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Management

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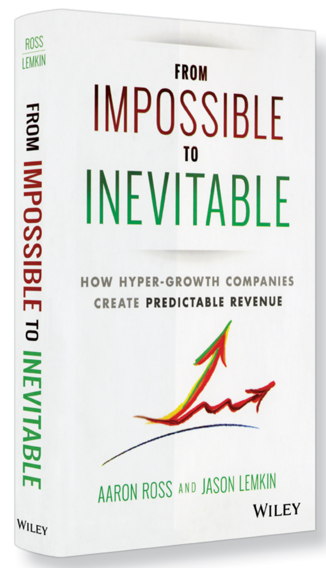
From Impossible to Inevitable

How Hyper-Growth Companies Create Predictable Revenue



by Aaron Ross
and Jason Lemkin

THE SUMMARY IN BRIEF

Why are you struggling to grow your business when everyone else seems to be crushing their goals? If you needed to triple revenue within the next three years, would you know exactly how to do it? Doubling the size of your business, tripling it, even growing 10 times larger isn't about magic. It's not about privileges, luck or working harder.

From Impossible to Inevitable provides a template that the world's fastest growing companies follow to achieve and sustain much, much faster growth. This template includes the seven ingredients of hyper-growth: Nail a Niche, Create Predictable Pipeline, Make Sales Scalable, Double Your Deal Size, Do the Time, Embrace Employee Ownership and Define Your Destiny to make a difference, for yourself and your company, no matter what you do or where you work.

Authors Aaron Ross and Jason Lemkin take each ingredient and break it down into specific steps to guide you through implementation. *From Impossible to Inevitable* helps you take impossible goals and turn them into inevitable successes for your business and team. You will achieve success even bigger than you can imagine from where you're sitting today.

IN THIS SUMMARY, YOU WILL LEARN:

- To understand and apply the seven ingredients of hyper-growth.
- How to specialize your sales process and scale your sales team.
- What it really means to "do the time" in today's business environment.
- The difference between functional ownership and delegation.
- How to define your destiny in a new or existing business.

CONTENTS

Nail a Niche
Page 2

Create Predictable Pipeline
Page 3

Make Sales Scalable
Page 4

Double Your Deal Size
Page 5

Do the Time
Page 6

Embrace Employee Ownership
Page 6

Define Your Destiny
Page 7

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THE COMPLETE SUMMARY: **FROM IMPOSSIBLE TO INEVITABLE**

by Aaron Ross and Jason Lemkin

The authors: Jason Lemkin is a serial tech entrepreneur and venture capitalist, who founded the biggest community on the planet for SaaS entrepreneurs, SaaStr.com, and has invested in SaaS companies worth collectively in excess of $1.5 billion. Aaron Ross is a keynote speaker, best-selling author of *Predictable Revenue*, and the co-founder and CRO of Carb.io, a Pipeline Automation software company.

From Impossible to Inevitable by Aaron Ross and Jason Lemkin. Copyright © 2016 by PebbleStorm, Inc. and SaaStr, Inc. Summarized with permission of the publisher, John Wiley & Sons, Inc. 320 pages, $30.00, ISBN 978-1-119-16671-9.

Nail a Niche

You're excited about your business, your ideas, products and services … and you're ready to grow faster. You might be a startup, a consultant or a Fortune 100 brand. And you know that lead generation is the #1 lever that drives revenue growth and can create hyper-growth. You've been trying to grow your leads, and thus sales, but it's been harder than you expected … maybe a lot harder.

Are you *sure you're ready* to grow faster? Because when it feels like you're swimming upstream every day to generate leads or to sign new customers from the ones you do get, you usually have a bigger problem. All that time, energy and money invested in growing new leads and closing sales can be poured into a black hole — if you haven't Nailed a Niche.

When you Nail a Niche, you're not "thinking small," limiting your dream or permanently shrinking your addressable market. Niche here means focused. On a specific target customer with a specific pain. Regardless of how many types of customers you could help or how many of their problems you could solve.

