




THE 5 THINGS MANAGEMENT CONSULTING FIRMS DON'T WANT LEADERS TO KNOW

How to get your team delivering outcomes that improve customer satisfaction, team member satisfaction, and profitability in 120 days or less guaranteed.

J.Scott



There's a problem

If you are reading this your team isn't getting the outcomes you need. You're probably lying awake most nights and obsessing on weekends about the next dumpster fire you will have to deal with because of...

- Insufficient staffing or team size
- Inadequate tools, technology, or equipment
- Limited access to necessary data or information
- Budget constraints impacting project execution
- Vague or inconsistent goals and objectives
- Lack of clear direction or priorities from leadership
- Confusion over roles and responsibilities
- Inadequate or missing performance metrics
- Insufficient or delayed feedback from managers
- Lack of collaboration or information sharing among teams
- Misunderstandings due to unclear messaging
- Language or cultural barriers
- Excessive demands leading to burnout
- Unmanageable workload or unrealistic deadlines
- Constant firefighting or reactive work instead of proactive planning
- Micromanagement or lack of trust from managers
- Inconsistent or poor decision-making by leadership
- Lack of support or guidance from supervisors
- Poor leadership communication or vision
- Too many changes happening simultaneously

You are essentially lying awake at night obsessing about all of the reasons your team can't get the outcomes you need, and desperately trying to come up with the miracle that will turn all of this around. The miracle that will transform your well-intended, hardworking, likable group of high-functioning individuals, into a single, unified, high-performing team that delivers outcomes that measurably improve

customer satisfaction, team member satisfaction, and profitability (the three pillars of business). The good news is... Everything on that list above are things we call “Fake Problems.” These are not really the problems you need to be focused on solving, we have your back. Just keep reading!

The most important thing we have learned since starting 120VC is that organizations and people are optimized for the results they are getting. The only way for either to get different results is if the humans start performing their jobs differently. That’s right, if you want to get different results, you have to do something different!

“Insanity is doing the same thing over and over again and expecting different results.”

- ALBERT EINSTEIN

CRAZY

The second thing we have learned is that “Vision Drives Behavior, and Behavior Drives Outcomes.” You can’t just ask people to do their jobs differently and expect that they will. You can’t just tell people how to perform their jobs differently and expect that they will. This realization lead us to what we call “The First Law of Transformation.”



**The First Law of Transformation:
People need to think differently before
they will do differently.
The first step in a successful
transformation is “Getting Shift Done.”**

My name is J. Scott, I am the founder of 120VC, the company affectionately known by the Fortune 1000 as the “Get Shit Done Company.” I have been in the business of transforming teams struggling to get the necessary outcomes into single, unified, high-performing teams since April of 2000, and have been a millionaire since 2004, but I didn’t start out that way! And talent had nothing to do with it!

In this book, I am going to tell you exactly how my team and I do this successfully, over and over again. I am going to tell you all of the secrets the management consulting firms don’t want you to know because it would make them obsolete. They either don’t want you to know, or they simply don’t know either.

But before you take my advice, I want you to know where I started. I think where I started is more important than where I am. The fact that I have been a millionaire since I was 30 years old, the fact that my team and I have made hundreds of millions of dollars for the Fortune 1000, or the fact that we have helped my clients become irreplaceable and top earners in their fields are terrible reasons to take my advice.



JASON SCOTT
120VC Founder & CEO

J. Scott is a leader who jumps in to take care of people and get sh*t done, #GSD. From the start of his career jumping out of helicopters as a rescue swimmer in the United States Navy to now over two decades as the CEO of 120VC leading global transformational efforts for DirecTV, Trader Joe’s, Blizzard Entertainment, RIOT Games, Sony Pictures, ResMed, AAG, Universal Music Group, Remitly, and others.

Who is J. Scott?



I was born to John a tire salesperson working at Sears, and Sharon a stay-at-home mom who was an Oklahoma beauty queen moved to California because she was going to be a star. When I was four years old, I got a little brother, and when I was five my dad left my mom for his secretary and split town to avoid paying child support. So, my mother who was raised by a wife-beater and a pill-popping mom got a job as an executive assistant at Hewlett Packard and moved us into a gangland neighborhood in the northeast San Fernando Valley with bars on the windows, broken-down cars on the street, and drive-by shootings because it was what she could afford.

Within the first couple of months, I witnessed a gun fired point blank through the back of someone's head, I found a loaded revolver that my pill-popping grandmother left lying on a countertop the day of the murder. And, when curiosity got the best of me, I accidentally shot myself in the shoulder. I wasn't the most coordinated in those days!

Once I recovered from the gunshot wound I was off to first grade which was a two-block walk. On my first day, I was jumped and beaten on the way to school, and at recess. I was able to avoid a beating at lunch by swinging my launch box and smacking the hands of one of the little gangsters who moved out of the way just long enough for me to run away. Then after school, I learned I was a faster runner than any of them and made it home unscathed.

I am going to save you the rest of the gory details leading up to my dropping out of high school at 17 and joining the Navy but first ... I am not too proud to tell you that in elementary school they started calling me "Güero Rápido." I learned that what they tell you to do when you first arrive in prison also works in a bad neighborhood. Walk up to the biggest guy and punch them as hard as you can in the face. You're going to take a beating, but things usually get better after that. No... I have never been to prison, but a lot of my friend's parents lived there in those days. Government cheese and bread are pretty good, and if you run out of cheese, mayonnaise and mustard sandwiches will get you by. And last... If you get kicked out of class for asking too many questions, you can go to the library and read ALL the books.



Being smart and talented as prerequisites to success is total rubbish!



When I joined the Navy I made a promise to myself. I swore I would never be poor again, that I would do whatever it took to be successful in life. I would be the architect of my life and not a victim in someone else's story. And I did, I worked my ass off, I worked harder than anyone else, I volunteered for everything. The best thing about the military is that they will let you do anything you volunteer for, the more dangerous, the better! The pinnacle of my success during my 6 years, 2 months, and 23 days of service was becoming a Naval Rescue Swimmer. The only reason I graduated was because I refused to quit. I will never forget spending the entire day and some weeks after graduating thinking "*I can't believe I made it through Rescue Swimmer School.*" It has the second highest attrition rate to the Navy Seals. I just couldn't shake my disbelief!

What I learned from my time in the military is that our closely coveted beliefs that being smart and talented are prerequisites to success are total rubbish! If you are willing to work hard, do whatever it takes, and cultivate trusting relationships with people, the only way to truly fail is to give up.


The other thing... We are the architects of our own lives. If you feel like a victim, that life is happening to you, and that there is nothing you can do about it, in most cases you have chosen this. That's your choice! Because another choice is to decide what you want your life to be like and work your ass off to achieve it. Don't wait for shit to happen to you, make shit happen to you.



Nobody hires a leader because they want their organization to be the same in a month, 6 months, or a year.

These experiences and more than two decades of helping others get the outcomes they need have led to my current beliefs about successful leaders. Nobody hires a leader because they want their organization to be the same in a month, 6 months, or a year. Leaders change things, they push the human race forward. And, Transformational Leaders aren't reacting to the future because they are 100% focused on creating their future.

With this in mind, I am about to share with you the secrets my team and I use at 120VC to move the needle and create growth for our clients, but you are going to have to do the work.



**"It is not enough to be busy, so are the ants. The question is:
What are we busy about?" - HENRY DAVID THOREAU**

There are no hacks, period!

Talent, intelligence, and good looks will only get you so far, none of those things will ever make you feel as satisfied as building a winning team and leading them to victory.

Transformational leadership is a choice, a mindset and a way of being that can be developed. If you are ready to start your journey and take control of your life, improve your relationships and outcomes at home and work, make sure your seatbelt is fastened and that your tray tables are in the upright position because nothing worth doing is ever easy.

Let's get after it!



→ STEP 1

UNDERSTAND THE PROBLEM YOU ARE SOLVING



Understand the Problem You Are Solving

When clients call me it's always because they are not getting the outcomes they need. People who are struggling aren't failing, they aren't complacent, they are actively experimenting to move the ball down the field for the win. That's why it's ironic when they finally get us on the phone, they have already diagnosed and prescribed the solution.

