on compensation, bonus and score cards. I'm the money girl and Howard is the turnkey operations guy, is an expert in sales and marketing. I love his approach to referral marketing. I'm going to add that to our list today, too.

So we have a complimentary bailiwick and it's been nice to be able to work together and complement each other from the same stage working with our clients and each other's clients. I've enjoyed it so much. So we could get go, go, going. Because the topic of our Business Makeover event is all about these moments, Howard, where everything changes for you, you're going in one direction and you have either a moment of epiphany or extreme pain.

Simon Sinek in his interview said he just realized he had lost his passion for what he did. He was doing everything right, but he just didn't care about it. So you have these moments in your life that cause you to reflect. Maybe talk to us a little bit about your history and then the first moment or one of the more salient moments in your life where you had a moment of epiphany like that that you wanted something different and better.

**Howard:** Absolutely. First of all, I'm from L.A. (Lower Alabama)

**Ellen:** Makes me laugh every time.

**Howard:** I grew up very poor on Welfare in Mobile, Alabama and there were seven kids crammed in a little 600 square foot shack. The roof on this house was so bad that every time it rained we had to get out all the pots and pans to catch the leaks. My mother fed us, literally, on \$100 a month from the Welfare Department. I still remember getting Christmas presents from the social workers to this day.

When you grow up in an environment like that what are you likely to turn out like? For me, it was hair down to my shoulders, got in a fight with my step-dad, got kicked out of the house and jumped on a Greyhound Bus to Houston, Texas to live with my dad who'd left when I was a year old, only met twice in my life and, literally, had 25 cents in my pocket.

I became a waiter and worked at all these restaurants where we did this tableside flaming-type cooking, you know Bananas Foster, Cherries jubilee, Steak Diane, stuff like that. But I was always

an entrepreneur at heart, always wanted to have my own business and I just made enough money to pay the rent. Then I met my wife, Denise Concetta Antoinette Pennella, (now that's Italian!) from New Jersey.

So I go to New Jersey to get married to my wife and she bought me a pinstriped suit and told me to keep my mouth shut because I had an accent. Anyway, so we get there and when you marry into an Italian family you don't get wedding presents you get cash. We got \$3,000 cash for our wedding money and there was a friend of the family the same age as me, 23-year-old at the time, tooling around in a little red Mercedes convertible and I said I want to know what that guy does and I want to know if it's legal.

Well, it turns out he was a business owner. He had his own business. So as soon as I got back to Houston where my wife and I lived and still live today, I started my first business out of the trunk of my car and here's what I realized. What I found over the next 13 years is I started feeling like a slave to my business.

**Ellen:** Wait a second, though. You took your wedding money to start this business?

**Howard:** Yes.

**Ellen:** How did that go over? You know we're talking about family stuff as part of this, too.

**Howard:** Oh, yeah. Let me tell you, my wife was really thrilled about that. It was all the money we had to our name. But she's been my number one supporter all these years and I'll probably go to my grave trying to figure out how to pay her back for all that she's done for me. But that's another story.

**Ellen:** That's sweet. Okay, so there you are you start your business, all your dreams come true and it's just a straight shot to the top, right?

**Howard:** Absolutely. Yes, we went public right away.

**Ellen:** Excellent!

**Howard:** Actually, I felt like a slave to my business, worked 24/7. I always loved to travel and when we would travel much of that supposed vacation was consumed over the cell phone talking to customers and employees back home. I wonder how many people who are in business for themselves can relate to that.

In 1997, after 13 long years in business feeling like that, I learned two secrets that changed my life forever. I read a little book called *The E-Myth Revisited* by Michael E. Gerber and I learned that you've got to work on the business instead of in the business. You've got to have systems in your business. If we're talking about Business Makeover, nothing will makeover your business like getting it systematized. Michael Gerber says the secret is the systems, the question is why. We'll talk about the one and only reason that your business exists here in just a second.