Hyper-growth doesn't come from selling many things to many markets, covering all your bases (really, dividing your energies). Hyper-growth comes from focusing on where you have the best chances of winning customers, making them successful, building a reputation of tangible results and then growing from there.

Focusing on specific industries or types of customers is part but not all of it. It also means focusing your unique strengths (not all your strengths) where they can create the most value (not any value) and solve a specific pain for an ideal target customer in a believable, repeatable way, with predictable methods to a) find and b) interest them.

If you focus on solving a single problem really well and can adapt as the market evolves, the sky's your limit.

How to Nail It

Maybe you already know your best target. Perhaps your head's still exploding with options. Let's narrow it down with a step-by-step approach to prioritize your best bets and how to get more from them.

Step 1: Make a List. List your top five to 10 customers and/or types/categories of projects by size of deal or impressiveness of results. The best predictor of future success, or at least the best place to begin, is with the history of where you've been most successful. What was the pain or problem they wanted to solve? Why did they decide to solve it — what triggered them to decide to buy? What was the solution they wanted? On a scale of 1 to 10, how much do you want more projects like these ones?

Step 2: The Matrix. Once you get a broad list together, rate or rank them across five aspects: Popular Pain, Tangible Results, Believable Solution, Identifiable Targets, Unique Genius. Don't overanalyze things (yet); narrow down to a few best options (two to five) to dig into next.

Step 3: Choose. Now pick a primary opportunity to pursue. If you have more than one great one, you can pick a secondary opportunity to test and compare against the first.

Step 4: Validate. If you're ready to jump in, get started by finding a couple of prospects in that niche(s) to interview, to fill out and update your niche with details — especially the Pains and Results. Find people who either don't know you too well or a customer who's not afraid to give you brutally honest answers.

1-800-SUMMARY
service@summary.com

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Rebecca S. Clement, Publisher; **Sarah T. Dayton**, Editor in Chief; **Ashleigh Imus**, Senior Editor; **Masiel Tejada**, Graphic Designer; **A. Imus** Contributing Editor

Step 5: Campaign to Learn Now and Grow Later. If you feel like you are ready to start targeting that niche, you should be clear enough by this point to start a lead generation program around it. It's not the leads here that are important — yet. It's the learning. Essentially, what you're doing here is four things: define a target list, usually of prospects, partners or marketing outlets; decide on how you want to reach out, that is, cold emailing, calling, referrals, social, mail, blogging and so on — and what you'll say and ask for; what's the minimum required preparation needed before you can start campaigning?; finally, stop procrastinating and just send the first campaign. Act, learn and adjust. The more tests you run, the faster you learn.

Your Pitch

You've identified your best target and perhaps a backup. And you know their pains. So when you meet a prospective customer at a conference or email one, what do you say or write? How do you tune your elevator pitch and messaging?

Get to that one thing people want from you, at which you're the best. Remove the clutter to make it easier for the right customers to see why they need you. The simplest way to do this is to go narrower, that is, to further specialize and simplify. Remember, you can try this as a whole company, for a product, for a project, or for a marketing campaign or even as an individual working to advance your career.

Let's say you're a part-time CFO. Is it easier to write an elevator pitch as "a part-time CFO" or as "a part-time CFO who lives in Los Angeles and works with media companies with $1–$10 million in revenue"? Going narrower can be by type of target customers. Or where you work. What you offer. What you're fixing. The results you create. Anything that makes it simpler for a prospect to tune in and see why they need you.

Create Predictable Pipeline

You can have the best product, investors or sales process, but without predictable ways to fill your revenue or sales pipeline, you're going to struggle. Predictable lead generation is the lever to creating hyper-growth. And it's more than throwing marketing campaigns online or on billboards, cold calling or pumping out free stuff to give away. Many aspiring and first-time founders have the idea that "if we just create an amazing thing [app, video, ebook, blog post …], it'll catch fire online and we'll be inundated with people excited to follow us or buy from us." This works just often enough to create the fairy tale for everyone else. Just like the lottery.

The best way to triple new sales isn't by tripling your salespeople (the traditional method for sales-driven companies) but by growing your qualified leads. There are three types of leads: seeds, nets and spears.