They say, J. Scott, my processes are broken, my project management is broken, my operation management is broken, etc. They want us to fix their process, their team's behavior or both. And usually, they want us to help them deploy a tool.

It must be MBA gospel that you can solve all problems with a Dashboard! "There Is An APP For That" culture is killing productivity similar to how sending an email and waiting for an answer or attending a meeting is generally considered an outcome. If People, Process, and Technology are the answer why does all of the work focus on process and technology? *"Um, it's the people driving the outcomes, right?"*

Let's take things back to the basics. There are very few places people can go to learn how to be productive. You can go learn a ton of theory, you can go learn a skill like welding, architecture, medicine, computer programming, but almost no one is teaching people how to "Get Shit Done." Even if there was a place, most people are looking for a quick fix, a hack that will make them wildly successful.

And last, humans seek pleasure and retreat from pain. Once something is learned, mastery takes a ton of work, one might even say discipline.

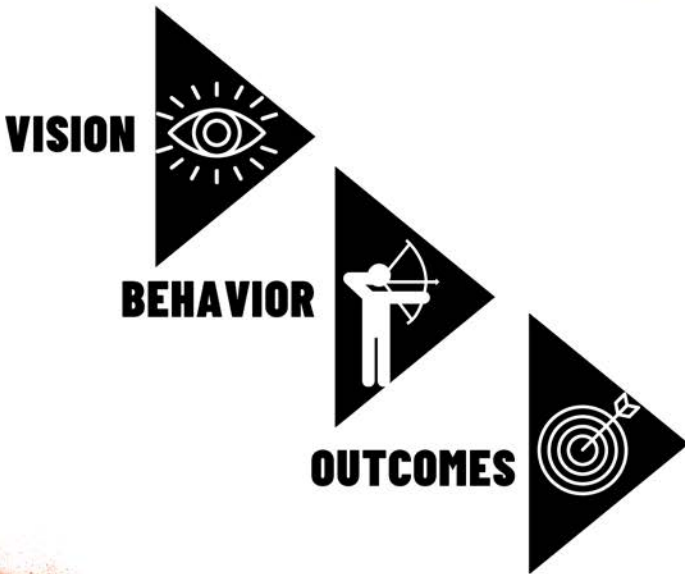
The enemy of mastery is a general lack of discipline in most people and the first phase of mastery is “incompetence.” We all know that no one likes to feel incompetent. People will do almost anything to avoid any kind of pain, and feeling incompetent is painful. So, what often happens when people are working to master a new skill, and it starts getting painful? They quit and blame the tool or the teacher.

They write it off as a dumb idea that won't work where they work even if it's working for others in other places. The laws of “that won't work here” or “that's not how we do it here” prevail because they enable people to feel good about quitting to avoid the initial discomfort required to master a new skill.

So, no matter what my prospective new clients tell me their problem is and what they want us to do to solve it, I know 100% of the time, they lack a culture of Discipline, Trust, Transparency, and Accountability (the four corner stones of GSD). Because it doesn't matter what software you are using, or what your processes are. If you have a culture of Discipline, Trust, Transparency, and Accountability, you are “Getting Shit Done.” Can the outcomes in this culture be improved? Always!!

But in the cultures that lack the four cornerstones of GSD, it doesn't matter what we change, because nothing will change. The results won't get better, period.

Remember, vision drives behavior, and behavior drives outcomes. To get different outcomes people need to think differently before they will do differently. Let's consider people's attitudes toward the concept of being disciplined in the workplace.



**Change? Vision drives behavior,
and behavior drives outcomes.**

How did you feel when you saw the word **DISCIPLINE**? Honestly, were you like “I knew it! Hell ya, we need to be more disciplined about getting the work done?” Or were you like, “Ugh, that sounds hard. Me and my team are agile, we’re creative, we’re collaborative!”

Cool, you are agile, creative, and collaborative, but you wouldn’t be this far into my book if your team were getting the outcomes you need, so those alone aren’t working for you!

Here’s the good news... Introducing discipline to anything makes it better! People conflate discipline with rigidity, and they are not even remotely the same. Discipline reduces stress and enables the gathering of data quickly which positively contributes to being agile, creative, and collaborative in that the purpose of those things is to get the outcomes your business needs. They aren’t the intended outcome; they are just a means to an end.

So, let's start with the real problems.

There are only two problems that get in the way of teams getting the outcome they need.

#1

People are generally focused on doing work instead of getting the necessary outcome. Because being busy is way easier than accomplishing a complex task.

#2

People tend to procrastinate about work that seems complex. The complex work is usually high-value work, but it's hard and humans chase pleasure and retreat from pain. They prefer to fill their time with easy dopamine-producing work. Dopamine is a neurochemical that makes us feel happy that our brain produces when we accomplish something.

It doesn't matter one bit to the brain if that accomplishment was high or low value. So, most people focus on "Majoring In the Minors." Keeping themselves super busy doing inconsequential things that look and feel like work.

Generally, people are so busy getting those dopamine hits that make them feel good and accomplished, that the mere mention of failing to get the necessary outcomes causes them to flabbergast, feel underappreciated, and complain to HR. But the hard truth is that being busy isn't an outcome that improves customer satisfaction, team member satisfaction, or profitability (the three pillars of business).



Discipline, Trust, Transparency & Accountability

In the next chapter I will teach you how to master the first thing management consulting firms don't want leaders to know about, Discipline; how to destroy burnout, send your stress to the penalty box, and achieve "work-life balance" or what we call "Love What You Do!"

The first thing every potential new client does when I tell them we must start by building a culture of Discipline, Trust, Transparency, & Accountability is experience a loss. This is evident because the first stage of grief is denial. They immediately begin defending their culture. They tell me that they don't have a Discipline, Trust, or Transparency problem, but always acknowledge they are struggling with Accountability.

You might think it's ironic that when I give them a diagnosis they defend their culture when they called me because they know they aren't getting the results they need, but it actually makes total sense. The reason they experienced loss is that my diagnosis tore down their perception of what was working.

They want to yell at me... *“No that can’t be!! Me and my team have been working our asses off!! We are disciplined, we definitely trust each other, and we share everything...”*

The hard truth is that if this were the case, they would also be accountable to the results and getting the outcomes they need. To help them transition more quickly through the five stages of grief and reach acceptance (denial, anger, bargaining, depression, and acceptance) I ask a couple of questions.

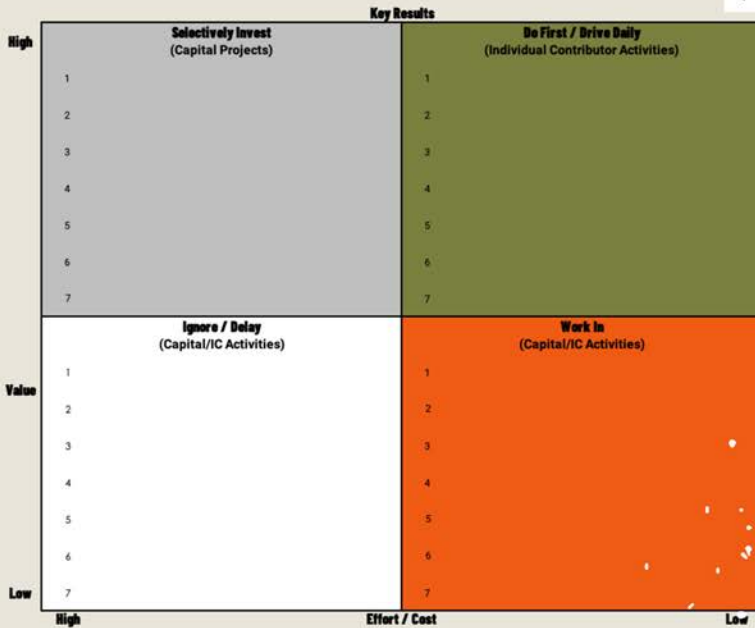


1. Can you pull up a prioritized list of objectives that we can start working through so I can start formulating a game plan to help you?