So with this new epiphany of having systems and understanding why my business existed, I started working on systems. Long story short, I got it turnkey and built it into a multi-million dollar business. We still had lots of problems and you helped me with some of those. But about 17 years ago, I started helping small business owners do the same thing that I did using the systems that I developed.

I got to meet Michael Gerber who wrote the book, Zig Ziglar, John Maxwell, as you mention, and for the last 15 years or so I've been helping small business owners all over the world. We have coaching members in 52 different industries in seven different countries right now.

**Ellen:** That's so cool. You're such a big boy. You've grown up so much. It's not just about the systems for you, too. Early on it's kind of like Maslow's hierarchy of needs, if you're old enough to remember that. I remember learning that in Psychology 101 in college -- this idea that unless you get the basic needs met it's hard to start thinking higher-level thoughts.

If you're just trying to get food on the table, shelter and water it is difficult sometimes to talk about purpose when it comes to your life, but as you start to get those basic systems in place and you have some time what I've noticed, Howard, is that you've continued to grow. There was no need for you to become a Zig Ziglar Certified Legacy Speaker or to align yourself with John Maxwell. What was happening in your life that caused you to go even deeper?

**Howard:** Well, exactly what you just said, you never see the whole vision, but when you go a little bit farther you can see farther. You see more possibilities and it really becomes about purpose. The reason that I carry on the legacy of Zig Ziglar is because his message, his philosophy, is more important today than ever before and I just want to carry that forth. I don't want to let that die and I came to find out that I was called to that.

The reason I'm involved with John Maxwell is because everything rises and falls on leadership. In fact, the easier part, even though it's hard to sit down and take the time and really write out your systems, the harder part is getting people to use the systems. That's leadership.

**Ellen:** That's interesting, too. In fact, someone else said that you put procedures in place, but you have to put procedures in place to make sure the procedures are happening and it's not going to happen if your team isn't motivated to do it in the first place. You can have the greatest turnkey systems, but if you're not around why would they do it if it isn't for something else and that something else is leadership and inspiration.

I've really admired the way you've continued to leverage your reach. You've got a great community and a lot of people think you're the total package already and you are, but you continue to challenge yourself by aligning yourself with some of the great business minds out there and I appreciate that about you. Let's talk a little bit too now about the one and only reason your business exists. I know this was formed by your friend, Michael Gerber, who's also a tremendous mentor to me.

I had the same experience reading *The E-Myth* once upon a time. I thought he might as well have put Ellen in, just written my name in that book, because apparently it was written just for me. It hit me between the eyes. So what's the one and only reason your business exists?

**Howard:** By the way, Ellen, I consider this to be the greatest business lesson that you could ever learn. So if you're out there and you're a business owner or you're thinking about starting a business, stop whatever you're doing right now because when you get this everything else makes sense. Are you ready for it?

**Ellen:** Yes!

**Howard:** Okay. The one and only reason your business exists is to help you achieve your life goals. See, here's the problem. The problem is we go into business because we want to maybe make a little bit more money, but really we want to be our own boss, chart your own course and have a little more free time. Right. The brutal reality of most small business owners' lives is you

feel like a slave to the business, very little family time, the business consumes your mind 24/7, no real freedom, major stress, your day is consumed putting out brush fires.

The fact is that every small business owner that's not just a serial entrepreneur and that doesn't have capital and backing probably has felt like that at some point in time. My message is that when you understand why your business exists and what you would do if you had a turnkey business and is valuable enough to you, then you will build the systems that you need.

You see, if you don't have that vision, if you don't have that inspiration; in fact, let me just ask a question. If your business was on autopilot right now – not you personally, Ellen, but the audience – what would you do? Most people kind of all of a sudden go ah... It's kind of like a dog chasing a car and when the car finally stops they don't know what to do. Have you ever felt like that? You're like wow. Hum, I got my goal. I got what I wanted. Now what do I do.