Seeds — Customer Success

Seeds are many-to-many campaigns; they're based on word of mouth and relationships. Some companies, like Dropbox, Box and Slack, have been able to take off by creating products that spread like wildfire through word of mouth. But for most companies, seeds will mostly come through systematizing how you ensure your customers stay happy and get value from your service, and who then generate more referrals and lower attrition rates.

The best way to methodically grow your seeds is with a repeatable program or with systems that ensure your customers are successful. This field is now commonly called Customer Success Management or just Customer Success. It means systematically reducing customer churn, increasing upsells, increasing referrals, and helping capture more and better case studies and testimonials. But this is really important: Customer Success is not about increasing customer satisfaction but creating revenue growth.

Here are six keys to Customer Success:

1. Customer success is your core growth driver.
2. Customer success is 5x more important than sales.
3. Start early; hire early.
4. Visit customers in person.
5. Customer success needs financial responsibility and metrics.
6. Evolve customer success goals and metrics as you grow.

Nets — Inbound Marketing

Nets are one-to-many campaigns to generate leads, with tactics like inbound marketing, in-person and online events, and online advertising. EchoSign, HubSpot and Marketo have all driven $100 million–plus businesses mostly through Nets.

These leads create quantity over quality, because you're literally "casting a wide net." For example, if 50 percent of word-of-mouth leads (Seeds) might turn into customers, perhaps just 1-3 percent or less of marketing-generated leads will convert into customers. So, you usually want a lot more of them. The idea is creating marketing that customers love or learn from, inspiring them to want more from you, eventually buying your stuff. Every business can benefit from creating content. Beyond creating leads, making your ideas and customer stories public speeds "time to trust." People get to know you faster, better, when they can learn about you, your business and customers besides just face-to-face or over the phone.

Spears — Outbound Prospecting

Spears are one-to-one campaigns, such as targeted outbound prospecting or business development initiatives for getting appointments with anyone who's not coming to you — whether customers or partners.

Outbound prospecting was in the doghouse for years as inbound marketing took off. Now it's hot again because all kinds of companies are seeing how it can supercharge growth in highly predictable ways — especially when going after bigger companies that often aren't as responsive to marketing campaigns.

You don't need to cold call, although you can. Outbound prospecting shouldn't be a burnout job, if it's done right. And it's not about interrupting people who don't need you; rather, it's about reaching out in friendly ways to find the people who do. If you want to go big with outbound prospecting, it works best when you have these four conditions in place: you can sell deals that are large enough to be profitable, usually $10,000–$20,000 in lifetime value (bigger is better); your value proposition is easy for a prospect to understand and say yes or no to; you're different; and you're not trying to replace other people's stuff.

Make Sales Scalable

Growth creates more problems than it solves, but they are better problems. Once you solve the problems for Big Customer #1, then you get 10 more Big Customers, which mean 10x more problems. Then 100 more customers, which is 100x more problems. It gets worse, not better.

But it gets easier in other ways. Much of the operational pain, especially in recurring revenue SaaS companies, seems to go away around $10–15 million in ARR. At that point: Your customer base is highly diverse and not dependent on any whales. You have enough reference accounts. Your sales and client success teams are working as a team, as an imperfect but effective engine, and not dependent on a single rock star or two. You have a brand, maybe a small brand at first but a real one. You can't be killed by BigCo entering the space or the competition. You know the market so well, it's pretty easy to see two years out, not only from a product side but also from a scaling revenue and team side.

So growth won't magically eliminate all your worries, but it will get easier. And you'll keep coming up with new — and hopefully better — problems to solve.

Specialization: Your #1 Sales Multiplier

If you haven't specialized your sales team roles yet, nothing will make a bigger impact in your ability to increase sales productivity and grow. If you don't specialize, you're going to struggle. Doesn't matter if you have amazing customers, product and closers — you won't make the most of any of it without the right structure.

Specialization is standard in Silicon Valley. And growing. But still the exception. So why do most companies expect one salesperson to fill all their own "positions" of prospecting, responding to leads, closing and managing accounts? Usually because that's how it's always been done.

