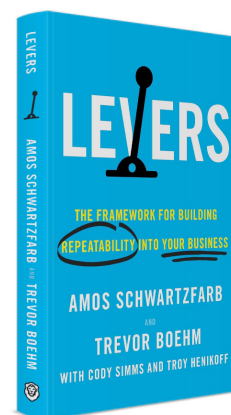


# Levers

The Framework for Building Repeatability into Your Business

by **Amos Schwartzfarb and Trevor Boehm**



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## THE SUMMARY IN BRIEF

Although many new companies are popping up by the day, not all work. And by “work,” we don’t just mean a unicorn-status kind of work. Instead, not all companies work in a fundamental way that they can solve real problems for their customers and see repeatable, sustainable growth.

In *Levers: The Framework for Building Repeatability into Your Business*, you learn how to find the levers of your business so that you can create repeatability and succeed in the true meaning of the word. Amos Schwartzfarb and Trevor Boehm teach you to do this through a set of 5 tools that all successful business people use, whether they realize it or not. These tools are designed so that entrepreneurs can not just see the potential success of a company, but what levers need to be pulled so that the company can succeed. All around, *Levers* teaches how to build a successful business with anticipated results by identifying and pulling strategic levers.

## IN THIS SUMMARY, YOU WILL LEARN:

- What it means when a company “works.”
- Why true vision is the secret ingredient of a successful business.
- Five tools to help you have vision, identify levers in your business, and know which levers to pull for success.
- How to gain more control over your business outcomes.
- How to turn your vision into reality.

## Introduction

*Levers* is the perfect playbook for a new generation of business people and entrepreneurs who want to build repeatability to create more control over their outcomes. Instead of providing a step-by-step guide for success, *Levers* explains business success so you can put words into action.

By creating the same language for your team, knowing what's working and why, and gaining more control, you will know what levers to pull in your business for it to work.

## The True Meaning of Work

All entrepreneurs want their businesses to work in the most fundamental kind of way. For a business to truly work, it can't just exist. Instead, the company solves real problems for their customers and is able to see repeatable and sustainable growth when it truly works.

There are several reasons why successful entrepreneurs want their businesses to work in this way.

On the one hand, businesses that work are practically able to run on their own. Because the machine has been fine tuned so correctly, it is able to repeatedly generate cash so that the business operator does not have to worry about income and tiny detail issues. In other words, the operator can relax while still having control of the business.

On the other hand, the business operator actually understands the business. Not only does the operator understand the point of the business, but they know the steps required for the business to fulfill its ultimate goal. Hence, the operator knows how to continually fine tune the business for it to succeed in the future too.

These two facts of a working business are known and practiced by all successful entrepreneurs, both consciously and unconsciously. Ultimately, most entrepreneurs want to get to this point in their business, but they don't know how to get there.

### Vision Is The Difference Between A Successful And Unsuccessful Business

Many entrepreneurs dream of fantastic businesses with a lot of potential. However, most of these same entrepreneurs do not know the steps they need to take in order to reach this potential.

So, these entrepreneurs have the creativity to see the final results of their business, but they don't have the vision or skills

to make it a reality. As a result, lack of vision is what truly differentiates a successful business from an unsuccessful one.

In comparison, successful entrepreneurs not only see the end results, but they see what they must do in order to get there; they can almost see how the company will succeed almost like looking into a crystal ball.

More specifically, successful entrepreneurs know exactly what steps need to be taken and why in order to create a business that helps their customers. This allows the company to demonstrate repeatability and practically work as a seamless machine.

It might be helpful to think of a successful business as an ATM. It comes with a series of levers and buttons. When the levers are pushed or pulled in the right way and in the right order, the business will spit out cash as predictably as an ATM.

This description of a successful business can be bottled down in one word: vision. Entrepreneurs with vision can visualize what steps they will take and how these steps work together to create a working machine that is their new business.

## Don't Just Trust Your Gut

One thing successful entrepreneurs never do is blindly trusting their gut to undertake or chase an industry or venture capital trend, accruing gigantic risk in hopes of cashing in on some technology or hype wave.

Instead, successful entrepreneurs start with a core belief about whom they want to serve, what that person needs, and why they need it. Action by action, the entrepreneur can piece together a theory for how they can capture value while serving their customers, using data, and testing their understanding every step of the way.

This is simply another way of explaining that successful entrepreneurs have vision. It can also be helpful to think of all of these little parts in the plan as levers – how they capture value is one lever, while testing out their products and tactics is another.

Thus, successful entrepreneurs identify the levers that control their business and move the levers in a way so that it succeeds.

## Seeing the Big Picture

To make a successful business, entrepreneurs' picture

includes the potential of the business, but that is far from being it. Instead, the big picture also includes the minor details that make up the big picture.

Think of a painting. A painting is made up of thousands if not millions of strokes. The strokes work together to create the entire picture. Your business works the same way. Millions of small parts function as one so the business can succeed.

In order to see the big picture, there are five questions you need to ask about your business.