**Ellen:** Let's explore this a little bit because there's a common phrase out there in the business world 'It's not personal, it's just business'. That's on the front of the 'Apprentice' when that show comes on television. That's one of Donald Trump's sayings 'It's not personal, it's just business' and, yet, it's all personal. It's all personal. The business is just the vehicle.

The way I like to think of it is if your business didn't exist, your worth as a human being would not reduce one jot. You're already absolutely perfect and amazing as a human being and the business is just like a car. It's supposed to drive you in the direction of where you want to go, but if it doesn't work you can get another car, you can fix the car, abandon the car. It's not you. So often, Howard, don't you find that people get mixed up and they think their identity is their business?

**Howard:** Absolutely, they do. The thing is that I can relate to that. I think there's a lot of honor, there's a lot of value in owning your own business, there are some perks, but the thing is that I don't think people realize that they don't have to do everything in their business. I have this organizational chart and it's got 12 different functions on it. I show it to my audiences and every box says you, you, you, you, you, because just about small business on the planet, no matter how small or large it is, the owner is involved in everything and the fact is that none of us are good at everything.

You mentioned earlier that each of us have our strengths. In fact, when you came along in my business one of the things that I realized is how messed up our financial systems were. We had gotten in big time debt and I wasn't able to get my team to use the systems that we had, so you came in and gave us not only the system, but the courage to make the changes that we needed and because of that, because of the work that you did and the inspiration and support you gave us, it became profitable and we got that financial piece really organized.

The fact is, you could have all the operational processes, you could have all that stuff in place, but if you're not making money you're going to have to be there trying to figure it out. So then you have to have a predictable marketing system that generates the amount of sales that you need without you personally having to be involved.

**Ellen:** Let me kind of regroup here where we are. We started with your story and now we're getting into the one and only reason your business exists is to achieve your life goals. So the business is not you, you are the core part of it. The business may serve you and one of the ways to get that to happen is to create great opportunities for people and create systems where good people can do really, really well.

What I learned from Michael Gerber was this idea that when you create a company that has these awesome systems then an ordinary person can do extraordinary things. We can see the

extraordinary in ordinary. We can leverage it. Let's talk about that special sauce of why and purpose that bring it together and then we're going to get specific about some tactics and some things we can give our listeners today to take home and implement from a practical standpoint.

But let's stay big picture here for a moment longer, you know, why you're in business. Simon Sinek is the 'why' guy, I know you also are aware of him and his message. I interviewed him not long ago and there are a lot of parallels between some of the things I've learned from you and from Simon. Tell me your take on why you're in business.

**Howard:** Well, let's just use one of your exercises, your Perfect Day Exercise, okay? Just put all the negative thinking aside for a second. Put all the 'yeah buts' aside for just a second. Let your mind wander and just say okay. If I could make it up, if I could just create my perfect lifestyle, my perfect day, what would that look like? Don't even stop and say well, I couldn't do that because of this or that. Just make it up. What would you do in the morning? What you do next?

Another tool I like is the Wheel of Life. It has seven areas on it and I personally believe, like Zig believed, that on a scale of 1 to 10 you can be a borderline 11 on every single one. Another thing we like is a vision board. You create your life first. What are your life goals and, as you said, your business is the vehicle that can help you go there and so first you have to be clear about what it is that you want out of life and why your business exists to start with to help you to be that vehicle to take you there.

Now, the other thing that's important is to understand that when you build the right company how it can help your employees because you mentioned something earlier that I think baffles some people and is that wait a minute. Why would my employees want me to be laying on a beach somewhere and be happy about that?

**Ellen:** Yes, that's a great question. I think for a lot of people that's going to resonate. What do you think about that?

**Howard:** Well, when you have proper leadership systems and everyone understands this. I have a two-part agreement. The first part is I've created a system that when you as an employee, as a staff member, as a team member, engage in this process you can pretty much write a ticket. We want to help you achieve your life goals. We want this to add value to your life. We're not other companies where you're just a number. So that's part one. Our part is to make sure that there's opportunity here for you and we do that by creating a phenomenal company.