Exactly how you make specialization work for your particular situation is up to you. The principle is about helping your people focus and do fewer things better — because when salespeople multitask (overtask), most end up doing many things poorly.

While every team is different and creates different flavors, start with the template of four categories of roles that fit most (but, of course, not all) companies:

- Inbound lead qualification
- Outbound prospecting
- Closing new business
- Post-sales roles, such as account management, professional services and Customer Success.

Scaling the Sales Team

CSO Insights' studies show average sales teams' annual turnover of around 25 percent (it varies by a few points year to year), with half quitting and half fired. That means out of 100 salespeople, 25 are lost every year. So you need to hire (and train, and ramp and transition pipeline or customer accounts for …) an extra 25 salespeople per year just to tread water. But would you hire 10 HR people and then expect to fire three to five? Managers? Supply chain people? Losing a quarter of your engineering team, total employees or customers would be a board-level catastrophe. But it's accepted, even expected, in sales.

Sales team churn is especially expensive because of the time required, the lost opportunities and customer frustration. They are your face to customers, people!

If you are losing 25 percent of your sales team a year (whether they leave or are fired) — is it the people or is it your system? If almost every new sales hire is taking twice as long now to ramp, is it them — or your system? See the pattern here?

Who sets quotas and incentives? Who defines territories, roles and responsibilities? Who's ultimately responsible for hiring and training? Who promotes, hires and trains the sales managers on the front lines? It's not the salespeople. Ultimately, it's the responsibility of the VP Sales and CEO to ensure sustainable sales success.

Your ability to scale a sales team depends on making everything a system. When salespeople leave for any reason — missed quotas, dissatisfied, bad apple — it means you have "defects" in your system.

There can be a million underlying causes behind high sales attrition, but the three most common ones are

Lead generation: The company isn't doing enough to support the reps with quality leads.

Specialization: The company isn't specializing at all, the right ways or going far enough with it.

Management: Leadership (mostly the CEO & VP Sales) isn't connected with what's going on "in the trenches," or is still very traditional or conservative.

In addition, go talk to your people, one by one, and identify patterns that lead you to discover the main one or two problems that are causing high attrition.

Double Your Deal Size

Which is the fastest way to get to $5 million in revenue, selling a million orders at $5 each, or selling 100 at $50,000 each, or selling 10 at $500,000 each? You can make millions without needing millions of users.

When you're attempting to grow by major leaps, work on doubling your average sale size as much as you work on finding and closing twice as many deals. Or if you already have the lead generation machine working smoothly, it's how you can quadruple growth — doubling deal sizes while doubling leads.

You can do it through a mix of targeted lead generation, changing pricing, designing higher-end packages, through premium products with enterprise features, carefully developed channel partners or whatever. It doesn't happen overnight, but you can take concrete steps to get there. Start with the question, "What conditions would have to exist to close deals that are 10x larger than we are doing today?"

How can you think bigger? For example,

SaaS products: What kinds of management features would you need to sell packages of 50, 500 or 5,000 seats?

Freemium or cheap products: What do companies need so badly that they're willing to pay for a five-, six- or seven-figure annual subscription deal?

Smartphone apps: Is there a way to sell bulk packages to businesses? Or resell the technology or your unique expertise to other business?

Books, online programs or workshops: Are there partners who can help sell bulk orders? How can these lead to five-figure consulting/services, then six-figure, then seven-figure?

With bigger deals, you will (a) make a lot more money, (b) exert less effort and (c) help customers become more successful. If you're selling to someone who's close to your Ideal Customer Profile, closing a $100,000 deal shouldn't be much more work than closing a $10,000 deal and may not even take longer. So if it takes two to three times the time and effort — but if you get 10x the revenue and your customers get 10x the value, it's worth it!

Going Upmarket

If your product is 100 percent individual-focused and you add just enough features to sell to a team, to tilt just slightly upmarket — you can grow your revenue, at least a segment of your revenue, by 20 to 30 times. Because deal sizes can go way up, and customers will stay with you much longer.