2. When was the last time you suddenly realized that you had completely forgotten about one of your #1 priorities? How did that feel?

99% of the time they don't have a list of written priorities, it's all in their head. And, they always acknowledge that it was pretty recent that in the whirlwind of the day-to-day, they realized they had forgotten about a top priority. At that moment they felt a panic, and demanded of themselves *“How could I forget about one of my top priorities?”* They also acknowledge the thought that comes immediately after feeling panic is *“What else have I forgotten”* and this floods them with more panic.

These two questions usually speed them to accept they might not be as disciplined as they could be, and we begin by documenting a list of their priorities in a document we call a 2x2 Prioritization Matrix.



Personal Discipline & Focus

Once someone has documented their priorities, they can use that list in a focusing exercise each week to block time to work on them. If they respect those time blocks, they will make measurable progress toward completing those goals. As these accomplishments get communicated people will begin to trust that they can be relied upon to get the outcomes they commit to.

Now that my client has some credibility, they can take their 2x2 and review it with their manager. In almost all cases my client's managers agree with 90% of the list and the priorities, and they collaborate on the rest. The best part about this meeting is the lightbulb moment their manager has. When the manager sees the list of priorities it answers some burning questions they have been too busy to ask. *"What's changed? How are you suddenly killing it and moving your objectives forward this assertively?"* The answer is discipline...

And in that moment even more trust is being forged. Then it's time to take the list of priorities to their team. They will share it and collaborate with their team the same way they did with their manager, the team will have the same lightbulb moment as the manager, and the trust will grow there two.

I am sure you are starting to see the role of Transparency here... As my clients share and collaborate on their priorities, continue to deliver because they spend time each week focusing, blocking time, and then working those time blocks; people will have clarity about what they are working on, why it's important, and the results my client and their team are delivering for the organization.

The best part about trust and transparency is when someone comes to them and asks if their team can take on a new and business-critical project. They are now in a position to be an effective leader. They can say, we would love to and pull out their 2x2. Ask the person making the request where it fits in to their existing priorities. After "the request" is prioritized, they can effectively get the answer to the following questions.



- 1. What should fall off the list so we can insert and begin working on this new priority?
Or...**
- 2. Will you be able to provide funding for the additional resources we will need to add this to the list if we can't pause anything?**

These are questions that usually get scoffed at, but not when you are taking this approach. If you adopt this approach, you and your team will have a reputation for being disciplined about your work, you have developed trust and transparency, and along with that comes accountability for the outcomes.

You and your team are literally delivering the outcomes your organization needs. You know it, and they know it, cuz you asked them, then you delivered. Because you and your team have developed a culture of Discipline, Trust, Transparency, and Accountability, you have earned the ability to lead your stakeholders, and they will follow you.



“You do not rise to the level of your goals; you fall to the level of your systems.” - JAMES CLEAR, Author of Atomic Habits

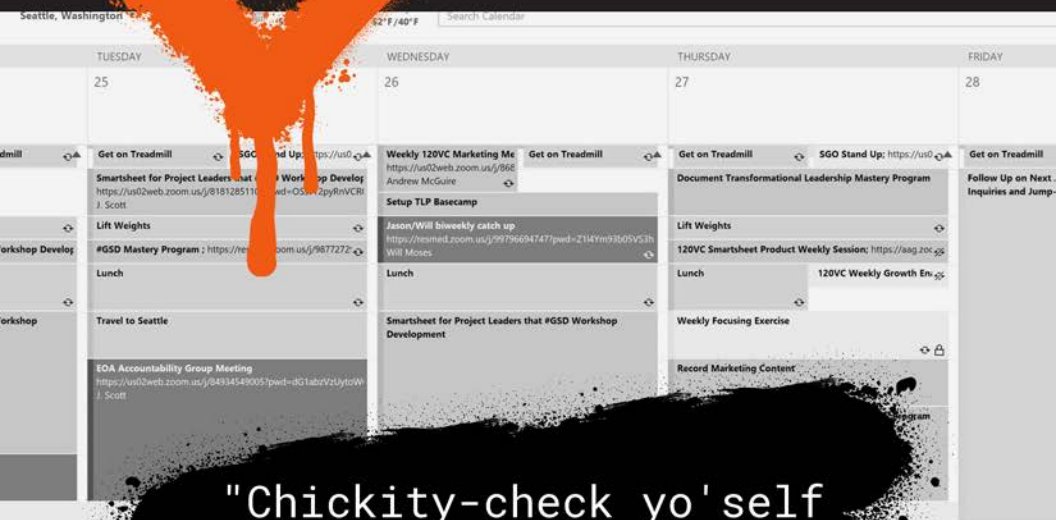
→ James emphasizes the idea that while setting goals is important, being disciplined about consistently using the systems and processes you have in place is what ultimately determines your success.

Are you ready to set the status quo on your team and in your organization on fire by committing to become disciplined about how you drive outcomes in your organization? If not, stop reading and throw this book in the garbage. Because you will either do everything I tell you to do, or you will accomplish nothing I have promised! If the tried-and-true principles in this book, that have been proven to stand the test of time, don't work. You were not disciplined about working on them. You allowed the first phase of mastery, which is the feeling of incompetence beat you. You played the victim and gave up.

If you are ready to be the Transformational Leader who isn't reacting to the future, because you are 100% focused on creating the future, let's do this!! Block some time on your calendar, turn the page, and let's get to work.

→ STEP 2

GET DISCIPLINED



"Chickity-check yo 'self
before you wreck yo 'self.
Yeah, come on and check
yo 'self before you wreck
yo 'self" - ICE CUBE



2x2 Matrix Prioritization

The key performance indicator of a leader is that we enable our stakeholders to define and deliver the necessary outcomes. We do this by helping them architect their own roadmap to a shared goal. Since we almost always start working with new clients when they are struggling to get the outcomes they need, we are almost always walking into a crisis.



That means that nobody has time to take a week off and attend training, an offsite team-building exercise, or read a book. They need us to help them get the outcomes they need as quickly as possible. They feel like they desperately need to “Get Shit Done!”

So, to help them “Get Shift Done,” we start by pulling together an extensive list of their work, daily, weekly, and monthly responsibilities, and their active projects.

We sort and prioritize work into a four-quadrant matrix based on perceived high-to-low value, and perceived high-to-low cost and effort. **The four categories are:**

1**High Value, High Effort**

These are the projects that you own. You are either the project leader or the owner and have a project leader assigned. There are several people across the organization collaborating on it, and capital investment is necessary to advance the objectives.

2**High Value, Low Effort**

These are the things that you don't need any help to get done so they won't encounter the complexity of coordinating with others. They won't take long to knock off the list and will create great value. This is what most people would call the low-hanging fruit or the proverbial base hit.

3**Low Value, Low Effort**

These are your work-ins. Because they are low value, we keep them on their radar in case we run low on High-Value objectives, or delegate them when one of our team members has time on their hands.

4**Low Value, High Effort**

These are the ignore delays. It is healthy to acknowledge we just can't do everything. It's also important to keep track of absolutely everything that might create a little improvement in the three pillars of business. Sometimes these are low value because the market isn't right, or the timing isn't right, so they sit here until the timing makes them a higher value and they get promoted to one of the other categories. Otherwise, they eventually get retired.

2x2 Matrix Prioritization

1

SELECTIVELY INVEST
High Value, High Effort

2

DO FIRST / DRIVE DAILY
High Value, Low Effort

4

IGNORE / DELAY
Low Value, High Effort

3

WORK IN
Low Value, Low Effort

Once we have all the work sorted into the four quadrants, we prioritize them against the other objectives in their quadrant and your first 2x2 Prioritization Matrix is complete. Now that you have clarity on the amount of work and its perceived priority, let's kick off the weekly focusing exercise and work to rationalize how each item measurably improves customer satisfaction, team member satisfaction, and/or profitability (the three pillars of business).