Secondly, obviously we can't provide for your needs if you don't use the systems that we've put into place. We know that the systems work and so the other part of it is that if you're willing to use the systems that we have in place we'll do our part, you do your part. My role is, me as the owner, I have managers in place that run this business for me so I can do the things that I want to do. My goal is to have a turnkey business. Now, that may or may not be your goal.

The cool thing is this, Ellen. You can take that organization chart that I have and pick the box or boxes that you want to be in. If you want to be the technical guy or gal in your business, if you want to be just the marketing director, if you want to just do the bookkeeping, you can make it up. You can do it. You can choose the role that you want and most people don't believe that, you see? So what's your lifestyle look like, what does that business have to look like and how does it add value to the team members.

**Ellen:** Let me interrupt here a second, I think this is worth underlining. The fact that you are going to be candid with your team about your goals, first off you have to find out what theirs are; otherwise, the trust, the relationship. When you authentically present yourself as someone who is

going to do your best to make your dreams come true, share your goals with me and entrust them to me and let's work to that end. That's very powerful. But then you're also willing to be candid, Howard, with your own goals to your team members.

Now, some owners may think well, they're not going to buy it. Why would they resent that? The fact that you're so open about it is a really trust-building moment. I'm going to tell you what my dream is. This is why I started this business. If that doesn't resonate or if this company is not a great place that person they're free and clear to go somewhere else. But this assumption that our goals would somehow not be respected by our team builders is a myth, as well.

**Howard:** Let's just put it in practical terms. If you do have that goal and you don't tell them that that is part of their responsibility to make sure that happens then you're not providing them with good leadership.

**Ellen:** I love this. This is a very powerful conversation because it really is liberating in terms of this conversation you're going to have with the people who work with you of how about we help each other. You taught me this expression that I love a lot. You taught me that when I call someone I say how about if we look for ways we can help each other. I strive to be of service, but it's fair to say you help me, I help you and together we're going to make something happen. I think that's a candid honorable conversation to have. Sometimes we like to do things just to be nice, but there's a lot of value in helping each other, isn't there?

**Howard:** Absolutely. Everybody knows that that's how it works. If I say hey, let me help you with something and you're like okay. What's that going to cost me? If I just say hey, help me with something then that's kind of selfish. Any respectable consultant, any respectable person would say okay. Let's just help each other. We're in this thing together.

Let me finish up with this idea that you make it clear to your team, okay? My managers know that the measure of success, other than being profitable and using the systems and things like that, is that I don't have to be involved.

**Ellen:** That's one of our yardsticks.

**Howard:** It's been made clear that this is a turnkey business. This is your responsibility not mine and, like you said, if it doesn't work for you that's okay. I can put someone else in the position. If you're not reaching your life goals, if you're not happy, if we're not the right fit for you that's A-okay, but be clear that you're hear so that I don't have to be.

**Ellen:** I love this. I love this. Now, let me talk about the mission – the 'why' – in terms of what you can do for your company and I want to brag on you a minute about this. At Howard's company the mission, their unique selling proposition that they communicate to their customers, is that we want you to have the most outstanding customer service experience ever. Did I capture that?

**Howard:** Yes. At our mission at our service company is to provide you with the most outstanding service experience ever.

**Ellen:** Service experience ever, okay. That is a living, breathing concept at your company. What it does is it gives us, again, at every level a guideline for what's not in the manuals. The call of values that is now applied will fill in all the gaps. When we were in Houston together there was a situation and I heard Howard talking to his team members and someone came up with a solution or a proposed solution to a challenge.

I think it was Santiago not even you who said how does that help us provide the most outstanding service experience ever? And that reframed the next moment. It reframed the decision that was going to be made and that's what a mission is all about. Tell us a little bit about how you came to that and some experiences you've had with that as your mission, your USP.

**Howard:** First of all, the mission is the first component of your system. Everything revolves around your mission, values and purpose. I call it your MVP. You can be an MVP of the company by carrying out the mission, the values and the purpose. Your mission helps you with a couple of things. It helps you make the right decisions because everybody is not interested in paying for the most outstanding service experience ever. Some people just want a cheap price. That's not our customer.