Virtually every self-service, individual-seat Web service churns at a relatively high rate — from maybe 2.5 percent a month at best to 3.5 or 4.0 percent a month or more in many cases. (There are rare exceptions.) Now come up with a slight extension of that same product whereby some team or segment of an entire enterprise can use it together. Let's call it just five seats to start, instead of one. Maybe you add management-level analytics. And then some sort of collaboration. Let's call it the most basic features necessary so that a team or a group will buy, instead of an individual user. What you'll find is epic on the churn side. As the deal gets just a smidge bigger, your churn will drop by 50– 80 percent, toward 1–1.5 percent per month. As you add more seats, the churn will trend toward 0 percent and eventually become negative: Your customers will add more seats than they cancel over time.

To do this, you have to learn how to go after and sell to companies who are hundreds or thousands of employees. And it's a new skill. Because selling an enterprise-wide deal is a lot like getting a bill passed in Congress. Decision-making in large organizations is a long, tortuous process due to legacy technology deployments, internal politics, entrenched home-grown solutions, sunk cost of integrations, account control by incumbent vendors and the sheer size and scale involved.

Doing that may require hiring salespeople who live across the country or the world, in addition to the inside salespeople who work at headquarters. It's precisely when the product seems to be selling itself that building out this sales team and process is critical: Stopping or stalling at that point could expose the company to the competition and lose the race to be number one in its category.

Do the Time

If you're wondering if you should start your own SaaS company, here are three questions to ask yourself:

First: Are you prepared to give a full 24-month commitment to hit Initial Traction? Not 12 months. Not 18 months. But 24 months? It's going to take you nine to 12 months just to get the product right, and another six to 12 to get significant revenues.

Maybe an Instagram or a WhatsApp or a Pinterest can explode in just 12 months (though again, it took years of development and trial and error before they got to their "overnight" successes). You can't afford to expect miracles like that in business-to-business software, services or whatever business you might be in. Can you afford to commit for 24 months just to get to something, to real initial traction? If not, you should pass.

Second, are you able to commit to 8,760 hours a year? That's 24 hours a day times 365 days. This doesn't mean committing to being in the office 14 hours a day — that's not really necessary (that's for the Y Combinator kids). But can you really, honestly commit to obsessively thinking, worrying and stressing about how to do The Impossible? Every … Single … Moment? You'll be thinking of nothing but work, even when you are playing with the kids or having dinner with your husband. That's what it's going to take. If you don't have the mental bandwidth, you should pass.

Third, will you take the leap? This is, perhaps, most important. If you keep a mindset that you're "just trying it out" but you maintain other options, it never works, at least not for high-growth startups. Great founders Take the Leap. Not because they are crazy risk-takers but because they see the risk and decide to go for it anyway. They know there will be many challenges — with funds, customers, family — but they decide to figure them out along the way. They have doubts. They have fears. They have money troubles. But they see The Future and believe in their own (eventual) success. If you aren't ready to Take the Leap, you aren't ready to do a startup.

Success Isn't a Straight Line

There's never been an easier time to start a business — even with less than $100. Businesses are growing faster than ever. It seems like every week another company's gone from nothing to $100 million in record time or been acquired for $1 billion or some other huge amount.

Yet there's also never been more anxiety, frustration and depression — especially among CEOs and aspiring entrepreneurs. Whether you're new to business or have been at it for decades, everybody struggles with the now overwhelming number of choices in what you can do, build, use and ways to grow … that all keep changing constantly. You can't do all of it and do it all well.

In addition, what used to work now doesn't: You can't rely on the growth of your business in the same way. The number of new businesses, apps and ideas published and updated every day is overwhelming. This is also true of the number of daily email, social messages and alerts. There's no way any one person can stay on top of it all. The overload is making decisions more difficult for people to make — including your customers. And if you're on social media at all and follow many news sources, you're bombarded with stories of other people's successes.