Download the 2x2 Template

High	<p>Selectively Invest</p> <ol style="list-style-type: none"> 1. Monitor 120VC YouTube Channel (podcast, blog, newsletter, #GGSDaily) - Marketing Team 2. Develop the Smartest for Project Leadership that #GGSD Workshop - Smartest Product Team 3. Optimize Sales Engine w/ Practice Leads - CGD Mastery Team & BOD 4. Complete Marketing Workflows for all current properties - Marketing Team 5. Monitor PTE Transformational Leadership Mastery Program (1 year subscription) 6. Develop the Product Management that #GGSD Workshop 	<p>Do First / Drive Daily</p> <ol style="list-style-type: none"> 1. Deliver a #GGSD Talk or Workshop for a professional org weekly (50 per year) - PM, SBRA, EO, SAC, NAPE, SBA 2. Challenge - Contribute to my client & team members' ability to enable their brand to define and deliver the necessary and expected results. 3. Establish Marketing Goals and Lead Measures for 2022
	<p>Ignore / Delay</p> <ol style="list-style-type: none"> 1. Launch Self Paced Training Marketing and Tech Teams 2. Publish the #GGSD Manual The Art of Leading a Team that #GGSD 3. Publish the #GGSD Manual Smart Leadership that #GGSD 4. Develop #GGSD Training/Coaching Network 5. Publish white paper on CGD Leadership Success 6. Develop Coaching Network Team Launch/Re-invent Workshop 	<p>Work In</p> <ol style="list-style-type: none"> 1. Grow #75, Network Members 2. Monitor UTE Network, Jump #1, & Monitor Success @PlexiJump 3. Build and roll out new Job Architecture for Product and Change Leadership Services w/ new lead ensuring energy continuity 4. Refine "Smiles Marketing that #GGSD" 5. Develop Smart Leadership that Gets Security Done Workshop
Value		
Low	High	Low
	High	Low
	Effort / Cost	

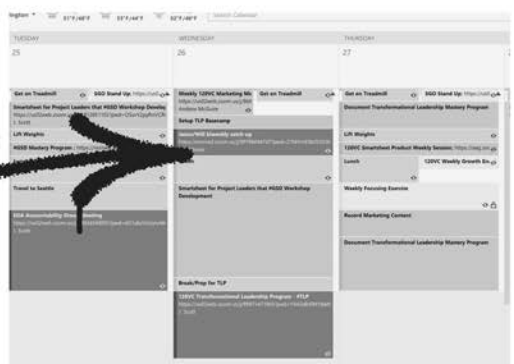


The Weekly Focusing Exercise

Now that you have completed your first 2x2, it's time to look at your calendar for next week, plan the baby steps you will take to move each objective forward, and block time to do it. The first thing you are going to do is place a recurring 1-hour time block on your calendar and title it "Weekly Focusing Exercise." My 1-hour recurring weekly calendar invite for the Weekly Focusing Exercise is at 3 pm on Thursdays. 3 pm Thursday is close enough to the end of my week to plan the next.

The second thing you are going to do is decide what time you plan to stop working every single weekday. That's right... No more long nights and weekends. High performance of any kind requires downtime. We need to rest! And, after a long enough day you aren't producing quality results anymore, so just stop. Let's assume that you are going to knock off work at 6 pm. You are going to place a "weekday's only" recurring invite on your calendar for 30 minutes starting at 5:30 and title it "Daily Focusing Exercise."

	High	Low
High	<p>Selectively Invest</p> <ol style="list-style-type: none"> 1. Monitor CSOC YouTube Channel content along respective #CSOCs - Marketing Team 2. Develop the Dreamforce for Project Leadership that #CSOC Leadership & Program Manager (Marketing Team) 3. Optimize Select Program or Product Lead - CSOC Marketing Team & #CSOC 4. Complete Marketing Roadmaps for all current programs - Marketing Team 5. Monitor FTS Transformational Leadership Mastery Program CSOC Subscribers 6. Develop the Product Management that #CSOC Marketing 	<p>Do First / Drive Daily</p> <ol style="list-style-type: none"> 1. Complete #CSOCs on Wednesday for a promotional video at 4:30 pm local time (LIVE, 10:30 AM, 12:30 PM, 2:30 PM) - Marketing - Coordinate to record & upload content, create to promote next steps for video and update the calendar and associated notes 2. Complete Marketing Goals and Lead Reviews for CSOC
Low	<p>Ignore / Delegate</p> <ol style="list-style-type: none"> 1. Launch Self-Paced Training/Marketing and Tech Team 2. Publish the #CSOC Manual - The Art of Leading a Team - #CSOC 3. Publish the #CSOC Manual - Demand Leadership that #CSOC 4. Develop #CSOC Training/Coaching Network 5. Publish white paper on CSOC Leadership, Business 6. Develop Coaching Network Team Launch/Re-Brand Workshop 	<p>Plan to Do</p> <ol style="list-style-type: none"> 1. #CSOC Marketing Mission 2. #CSOC Marketing Strategy 3. Plan and roll out new ad advertising for CSOC Leadership Mission on each week and weekend 4. Publish Social Marketing Plan #CSOC 5. Develop Demand Leadership that CSOC Security Content Marketing
	High	Low



Ok, it's right about here that people's cognitive dissonance gets so loud in their brains that they think they might be having a stroke. You might be thinking *"All this guy talks about is getting stuff done, and that most managers are in crisis, struggling to get the outcomes they need when he starts working with them! Now he is telling me to block 3.5 hours each week just to reflect on what I have accomplished and plan what I am going to do next.*

It also appears that he wants me to completely block my entire calendar for the following week every Thursday at 3 pm. Doesn't he understand I have to be responsive to my stakeholders? Someone always needs me immediately, if I block all my time a week in advance they won't have any time to grab in the event of an emergency which occurs daily!!"

Don't worry skippy!! We've got you! Stay with us and we will help you see how we address everything you are thinking in a way that transforms you into a GSD superhero.



"The secret to productivity is not managing your time but managing your focus."

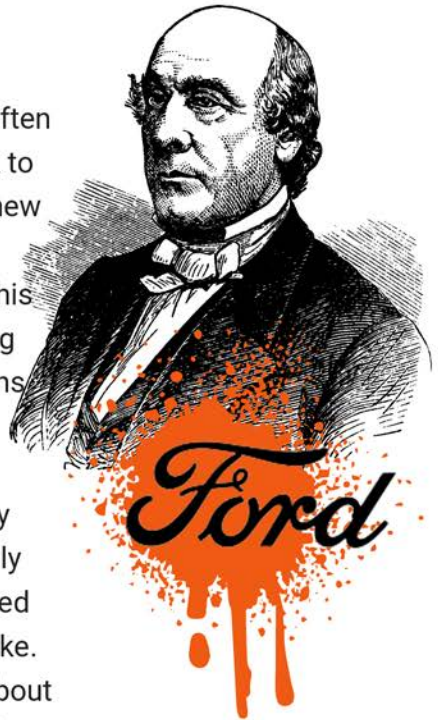
— LUKE SEEVERS, Author of Time-Blocking: Your Method to Supercharge Productivity & Reach Your Goals

But first, a word from our sponsors ...

Henry Ford a titan of industry and a pioneer of modern manufacturing techniques exemplifies the power of innovation and strategic foresight. His way of doing things, especially his habit of setting aside time just to think, teaches us a lot about how to make a big impact in any area. Ford had a strict way of using this time to step back and think about what's next, which helps people today develop a mindset focused on always getting better and coming up with new ideas. His methods didn't just help him succeed; they changed the car industry entirely, showing us that his strategies can make a difference in any career.

Henry Ford's thinking time was well-organized and intentional. He would often take a break from the day-to-day work to focus completely on coming up with new ideas and plans. This wasn't just downtime; it was a scheduled part of his day for reflecting on big issues, solving problems, or thinking up new inventions without daily distractions.

Ford thought this time helped him stay ahead because it allowed him to deeply consider where his industry was headed and the changes he might need to make. During such times, he likely thought about ways to be more efficient, like his well-known creation of the assembly line, which transformed how things are made.