Secondly, it helps you have the conversation with your team because so many times it's about what I want and what I like, this makes me mad or that doesn't make me happy, whatever. That's not what it's about. If we have a strong mission statement and everything revolves around that we can easily make decisions in our company.

Getting all the procedures, the policies and all the written documents together takes a lot of time and if you just have a clear mission – this is how we make decisions here and if you have to make a decision make it with this mission in mind – everybody knows it, everybody talks about it, then you will accomplish it and when you accomplish the mission everything else falls into place.

**Ellen:** So it buys you a little time. If you're listening and you think I know I've got to get my systems in place and I've got to write procedures, oh man, it will take me about a year, yeah it will take you about a year. A year from now that work will be ahead of you or behind you. It is something to consider, but yes, to get all the systems in place at your company takes a little bit of time. However, if we have a mission that guides us where the procedure is not yet written, we are ahead of the game, aren't we?

**Howard:** Absolutely, because now everybody remembers. It's not because this happened or that happened, I'm tired, I don't feel good, whatever. It's not about me. It's not about you. It's about accomplishing the mission every single day.

**Ellen:** Another business owner friend of mine told me that he doesn't ever create policy for the two percent of people who are out there to do you harm. You know there's going to be someone who's going to give you a bounced check, a check they know there is no money to cover, or is going to take your services and then ask for a refund. There is a percentile out there on the planet. Maybe it's one percent. Maybe it's two percent. I don't think it's more than that. It might even be less than that, but he said we don't create policy around those people.

So, when you're tempted to put policy in place that says no soliciting or no checks accepted, any of these angry things that we end up doing because someone violated it, then we've missed the boat. The way your mission focuses turns the focus against those weird, one-off, goofy things that may never happen again or if they do happen then we just deal with it. It moves it towards the majority of people who are going to serve, who are going to appreciate the fact that we're committed to the most outstanding service experience ever.

Before we get off this because I think it's so important, where did you come up with that in the first place? Where did it dawn on you? What was the process for you to come up with that strong a statement? Do you remember?

**Howard:** Well, I don't remember exactly, but I'll tell you generally. By the way, speaking of a policy, all of your policies and procedures are created with the mission in mind. You start with the mission. If the policies are going to make it where you can't accomplish that mission then you've



got to find a different way. But really through studying people like Michael Gerber and another guy who is a good friend of mine, his name is Joseph Michelli. He's written a number of books on creating, marketing and delivering a phenomenal service experience and really connecting with your clients.

What I began to realize is that when you can create, market and deliver a unique service experience like Starbucks or Mercedes-Benz or Lexus or the Ritz Carlton Hotel, Zappos, any of those places that Joseph has written books about, then it will really set you apart and you can charge a higher price. People will stand in line and pay you a higher price when you're delivering a meaningful experience.

So the mission came as a combination of kind of studying from Michael Gerber, Jim Collins, people like that, then the experiential marketing side of it, there are a number of books that I teach on from that side of it, as well. So that's how it all came together.

**Ellen:** It morphed together? Well, let's go ahead and get more tactical now. When we look at it, you have been able to create an operations manual for your business. You do have systems and procedures. If I didn't have any, if I'm sold on the concept, if I understand I need to refine a mission, a purpose and a why, given that, how do we set about putting these procedures into place so we can have a predictable, profitable turnkey operation?

**Howard:** Well, that's a really big subject. You're not going to be able to do it by yourself, first of all. You're going to need help. You're going to have to study a lot and I'll tell you this. Building systems in your business and getting people to actually use them will be the hardest thing that you'll ever do in your business, period. End of story. Now, when you do it you'll have something that very few business owners ever have and that is the freedom to do what it is that you want to do because you have a business that's predictable, profitable and turnkey, but let's start here.