Remember three things when overwhelmed:

- Embrace your struggle, because it's real and not going away. Everyone else has it too — even when it doesn't look like it. Use your struggle as a fire under your butt to change things, rather than resisting it. Turn it to your advantage!
- Don't let "keeping up with the Joneses," whether friends or competitors, distract you from doing the important things you, your team and customers need.
- Cut the "blah blah" crap from your communication to employees and customers. "Simple to understand, easy to act on," honest information that's valuable to the reader (not just the sender) will help cut through the clutter they're dealing with. Be blunt. Be honest. Be helpful.

Embrace Employee Ownership

You're passionate and committed to what you do, which leads you to forget that many others aren't or that they haven't learned yet how to execute as you do. And they won't, unless you embrace Functional Ownership.

How can you help employees go above and beyond their job description — not in hours but in initiative? In feeling like and acting like owners. If most CEOs and executives wish their employees took more initiative and acted like owners, and then it's not the people that are the problem, it's the system of management that needs to change.

When you hear "owner," do you immediately start thinking about Financial Ownership (equity, commissions, ESOPs)? Financial Ownership doesn't consistently create both the Functional Ownership and the "it's really all on me" moments of 100 percent responsibility that inspire people to go beyond the bullet points of their job description.

Delegation isn't true ownership. Employees need Functional Ownership, to own something, to learn how to act like owners. Someone has Functional Ownership, and the emotional commitment that comes with it, when they, as a single person, clearly and publicly own a slice of how the business works, whether it's the P&L for a billion dollar division or the office refrigerator cleaning routine. He or she is 100 percent responsible for it, including its results, related decisions and improvement.

People support what they help create — the size of what they own doesn't matter as much as the reality of their ownership. Including an inability to hide from that responsibility, which is why shared responsibility tends to create pointed fingers. So, Functional Ownership is a key piece of the motivation puzzle.

Change is unavoidable. So are you going to react to changes in the market or get ahead of them and help create the changes yourself? If your employees wait around for orders rather than taking initiative on their own, growth will always be a struggle, because you're going to be responsible for the whole burden.

There's no better way to do this than to develop more owners and continuously frustrate them with uncomfortable challenges that drive learning. Yes, by definition you and your people should feel frustrations when getting outside your comfort zones. As long as it's new frustration from new problems, not from the same ones that never get solved or evolved.

For Executives: Create Functional Ownership

Answering the question "Who owns marketing?" is easy if you have a VP of Marketing. And usually, they own everything in marketing, with all important decisions being made or affirmed by them. But who runs the blog? That's not the VP Marketing, unless they are a one-man marketing team and run everything themselves. Whoever runs the blog on the team should own it. That means the head of marketing would defer to that person on decisions about the blog, which could include decisions about the visuals, rhythm, format, content and style. And that person would own it and be 100 percent responsible for the metrics related to the blog.

To create functional ownership, start with these three questions:

- What needs an owner? Make a list: What's on your plate that you'd like someone else to own? What other things are in need of focused Ownership?
- Who should the owner be? With a few most important functions, who is the person who will own it? They can volunteer, be designated or be selected by group consensus.
- What's the initial Forcing Function (an inescapable obligation)? The owner, with help as needed (or being challenged by a manager, as needed), should come up with what will be delivered next and by what time. Keep up the Forcing Functions, and they will keep driving everything that needs to get built: results, decisions and learning loops.

If you want your people to start picking these ideas up but someone's just plain stumped, then their first Forcing Function can be to find something to own (by a specific date). "On June 5th, I'm going to announce what I'm owning." This can include making the rounds with the team to find the right project.

Define Your Destiny

There's always someone or something you can blame when you're not getting the recognition, excitement or results that you want: a manager, a job, the market, teammates, the CEO, HR…

But you can't control them. You can control only yourself. And you can't wait around for the perfect opportunity to drop into your lap. Stop waiting for someone else to fix it, and use your frustrations to motivate you to Define Your Destiny rather than letting others define it for you.

There's a difference between (a) giving up in the face of challenges and (b) using them to motivate yourself to be more creative, to push for change, to find a way forward — no matter what. There will never be an ideal time, opportunity or idea — there will always be challenges. Owners and entrepreneurs succeed despite them, not without them. Even in baby steps. A step is a step, no matter how small.