In David Allen's Book "Getting Things Done" (GTD), the Weekly Review is crucial for maintaining control and perspective over your tasks and commitments. It involves updating and reviewing all your lists and projects to ensure everything is current and prioritized for the upcoming week. This process helps to clear the mind and establish a clear direction moving forward.

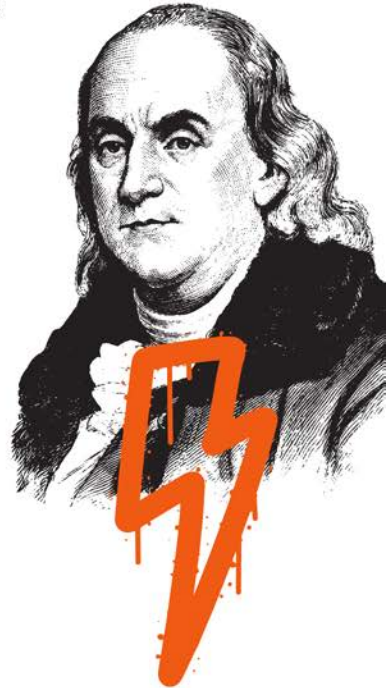


**"If you're not doing a Weekly Review,
you're not doing GTD." - DAVID ALLEN**

Benjamin Franklin, a renowned polymath (polymath means he knew everything!) and one of the Founding Fathers of the United States, practiced a rigorous daily routine that included reflection.

He famously asked himself every morning, "*What good shall I do this day?*" and every evening, "*What good have I done today?*" This structured reflection helped him ensure that his actions were purposeful and aligned with his goals.

Tony Robbins, a motivational speaker and author, also stresses the importance of daily planning and reflection:





**"Setting goals is the first step in turning the invisible into the visible."
- TONY ROBBINS**

Robbins highlights the act of regularly reviewing and setting goals as essential to manifesting ideas into tangible outcomes. This approach involves evaluating what was accomplished and what steps need to be taken next, encapsulating the idea of daily reflection and forward planning.

These quotes from historical and modern figures show the value these wildly successful people placed on daily reflection and proactive planning in achieving long-term success and maintaining productive momentum. These people weren't reacting to the future, because they were 100% focusing on creating their future.

But... You do whatever you want!



Are you still with me? Cool.

After you have set up your daily and weekly recurring focus blocks, you will start at the top of your High-Value High Effort/Cost list that you previously prioritized from top to bottom. The top item is your #1 High-Value High Effort/Cost, and the item just below is your #2, and so on. As mentioned previously these are your projects. We have found the best way to keep them moving forward is to schedule a weekly recurring meeting with each project team.

Starting with #1, create a weekly recurring 30-minute to 1-hour meeting, add the agenda, and the team members to the invite, then hit send. Continue to #2 and then the next until you have recurring meetings set up for each of the projects listed under the High Value, High Effort/Cost section. After conducting your initial recurring meetings, you will update the agenda weekly for each of them during your weekly focusing exercise to ensure you and the team are continually advancing each project's objectives until complete.

Now it's time to block time for your High Value, Low Effort priorities. Start with #1 and decide how much time you plan to spend based on the space available on your calendar the following week. You will create the calendar entries, think through the necessary accomplishments in the time you have available, and add those as the agenda for those time blocks.

Once you have done this for #1, you will move on to #2. Once you have time blocked with a plan of action for each of your High Value, Low Effort priorities, you will move on to your #1 Low Value, Low Effort priorities.



It is more than likely that after completing this exercise the first time you will not have any room left on your calendar for the Low Value, Low Effort priorities and that's fine. You will stop adding time blocks when your calendar is full. This will force you to re-evaluate your priorities over a very short period of time. You might realize that something you aren't getting to is more important than something you are getting to and move it up in priority.

You see, we think we know what our priorities are, but the truth is, the only way to actually get a feel for what is and what isn't is to be disciplined about actively working on them. This action and the feedback you will get from your environment will help you figure out what is and what isn't a real priority based on what you can fit in each week.

Ultimately, after doing this for more than 30 days you will realize there is a body of work that you just aren't getting to. All of those should be moved to the High Effort, Low Value (Ignore Delay) list. Why? Because you are actively Ignoring and Delaying them. Now it's time to take your 2x2 to your manager and get alignment on your priorities.

When you are done with this exercise each week, three things will be true.



1

You have planned out everything you plan to accomplish the following week. You have separated planning activities from doing activities. And in this fashion, you are eliminating the waste associated with task switching.

Task switching is like juggling different tasks instead of focusing on just one. For example, you might be working on a report, then stop to check emails, and a minute later, you answer a phone call. Each time you switch from one activity to another, your brain has to adjust, akin to shifting gears in a car. This constant shifting isn't instant and can slow you down, making it harder to get deep into any one task, which is why multitasking often feels exhausting and can lead to mistakes or less efficient work.

Eliminating task-switching can significantly reduce stress by allowing for a deeper focus on one activity at a time. Concentrating on a single task creates a streamlined workflow, reducing the mental load and decision fatigue that come with managing multiple tasks simultaneously.

This focused approach not only enhances efficiency but also minimizes feelings of being overwhelmed or scattered. By dedicating set times to specific tasks and minimizing interruptions, you create a more predictable and controlled environment, which helps in reducing anxiety and stress.

In essence, by reducing task switching, you allow your mind to settle into a task, leading to a calmer, more focused, and ultimately more productive workday.



2

All of your #1 priorities are on your calendar, you have thought through how to advance each objective. You are going to have the most productive week of your life.



3

Your calendar for next week is completely full, and you are freaking out!!

As mentioned before, don't stroke out. We got you! Filling your calendar with all your top priorities is game-changing for several reasons.

1. It makes it easy to prioritize incoming requests during the whirlwind of each day. If a customer or executive stakeholder calls you and says we need to meet right now. And you know that based on who it is, it's in your best interest to accommodate the request, you simply take the time block currently in the slot and move it to next week. It never leaves your calendar, so you are destined to make progress.

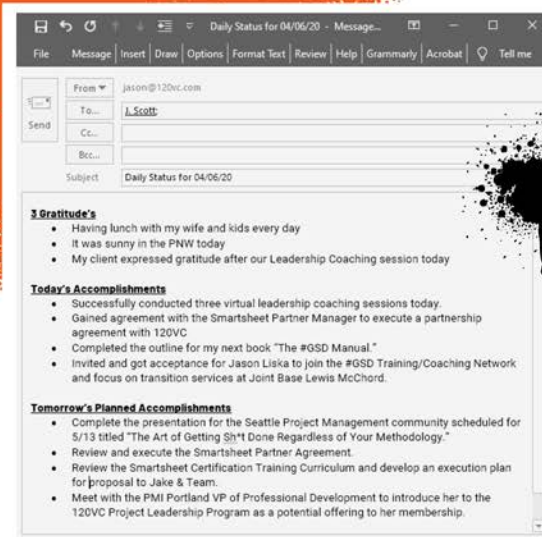
2.Your calendar is blocked, so people will have to reach out and make their case for your time before booking you. You get to decide what goes on your calendar and what doesn't. Think about it... I get team members all the time calling me with great ideas that just came to them. They say, "J. I have a great idea," they pitch me, and I get to decide if it is something to add this week or ask them to book time next week.

Have you ever had someone grab an open spot on your calendar that you saved to get something done that you committed to? If you simply decline, it's not unusual for them to call with a bit of an attitude. *"Why did you decline? Your calendar showed you open?"* You find yourself in a weird position defending yourself. But if you had the time blocked and someone was audacious enough to send an invite for that time, you can decline with a message letting them know you are previously booked. No explanation is required.