Start with the mission. You want to adopt some values that you're going to live by and understand why you're in business for yourself (I'll give you a quick example) with phenomenal products. Our mission is to help small business owners stop being a slave to their business and the purpose, the reason we exist, is because small business owners don't have any life because the business sucks the energy out of them. So they don't have time with their family and, certainly, being in debt is less than phenomenal.

**Ellen:** Not freedom-enhancing.

**Howard:** Yeah, exactly. So understand your mission, your vision, your purpose, what your personal goals are, what the business goals should be to get you there and then a simple way to start is just start making a long, long list of everything that happens in your business. I know it's going to be a mile long, but you're going to start picking the things that are hurting you the most and you're going to start implementing those things and putting those things into practice and then leadership is going to takeover.

As you can see, it just really grows and it really becomes overwhelming. That's why you need someone to work with, someone like you, someone like myself, where we can sort of guide you through how to do it.

**Ellen:** You've always been a fan of coaches, haven't you? You've always reached out. This really motivated me when I put this program together. I thought I want to make a quantum leap in 2014. I'm going to start by going to the people I know, like and trust who have some different opinions than I do, but I want new thought and new behaviors to get new results. You have to go outside yourself, don't you?

**Howard:** Yes, Jim Rohn. I regret that I never met him before he died and that was kind of my wakeup call. Go meet all the people that you want to meet. He said in five years you'll be the product of the five people that you hang around the most and the books that you read. The thing is that I live by the philosophy find the people who are already doing what it is that you want to do, spend time with them, buy their program and pay for their coaching.

That's what I do and that's why I walked up to your table and just gave you my credit card while other people were like well, how much is this and how much is that. Forget that. Maybe one of these days, I won't reveal it right now, but I have paid so much money just to get closed to people that I want to learn from and it always pays off.

**Ellen:** Your latest book is *5 Secrets of a Phenomenal Business*. Do you want to just give us the bullet points of the secrets, seize us a little bit if you were to boil it down to five different areas? Before you do, let me do a little parenthesis here.

Notice when I visit with different speakers, they have different languages. There's mission, vision, values, end game, your 'why' statement. As you listen to this, let it wash over you. You don't need to create all of those things. Howard is sharing his approach. What can be helpful is that you adopt someone whose philosophy resonates with you and then you can use their system. I've done this over and over again.

I'm not the best sales trainer. I had to go learn sales, so I went and found a sales trainer and adopted their system. So notice as Howard shares his approach that you'll see the patterns in business philosophy and then moving it to action. You start big picture and then you create that giant list. You've heard that before. Some of the vocabulary is different from expert to expert. Howard, share with us what you consider these five secrets of a phenomenal business. Just give us the bullet points.

**Howard:** You bet.

1. A phenomenal marketing system. That means attracting the perfect niche client consistently.
2. A phenomenal sales system which is then converting those prospects into paying customers.
3. A phenomenal operations system, which is everything you do to serve those clients and provide them with the most phenomenal service experience they've ever had from anybody anywhere.
4. Phenomenal administration systems, which is what you really helped me with and that is the financial piece and tracking not just your financials, but all your stats and your internal office procedures, things like that, your legal insurance.
5. The most important, is phenomenal leadership systems and really understanding what leadership is and how to actually systematize it and have your systems actually even develop leaders underneath you, which is the most gratifying in the whole wide world.

**Ellen:** Isn't that the truth. When someone on your watch develops leadership skills, when you see them engage their team and you think I can go to the beach and what it does for them.

**Howard:** Yes, that's the whole thing. When you grow your business they get to grow. Richard Santiago, the guy is just having blast because he's getting to do all these things that he's wanted to do that he can do just as well as I can.

**Ellen:** What a story. This is one of Howard's key people at his company and Santiago came to work for you when he was how old?