You can use the same lessons above to help you with your personal opportunity. Because that's where you begin, let's call it "nailing a personal niche" in the company, in what you're interested in and can be great at, and then creating leads and opportunities for yourself, specializing your time, looking for fewer, bigger ways to make an impact, doing the time and so forth. But here's a quick start:

- Make a list of what you want to do or what most interests you — whether it's related to business or not. Then add to the list at least three ideas around revenue that you could or should be interested in, such as "Learn how to sell" or "Learn copywriting." From this list, can you see any ways to learn any at work, to get paid to learn what you want to learn or do anyway?
- Interview people in your company as well as partners, prospects or customers as needed. What problem do you want to solve? If it's not something that your leaders care about, how can you reframe it from a "nice to have" into a "need to have" for them?
- Find a mentor, coach, or champion at your company to ask for advice, who can support you and will be painfully honest with you about the areas where you need to improve (everyone does).
- Create a Forcing Function to come up with something tangible to deliver (a prototype, an analysis, a presentation, a blog post, a talk, an event …). If you aren't sure what that is, first pick a date and tell some people you're doing "something" on it. There's no better way to pull yourself forward in life or business than to publicly commit to doing something specific by a deadline, even before you know how you're going to do it.
- Do the Time, repeating steps 1 through 4 over and over and over and over again …because, chances are, it's going to take a lot longer than you want or expect to turn any idea first into proven results, much less recognition, career and money.

Combining Money and Meaning

It's cool now for people to expect their work to be purposeful, to be meaningful. As it should be. And Meaning Snobs can go on and on about how meaning is more important than money or how impactful their gigs are … and that's great.

The truth is, putting meaning first, second and third on your list of priorities won't make you money. For Avanoo's Daniel Jacobs, building a meaningful business didn't take off until he put money first, realizing that without being able to create predictable revenue or funding, nothing he created — however inspiring or meaningful — would last. Luckily, there are many ways to make money meaningful.

For example, how can you make unique contributions to the business and team? What would make your job more fulfilling? How can you stand out from the crowd?

Once you ask the question, "What is my Unique Genius?" your mind will begin trying to answer it. Here are some questions to help you figure out how to better combine money and meaning.

- What do you want to learn about, if you could learn about anything? List at least 10 things, and then pick the top few.
- Imagine having more money than you could ever spend, so you don't need to work. What would you want to do if you could do anything?
- Ask co-workers or customers the question, "What's the one thing you hired me for or would hire me for?"
- Complete this: "If I could help anyone/any kind of person, I would help…" Or, "If I could have any kind of customer, I would have…"
- If you could start a project that wouldn't fail, that is assured of success, what would it do? Who would it help? What about it would make you proud?
- What frustrates you that you would like to personally help fix in the world? Especially something that you deal with personally or daily.
- What parts of work do you enjoy most? What daily activities do you like to do?
- What do people keep coming to you for help with, to ask your advice on?
- If you're in a bookstore, what section do you go to first? What's your ideal book to read (or write)? What if you stick only to the business section?
- What would it take to make your work so enjoyable that you'd do it for free?

When you're pursuing anything vitally important to you, you can figure it out. If you stick to it, especially through the times that feel like failures. Even if it takes you years longer to get there than you wanted, and in totally unexpected ways.

RECOMMENDED READING LIST

If you liked *From Impossible to Inevitable*, you'll also like:

1. ***The Advantage* by Patrick Lencioni.** Lencioni suggests conducting business in a way that maximizes human potential and aligns the organization around a common set of principles.

2. ***The Hard Thing About Hard Things* by Ben Horowitz.** Ben Horowitz tells it straight as he shares insights gained from developing, managing, selling, buying, investing in and supervising technology companies.

3. ***Blueprint to a Billion* by David G. Thomson.** Thomson focuses on a quantifiable, success-based pattern — independent of economic cycles or industries — that winning companies follow to produce admirable, desirable performance.