3.We have all been told to manage our calendars, and yet, we all feel like slaves to our calendars. Well, Ta-Dah! This is how you manage your calendar. This is how you advance your objectives. And the best part is, once something goes on, it stays even if you don't get to it. You just push it out to the next open space. When someone asks you if you always have 100% of your top priorities on your calendar or if you are confident that everything you are working on is a priority. You can proudly reply *"YEP!"*



The Daily Focusing Exercise & The Eyes Up Report



Becoming a high-performing individual, and building a single, unified, high-performing team, requires that every team member get crystal clear on the outcomes each of them needs to produce to advance the team objectives every single day. Otherwise, you will all just drift from meeting to meeting listlessly seeking dopamine!

Additionally, Each team member needs to be crystal clear about the progress of other team members, and what they plan to accomplish next. In that way, and only that way, can they provide real-time support when needed, and be ready to immediately take someone's work output at the optimal time as input into their planned outcomes.

Like a professional sports team, each player is intimately familiar with the expectations for each position on the team. They all hit the court at the same time, and keep their “Eyes Up,” on the ball, and each other through the entire game.

In this way they can react to each other, the players on the other team, and the movement of the ball to work as a team to achieve the best possible outcome. And, they are all crystal clear on the goal! Win the game!



Purpose

The "Eyes Up" report isn't just another task on your to-do list; it's a powerful tool designed to help you perform at your best and enable you to operate as a unified, high-performing team. It's not about reporting—it's your daily exercise in focus, clarity, and collaboration. By engaging in this practice, you are investing in your personal growth and contributing to the collective success of your team.

The Power of Reflection and Intention

High performance isn't about completing tasks — it's about measurably advancing, you, the teams, and your project objectives every single day. The "Eyes Up" report is your opportunity to recognize and celebrate those real accomplishments.

This exercise shifts your focus from merely checking boxes to understanding how each action you take moves the ball down the field. By reflecting on your true achievements, you gain clarity on your impact and purpose, which fuels your motivation and sense of accomplishment.

What Is and What Isn't an Accomplishment

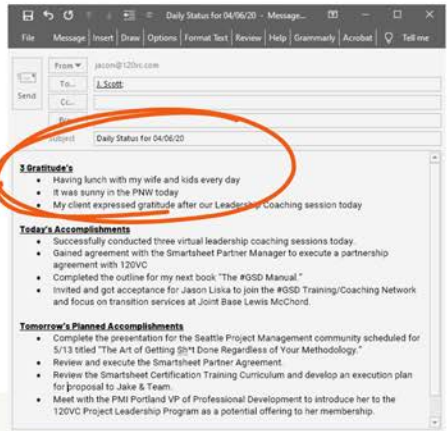
Let's be clear—attending a meeting or sending an email is not an accomplishment. These are activities, not outcomes. An accomplishment is what you achieve because of those activities. Did that meeting result in a breakthrough idea and what was it? Did that conversation move a project forward and how? That's what goes in your report. Your accomplishments should be tangible outcomes that clearly communicate progress.

Why This Matters

When you share your "Eyes Up" report, you are not reporting—you are opening a window into your world for your teammates. Just like in a high-performing sports team, when everyone knows where they stand, we can work together seamlessly, adjusting and assisting as needed. This transparency reduces the need for endless meetings and fosters a culture of support and shared responsibility.

By practicing this daily focusing exercise, you are not just fulfilling a requirement—you are honing your leadership skills, improving your communication, and ensuring that you are always aligned with the team's objectives. This practice will make you better at what you do, and it will elevate the performance of the entire team.

→ Format of the "Eyes Up" Report



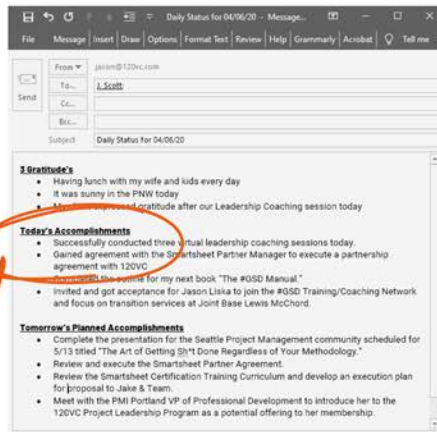
Subject Line: Eyes Up Report DDMMYY

Three Gratitude's:

Start by listing three specific gratitudes from your day. These are not just about positive moments—they are about recognizing the good in your day and sharing that with your team. This practice not only boosts your mood but also creates a ripple effect of positivity throughout the team.

In his book "The Happiness Advantage" Shawn Achor recommends practicing gratitude by writing down three things you're grateful for each day for 21 consecutive days. This practice is designed to train your brain to scan the world for the positive, leading to increased happiness, reduced stress, and improved overall well-being. By consistently focusing on positive experiences, you can rewire your brain to be more optimistic and resilient.

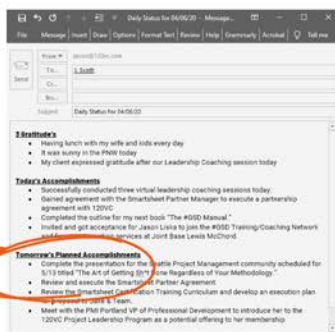
"Resilience eats stress for breakfast, lunch, and dinner!!"



Today's Accomplishments:

Reflect on what you truly accomplished today. Did you solve a problem? Did you foster an agreement that moved your project forward? Be specific and focus on the outcomes, not just the actions. Don't just write that you solved the problem, share a summary of the steps you took to solve the problem. It's likely that another team member is encountering the same problem and will be able to fast-track the solution because you shared it. Don't just write that you fostered an agreement, tell us what the agreement was so we can learn or even advise to accelerate your success.

Also, as you are combing through your notes and today's calendar of events to determine what was accomplished. Take a minute to move any time block you didn't get to out to the next available space on your calendar. This will ensure that you don't forget, it doesn't fall off, and that you have immediately committed to a new time block to get it done.



Tomorrow's Planned Accomplishments:

Make a list of things you plan to accomplish to advance you, the team, or your project objectives. These should be small enough (baby steps) that they can be accomplished in a single day. These should be clear, actionable objectives that will keep you moving forward, no matter what challenges arise.

When you have completed the exercise send your Eyes Up Report to your manager, yourself, and the other members of your team. Now that you are prepared for tomorrow, you can relax, it's unlikely you will wake up in the middle of the night worrying that you have forgotten one of your number 1 priorities. Because you have them written down, you spend time each week and daily making sure you are focused, your Eyes are Up, focused on the ball, the team, and the outcomes that will create measurable growth for your business.

This is not just about getting things done; it's about becoming the best version of yourself and helping others do the same. When we each commit to this daily exercise, we transform from a group of individuals into a unified team, capable of achieving extraordinary things together. So, let's get our eyes up, get focused on what really matters, and move forward as one.

→ STEP 3

BECOME IRREPLACEABLE



In order to be
irreplaceable one
must always be
different. - COCO CHANEL



How To Become Irreplaceable

Once you have been working your 2x2, your weekly and daily focusing exercises for 45 days or so, you will have shaken out your priorities, gotten buy-in from your stakeholders to shed any work you and your team can't get to in favor of the higher priorities that you are aggressively driving forward, and you have developed a reputation for "Getting Shit Done."

Are you ready to transform from the leader that "Gets Shit Done," to the leader that is "Irreplaceable?"

Are you ready for the CEO of your organization to call you and give you a seat at the leadership table? Cuz that just doesn't happen!! Nobody offers anyone a seat at the leadership table. It must be taken... I don't get calls from CEO's in the Fortune 500 offering me a seat at the leadership table. I reach into their organizations from nowheresville Tacoma Washington, and I take it. I sit at those tables, and I coach these C-level executives that I rarely ever meet in person because the work I do is Irreplaceable.

In this chapter, I am going to share with you my most coveted technique. It only works once you have a personal and team culture of Discipline, Trust, Transparency, and Accountability, but it is truly next-level. It is the mindset that took me from the ghetto in Los Angeles to where I am today. A high-school drop-out that coaches the top leaders in the top companies in the United States. The leader of the team whose outcomes have generated hundreds of millions in profitable revenue for the Fortune 1000. The founder of the company that is affectionately known as the Get Shit Done company.