First question is: “Why is my customer, what are they buying, and why?” This question allows you to recognize your customer, what they want, and why they want it. All parts of the question are equally important and need to be thought about fully.

Once you can identify your target audience and what you want to fix, you need to move on to question two. How do I create value and ultimately revenue? A business will cause you more harm than good if you can’t make money. Plan how you will create value and revenue by looking at data concerning your topic.

Now for question three. What do I do now and next? This is where you create your game plan about all the cogs that work together as one. Plan exactly what you need to do in order to provide value for your customers and generate revenue. Plan steps in order of importance and time frame.

This question is where most new entrepreneurs slip up. They can successfully answer questions 1 and 2, but not 3. Make sure you can answer this question to complete the vision of your future business.

Of course, it’s not enough to create steps. You have to confirm that these steps work with statistical data and feedback. This is where question 4 comes into play. Is what I’m doing working?

To answer question 4, you will look at data-driven metrics to see if your plan is working. If it is not working, change it. If it is, why? By knowing why the plan is working, you can better act in the future.

You shouldn’t just answer question 4 when you first start the company. Instead, you should continue to come back to question 4 to re-evaluate your company so that it can improve in the future. This is how a company stays relevant amidst changes.

Finally, question five asks, “What’s my plan?” Your plan in-

cludes all of the steps and vision you have included up until now. Create an actionable plan that can turn your vision into a reality. Actionable is the key word here.

An actionable plan is one that can be implemented and put into action. Without implementing your plan, it is just words on paper. Delineate your plan so you know what to do with certainty.

### **Action Speaks Louder Than Words**

So far, we have only discussed the steps of creating a successful business plan. Although the planning stage is crucial, it is all just words on paper if you do not learn how to implement the plan and turn your words into action.

The most successful businesses have vision to create a plan that explains how the business succeeds. At the same time, successful businesses know how to apply that plan. The most important steps for turning your plan into a reality is by getting everyone on the same page, know what’s working and why, and gaining more control over the business.

As the company grows and progresses, the three steps of implementation should be referred to again and again. By constantly using the same language, all team members are on the same page, even when plans change. Furthermore, knowing what’s working and why can help you know when you need to change plans.

Finally, gaining more control over your business will help it work like a machine that functions as it should, instead of a machine that uses all your fuel and energy.

### **Team Members Say The Same Things**

A successful company extends beyond the entrepreneur. As the saying goes, it takes an army – or a team in the case of a business. Once you can answer the questions above, it’s time to move onto your team. Everyone must be on the same page now and in the future too.

One of the best ways to ensure that all team members are on the same page is by ensuring everyone says the same things. No, this isn’t brainwash. Instead, it means that all team members know how to explain the main steps of the business in the same way.

More so, you want everyone on your team to have shared language for who the customer is, how you create value, and how you plan to grow the business. By saying the same things, the entire team is on the same page about the company goals, plans, and steps.

## Know What's Working And Why

Many people mistake having vision as being creative and thinking outside the box. Although this is part of vision, businesses with vision are metrics driven. They know what works and why or what doesn't work and why. Metrics driven businesses can tell you, with a strong degree of confidence, whether all the effort you're putting into the business matters.

As the business continues to grow, you'll be able to identify and find things in structure. Plus, you'll measure and track the businesses progress. In the meantime, you will become a master at learning your business, further helping you to plan for its future.

When this happens, you as a business operator will see the company begin to run on its own. Once gain, it's almost as if you have a crystal ball to see into the future so that you can call your next shot in the business, which will also be driven by metric-driven data!

## Feel Less Out Of Control

Building a company is painful and requires a lot of work. Many factors can go wrong, such as customers leaving, employees quitting, and market swings. That does not even account for all the ways personal and professional lives crash into one another when throwing yourself into a new business that you care about deeply.

As a result, many new entrepreneurs feel out of control when starting a new business. This can make it stressful and downright difficult to successfully run the company or see the point in doing so. Gain control of your business to avoid this phenomenon.

By identifying levers that need to be pulled, your company will start to run on its own and you will feel that you know what to do to get the outcome you want. As a result, you feel less out of control and more in control of your business.

## Wake Up And Start Living

When you identify which levers to pull and why, you can create a business that works. Instead of feeling out of control and chaotic from your new business, you get to wake up everyday telling yourself, "I can't believe I get to do this for living!"

After all, running a company can be one of the greatest experiences and privileges in life. In order to reap all the benefits and privileges, you must put in the hard work to create a plan that makes your vision a reality.

Whether you want to create a system free from injustice or have more time with your family while starting a new business, knowing the levers of control for your business is key for success. By following the guidelines described above, you'll be pulling levers and succeeding in no time!



**Amos Schwartzfarb** has been growing businesses for twenty-five years and investing in startups for the past ten. Since 1997, he's helped build companies that sold to Yahoo!, R.H. Donnelly, The Home Depot. He's also the bestselling author of *Sell More Faster*.

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