**Howard:** Eighteen.

**Ellen:** Eighteen. Can we divulge his age? Is that impolite?

**Howard:** He's 30.

**Ellen:** He's 30 and I didn't even wake up 'til I was 35. This kid should be President of the United States, he's that skilled. It's just such a joy to see. It's one of those things that even watching as you've developed him gives me such inspiration and hope. We've got a few minutes left, Howard. How much time do I have of yours before you have to turn into a pumpkin?

**Howard:** Two and a half minutes.

**Ellen:** Okay. You better tell us about the package you put together. I could talk to you all day, but I know the assignment was to come up with something for \$97. Just to make it easy, every speaker who is offering an upsell it's going to be a \$97 package. If Howard's voice resonates with you pay attention because he's got some awesome stuff. Tell us what you've put together for how to build systems in your business.

**Howard:** We have a package for you that have the video, audio and manual that takes you step by step in building your systems.

- You're going to learn the seven critical reasons that you need to have systems in your business,
- You're going to learn the five components of building a system,
- You're going to learn the number one reason small businesses don't grow, what to do about that and how to get support, and
- You're going to learn all the ins and outs about building systems in your business. That way you can take all the marketing stuff, all the sales stuff, all the strategies that you use.

In fact, I have an acronym for systems. It's kind of a mouthful for a guy from Alabama, but it goes like this -- SYSTEMS – Systematizing Your Strategies to Execute Management Successfully. Now, let me break it down. Everybody has strategies. You have a way that you market. You have a way that you answer your phone. You have a way that you do your technical work. You have a way that you keep your books. So you have strategies and systems about putting all of those strategies into an organized fashion so that you can execute.

The number one reason that small businesses don't grow or do as well as they could is what we call FTI (Failure to Implement). You call call it FTE (Failure to Execute). The fact is, in order to execute management successfully, to lead your company, you need two things. You need effective systems and willing people.

**Ellen:** And then the special sauce is leadership, which is just you all over. You're going to get that. That's going to be with everything you get from Howard. Did you wrap up the package? Let me not interrupt, I just moved to share.

**Howard:** You're going to get a number of videos that will walk you through how to build systems in your business. So you'll have information on marketing systems, sales systems, operation systems, administration systems, leadership systems and that's going to come in video, audio and manual form.

When you go through this course, really, you're going to understand how to create your mission statement. You're going to see how to create your organization chart. You're going to understand how to put policies and procedures in place and you're going to understand how to a job description which we call a PRD, which a Performance Result Description. Once you get all then you can just put all your strategies in there, put your guts in there around that framework.

**Ellen:** I love it because it is starting with the big-picture philosophy and moving down to meat and potatoes ways to get it done. I've seen it. I've seen your business and its phenomenal products, as well as your cleaning company Clean as a Whistle. You are a serial entrepreneur now and this approach is making your success come faster and faster and engage more and more people and you've got so much more to share.

You're going to be well served to click through on the link on the page [BusinessMakeover2014.com/partridge](http://BusinessMakeover2014.com/partridge). If you're listening you can type it in. If you're on phone and driving you can type in when you get back to the office or just click on the webpage with Howard's information there. Howard, closing thoughts for us today before I play the sexy outro music and we wrap it up?

**Howard:** Yes. What you're going to learn in this package is working in 52 different industries in seven countries and that's only the people we're coaching. That doesn't count the tens of thousands of people who over the last 15 years have benefited from learning this from me. So it's not just about my business, about my industry, but we've helped countless people to do this. So, no matter what it is that you do, if you want to reach more of your life goals, you've got to understand why you're in business and you've got to understand how to put systems in place and, specifically, leadership systems, phenomenal leadership systems.

**Ellen:** You continue to inspire me. So absolutely click on [BusinessMakeover2014.com/partridge](http://BusinessMakeover2014.com/partridge) and there you go. You'll be all set to bring the How to Build Systems in Your Business products right to your inbox. Thank you so much, Howard, for playing with us. You're the best.

**Howard:** Thank you Ellen. I appreciate you.

**Ellen:** All right, darling. I'm going to say goodbye and play the music. See ya. Thank you for joining us for Business Makeover 2014!