GET *Shift* DONE.

I know, you're probably thinking "if this information is so valuable, why are they giving it away for free?" The reason is simple. No one becomes irreplaceable alone. We all have mentors, authors, videos we watched, and people we learned from. So, when you reach the top, you've got to spend a lot of your time sending the elevator back down.

In this chapter I am going to teach you how use the three pillars of business (improved customer satisfaction, team member satisfaction and profitability) to rationalize the work you are doing and all future work. This technique will ensure that you and your team never spend a single second working on anything that doesn't create growth for your company. This technique will make you and every member of your team irreplaceable.



Eliminating All Work that Won't Improve the Three Pillars

Now it's time to re-rationalize the work you are doing by getting crystal clear about how every item on your 2x2 "CAN" improve customer satisfaction, team member satisfaction, and/or profitability (the three pillars). Why? Because nobody in a business should be spending a single second on work that won't measurably improve one of the three pillars.

I love the reaction I get when I say that to teams traditionally considered SG&A, or cost centers like IT, HR, Customer Services, etc. They respond very quickly to let me know that's not their role. And I respond very quickly by pointing out *"That's why very little of what you are doing measurably improves the three pillars. That's why when the company needs to cut budgets and lay off team members they look to your team first."* But it doesn't need to be that way.

Every time over several decades a cost center has given us the opportunity to take a stab at helping them figure out how the work they are doing can improve the 3 pillars, we are able to do it for about 50% of their work. During this process, we are actively "Making Shift Happen," and earning trust. So, when we're done, they cancel the 50% of the work that we can't measurably say will improve the three pillars. Because if none of us know how it will improve the three pillars, it won't! Period...

Then another miracle happens, we take all of those people whose work was canceled and refocus them on the work that will measurably improve the three pillars and create growth for their company. This destroys the illusion that in order to get more work done, we need to add people. Adding people adds cost and complexity and ultimately makes it harder to get work done.



The truth is, we don't need to get more done. If we only work on activities that improve the three pillars, we will always be getting more done to grow the business than the business can keep up with.

It is also important to note that this exercise is active, which means that you may find yourself in a situation where you are required by law to make changes in your organization that force you to spend time and money to deliver a large project. You can tell yourself that you are running this project because you have no choice.

Or, you can recognize that bringing a bunch of people together to take on mission-based work in your company is a lot of humanity to waste. Most projects feel like the TV series Game of Thrones because people still need to do their day jobs, have been voluntold to work on a project, and are very rarely ever told about the value their efforts working two jobs at the same time will bring to them or the company. But it doesn't need to be that way.

Work initiatives must improve customer satisfaction, team member satisfaction, and/or profitability—none at the expense of the other. Cancel any work that doesn't measurably meet these criteria.

The thing that blows my mind is that these same companies that just accept that projects are going to suck, people aren't going to like it, they are going to complain and escalate the entire time, do everything possible to villainize the project in an attempt to make it go away, are the companies talking about how much it cost to replace an employee, how hard and how much it costs to recruit top talent.

The answer is simple, make sure that all of the work you do improves the three pillars and drives growth for your company, and make sure to constantly thank your team members in public for these outcomes. Make sure that you find a way to deliver every project, even the ones you are forced to take on in a way that improves the three pillars and treat each one of these missions as a team-building exercise.

Because a large project can either run people out of your organization or be a celebration of humanity and success that brings your team members together and gives them yet another reason to stay. Because people love to be on winning teams!

If you are ready to begin rationalizing your work against the three pillars, it's time I introduced you to our Challenge | Opportunity Framework.



Challenge | Opportunity Framework



Before we begin, you can download the Template here.

Just remember, completing a Challenge | Opportunity is zero about filling out the template. The template's job is to serve as a visual prompt to help you think through, and thoroughly explore the questions it contains. And, just like any receptacle, if you fill it with garbage, it has very little value. If you fill it with gold, well...

Let's get started!

In this section, I want to give you the tools to re-rationalize your current work, and ideally cancel 50% of it to focus you and your team's time on the 50% that will measurably improve the 3 pillars. I also want to give you the tools to rationalize all future work before you start it and kill any proposal that you and your team can't measurably justify will improve the three pillars. In an ideal world, the framework I am about to share with you should be used to rationalize current work, and before you put any future work on you or your team's 2x2 Prioritization Matrix.

This approach when used to rationalize future work, will also help you ensure that there is demand for completing the work from your executive stakeholders, the people that will do the work, and the people that will have to adopt new ways of working. So the instructions below are framed for evaluating work that has not yet started, but we are certain once you read through it you will be perfectly capable of using it to re-rationalize what's on your 2x2 today.



From Transactional To Transformational






At 120VC, we hold a fundamental belief that transformational leaders focus exclusively on work that improves customer satisfaction, team member satisfaction, and profitability—collectively known as the three pillars. Our approach helps clients shift from merely increasing their workload to prioritizing tasks that foster genuine growth. This philosophy is not just about doing more work; it's about doing the right work.

When a new client approaches us, 100% of the time they think their project is to deploy a tool, process, or strategy (the what). It could be anything from migrating to the cloud, implementing Diversity, Equity, and Inclusion (DEI), or Digital Transformation. Our job is to determine how their solution will specifically and measurably improve one or more of the three pillars, none at the expense of one of the others (the why).



During the Initial Client Meeting & Challenge | Opportunity Interview we work to clarify the following:

Understanding their Challenge/Opportunity:

-  What change in outcomes are they proposing and how does it drive company vision?
-  Why do they need to make the change and what are the risks of not making it?
-  How will this change impact their organization and community?
-  What are the benefits for the people implementing the change, and those that will need to adopt new ways of working?
-  How does this change measurably improve at least one of the three pillars without compromising one of the others (customer satisfaction, team member satisfaction, and profitability)?

Reactive to Proactive Scale: We assess whether the situation pertains to innovation, prevention, appraisal, or failure, providing clarity on the approach and nature of the activities involved.

- ✔ **Implementation of Innovation Activities:** The enhancement of a Platform (process, tools, or technology) that is currently producing optimal results. Adding necessary/wanted features to a platform that already produces valuable results.
- ✔ **Implementation of Prevention Activities:** Proactively ensure that all Platform (process, tools, or technology) operations/enhancements deliver optimal results.
- ✔ **Elimination of Appraisal Activities:** Reactive effort required to assess, define a solution, and launch a project to eliminate Failure Activities.
- ✔ **Elimination of Failure Activities:** A Platform (process, tools, or technology) that requires unreasonable effort to achieve sub-optimal results. If eliminated in favor of an efficient process, will allow the recapture of time, effort, and the delivery of optimal results.
- ✔ **Evaluating The Story They're Telling Themselves:** To eliminate the Ladder of Inference, we scrutinize the facts, assumptions, and potential next steps to ensure a grounded approach to problem-solving.

Crafting the Proposal (The Initial Challenge | Opportunity)

Armed with insights from the initial meeting, we craft a presentation that aligns the client's request with a business-driven outcome. This involves translating the client's "what" into a tangible "why," demonstrating how the proposed solution addresses the real challenge or opportunity and aligns with at least one of the three pillars.

Examples of Real-World Applications:



Cloud Migration Request: Initially, a client asked us to help them migrate to the cloud (the what). Upon deeper analysis, we discovered their underlying goal was to enable rapid prototyping of digital solutions for medical device patients without the significant lead times and expenses associated with purchasing and setting up the necessary infrastructure. They were essentially seeking on-demand infrastructure capabilities to quickly develop and deploy solutions that improve patient lives, thereby increasing customer satisfaction and profitability (the why). This understanding transformed a simple migration request into a strategic initiative aligned with the three pillars.

The focus of this project went from migrating everything to the cloud to providing Infrastructure on Demand. It would have taken years to migrate everything to the cloud and hosting all their applications would have been insanely expensive. This shift from the ‘what’ to the “why” saved the company tons of money and years’ worth of time. They were able to provide the Infrastructure on Demand services within months, not years.



DEI implementation Request: Another client approached us to incorporate Diversity, Equity, and Inclusion (DEI) into their business model (the what). Through our Challenge | Opportunity Interview, it emerged that the company was grappling with pervasive inappropriate incidents that were devastating team member morale and retention. This situation directly impacts team member satisfaction, customer satisfaction, and profitability. What the client truly needed was to cultivate, hire, and nurture a culture that honors and respects each individual's humanity (the why). Such a culture fosters positive and respectful engagement, which is essential for thriving organizations, thereby improving both customer satisfaction and profitability. To accomplish the why, much more needed to be done than simply integrating DEI practices.





This project shifted from a Diversity Equity and Inclusion rollout to a project focused on “Creating a culture that recognizes and respects each other’s humanity,” which was much more extensive and successful than if they had just rolled out the tools.

And this is where most presentations see the light of day, and where you will stop if you are currently re-rationalizing the objectives on your 2x2. But if this is a brand-new objective most people would take the proposal or Challenge | Opportunity template we have created, present it to their customers, and ask for feedback or buy-in. We have learned to avoid asking for feedback and buy-in after we present our proposals.

Instead, we present our clients with a short, predefined list of questions about their past experiences to help them process what we are proposing against their real-life experiences. If they can see how what we are proposing eliminates the obstacles to success that they have encountered in the past without us pitching, or trying to convince them, we know we are solving a problem they think they have. We know there is demand for the solution we have presented.

For example, in the case of migrating to the cloud, we returned to the client with our interpretation that this was not a lift and shift to the cloud, what their business needed was infrastructure on-demand capability. This capability would enable them to rapidly build and deploy solutions that improve their patient’s lives, increasing customer satisfaction and profitability (the why). We outlined the facts, assumptions, and next steps that we thought would be the most effective way to solve their business problem.

Then, instead of asking for their opinion, their buy-in or feedback.

-  We ask them the experience share questions we prepared before the meeting.
-  Was there a time in recent history when they spent time and money on a transformation initiative to deploy a tool (the what), where adoption suffered and they struggled to get the business outcomes they needed?
-  Was there a time in recent history when they implemented a tool on time and budget, but the project was considered a failure because of employee resistance and low adoption rates?
-  Was there a time in recent history when they sought funding for a tool that they didn't get because their executive team didn't understand the urgency or business problem the tool was meant to solve?

The answers to all of these questions were universally yes, and when they shared the details of each of these recent experiences we learned more about how they operate, their relationships with their leadership, and helped them conclude that the focus of this initiative wasn't a simple migration, it was the implementation of functionality that would improve two out of the three pillars.

We could have tried to push this, convince them, or pitch them, but asking for experience shares and allowing them to process what we were proposing against recent experiences is always more powerful than trying to convince people.

When we were done, it was clear to everyone in the room that there was great demand for the solution we were proposing. In this scenario, all answers to the experience shares were yes, but had they been no, we would have known that the solution we were presenting didn't solve a problem they felt they had. This is also great information. It means we need to ask more questions and get much clearer on the challenge | and opportunity and then present another solution and gather more experience shares. In this way, we are testing for real demand before we start the project.

The Challenge | Opportunity Lifecycle



Once the experience shares prove there is demand, we update the presentation with anything new and valuable we learned from the experience shares, and then present to the next set of stakeholders, continuing to gather experience shares and testing/creating demand.

In total there are four sets of stakeholders we need to involve in the challenge | opportunity lifecycle:

1. The executive sponsors of the initiative
2. The executive stakeholders
3. The functional managers and subject matter experts that will implement the solution, and ...
4. The people in the company that will need to adopt the new ways of working driven by the solution we are implementing.



Finally, how can a solution crafted by just a few executives be as robust as one developed collaboratively by executives, the people implementing the change, and those who will need to adopt new ways of working? It can't!!

The Challenge | Opportunity Lifecycle starts with the Initial Client Meeting & Challenge | Opportunity Interview, or simply having the individual who sees the Challenge | Opportunity and wants to take the initiative to solve it, create a presentation that answers the questions above.

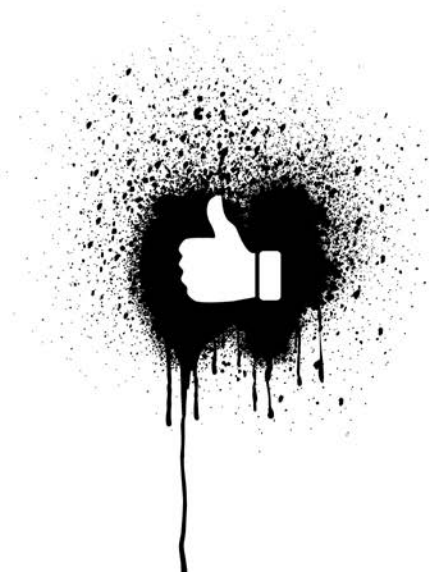
The initial Challenge | Opportunity is then presented to those who are or will be the executive sponsors to determine if there is interest in supporting the work that will go into further rationalizing the project. If the executive sponsors feel the challenge | opportunity solves a problem they think they have, they will give the green light to proceed with the lifecycle.

The Challenge | Opportunity would be successively presented to the remaining executive stakeholders, functional managers,

subject matter experts, and then the people who will adopt new ways of working. New experience-share questions will need to be crafted before each presentation to ensure they are relevant to the audience. After each presentation, the document will be refined to incorporate what was learned from the experience shares to ensure we are rationalizing a project that solves the problems people think they have, and ultimately improves one or more of the three pillars.

In the end, the Final Challenge | Opportunity is presented to the Executive Sponsor with a Go/No Go recommendation. If the recommendation is “Go”, and the executive sponsors give the green light, you will have real-buy in, and will have a definition for a project that everyone involved thinks will drive growth for the company.

What are the odds that it will?





CONCLUSION

THE 5 THINGS MANAGEMENT CONSULTING FIRMS DON'T WANT YOU TO KNOW.

If it isn't obvious at this point, below are the 5 things management consulting firms don't want you to know. Because they can't sell you what's already inside you! Transformational Leaders aren't worried about reacting to the future, because they are 100% focused on creating the future.

1

Getting the outcomes a leader needs starts by building a culture of Discipline, Trust, Transparency & Accountability (the four cornerstones of GSD).

2

There are only three reasons to spend time and money working on things; they must measurably improve customer satisfaction, team member satisfaction, and profitability (the three pillars of business).

3

People don't rise to the level of their goals; they fall to the level of their discipline, and their willingness to be organized and do the work to accomplish their goals.

4

Multitasking makes people crazy! Taking time to reflect, time to think, time to focus, and doing less make you exponentially more productive than working 60-hour weeks, nights, and weekends.

5

There is no dashboard, IT system, or app that will save us or make us wildly successful. We can't throw money at expensive tools that will do the work for us.



BUILD TRANSFORMATIONAL LEADERSHIP TEAMS THAT GET *Shift* DONE.

At 120VC, we specialize in transforming groups of high-potential individuals into single, unified, high-performing teams that accomplish exponentially more as a team than any one of them could individually. We work with departments seen as overhead, cost centers, or SG&A—such as IT, Human Resources, and Marketing — and transform them into dynamic epicenters of growth for their companies.

AECOM



ACTIVISION



okta

TRADER JOE'S



3 WAYS TO WORK WITH 120VC TO TRANSFORM YOUR TEAM & ORGANIZATION

Tap the proven approach that combines leadership performance coaching, training, and new ways of working to transform groups of high-potential individuals into single, unified, high-performing teams that accomplish exponentially more as a team than any one of them could individually.

#1

LEADERSHIP DEVELOPMENT

Shift from “managing people” to building a culture of discipline, trust, transparency & accountability.

#2

LEADERSHIP TEAM DEVELOPMENT

Shift from high-performing individuals to a high-performing leadership team

#3

TRANSFORMATIONAL ORGANIZATION DEVELOPMENT

Shift from cost center to epicenter of growth

Book a complimentary and confidential consultation
with 120VC Founder and CEO J Scott

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