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ACCELERATING ENTREPRENEURIAL SUCCESS PODCAST

EPISODE
90

Shannon Susko

Show Notes at: <http://www.aesnation.com/90>



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Best of success,



John Bowen
Co-founder, AES Nation

John Bowen: As a successful entrepreneur, you're always looking for the inside secrets to really make a big impact. You want to serve your clients well. You want to scale the businesses up, you want to create systems that you deliver tremendous value and build great value for yourself and all your stakeholders. We have a guest that's done just that.

She's a serial entrepreneur at a young age, she's made a big impact. She's going to share some insights that have led to her being one of the best selling authors out there. Stay tuned, you do not want to miss this.

Shannon, Shannon Susko, I am so excited to have you here with me today, you are, I met you at the Abundance 360 conference, you were hanging out with all these super successful individuals that are all telling me how great you are. I bought your book, I've seen all the stuff that you're doing, and I am amazed. First of all, thank you for sharing your time with our fellow entrepreneurs.

Shannon Susko: Thank you, I'm happy to be here.

John: One of the things, Shannon, that I'm so impressed, when everybody's talking about how hard-charging they are and where are they, in Chicago, and New York. Madrid, London, all over the world, and you said "Jeez, I'm at Whistler." I love skiing, I'm passionate, it's one of my favorite spots in the world. I go "How do you do all this?"

Before we go to all these great insights, I'd like to hear some of the back story, Shannon, of how you got where you are today, because you've had some successful businesses go full cycle, you've been one of the best selling authors out there in an area of business that is extremely competitive. Did you wake up at 4 years old and say "This is what I'm going to do," how did it all come together?

Shannon: I think it was more like I woke up when I was 18 and when "I need to live in Whistler, British Columbia, but I need to live there, and not be a traditional ski bum." I figured there was lots of other people who might want to build not one but two organizations with me. Share the same core values, and really want to work hard and play hard. That's been overdone. Being here, we were able to find it, and quite thankfully, the internet was at a point where we could pull that off. Not only build a payment processing company, but a compliance company for dealers as well out of Whistler.

John: That's amazing. What were some of the challenges that you found, Shannon? I know you're going to have a lot of jealous entrepreneurs, going "I'm somewhere where I'm not really sure where I want to be," and if they've been to Whistler, it's hard not to like it whether it's winter or summer, whatever season it is. I was surprised, I did have to go back in your book:

did she build the businesses there or did you move there? I was thinking, and no, you built there.

Shannon: Yeah, no, we built the first business here up to 100 people. Some of the biggest challenges we had was actually finding space to build the business. There was a little industrial park south of Whistler, about 10 kilometers, it is in Whistler. We started taking up little pieces of office space, so much so that we had our own campus in that area. All the cafes in that area kept telling me "We're having record months. We keep having record months," and I was like "So are we, and we keep growing."

The other challenge that we've had, interestingly enough, is because Whistler is a service town, we're a tourist town. It was a crazy time to find just beds for people to sleep in. As we grew, we had to pre go out and find the housing. I was at a huge crunch time, and quite frankly, I think Whistler and the municipality of Whistler, we didn't quite fit into their plan. We took quite a bit of heat in the media over it for a period of time until people realized that we are a year round business and here to stay. We stay for 10 years.

John: It's really powerful. As you did these businesses, Shannon, you've learned a lot of lessons. You're a young woman, a very talented woman. There aren't that many talented young women that are entrepreneurs that have gone full cycle on a couple of businesses, written a best-selling book on the experience and all the lessons learned. How did that come together, that you wanted to not only build the businesses, but sharing it with other fellow entrepreneurs?

Shannon: Building a business was one of those great challenges, finding a team of people. I was very lucky to have more than half the team come with me the second time around. We found a formula that worked. Now, writing the book was a huge accomplishment, it was one of those bucket list, check. I think I learned more in that year than probably all of the 15, 16, 17 years before that, because I had to get inside of my head and out of my head to write it down in a way that people would understand.

My core purpose today is to help other CEOs, predominantly, grow personally and professionally. As a CEO for the 17 years prior to that, it was to help others grow, personally and professionally. That's what a CEO is there to do.

John: Help me out with, really the book. This is all the lessons learned, and you're now taking it and sharing it with other CEO's, both in your publications as well as your coaching business, and again, there's so many great insights that you have throughout all the experience that you've had. You've done a great job of communicating it, but I looked at the title the first time. The Metronome Effect. Not The Butterfly Effect, The Metronome Effect. I was thinking "I do

use a metronome for exercise, because I try to get the rhythm, and so on," not very musically talented, but for exercise, I use it.

I'm thinking "Well jeez, maybe that's what she's talking about," and this is obviously before just having met you, I didn't know what it was. Why don't you tell everybody what is The Metronome Effect?

Shannon: The Metronome Effect is my account of learning how to grow, not one business, not two, three, actually four businesses. Using a methodology as the leader of the organization and quite frankly, the whole team in setting a rhythm to grow the business. When we set out to build our first business, we started it in 1995 on the edge of the bubble years. If you're not tech focused, it doesn't really matter. The edge of the bubble years was a high growth time. We had some good ideas and people got behind them and financed them.

Quite frankly, the first 5 years of that business, we probably made every mistake you could possibly could. We finally found payment processing at the time where it was at the right time, lucky. At the right time and we knew it, but we wanted to take advantage of it. At that time, I call it controlled chaos, or maybe just, it was chaos. We went from 4 to 100 people that year, and I was on the road about 95% of my time. We hired all those people and made a ton of mistakes, and it was obvious what those mistakes were, and it was on me. I wasn't clear on my core values.

Any time I had a chance, maybe I was in the office and I got to speak to whoever we were hiring, we got it right more than not. My team finally said "What do you ask these people?" I said "I'm really just assessing whether I can gloat or have a coffee, lunch, a beer with them, because I'm going to spend a lot of time with them. They're going to be in our organization, we're going to work all day together, I want to make sure they have the same core values."

That's really obvious, quite frankly. That's Jim Collins, that's from eons ago. As a young entrepreneur, you don't know what you don't know. We then spent a lot of time creating what our core values were, not even creating them, communicating them to the whole team. At the same time, I was very pleased and very lucky to meet Vern Harnish. He was moderating a leadership forum, and I was one of the participants. He kept throwing out things that came out of the Rockefeller Habits, which is now Scaling Up, and he kept throwing out "We should handle that in a huddle," or "What's your BHAG," which is from Jim Collins as well. "What does your one page plan look like?" All these things, and by the end of that three day conference, I said "I need to know more about this."

At the time I met Vern, just to put it in full perspective, I was reading 4 business books a week, looking for the silver bullet to solve our growth issue. It was a good issue, but we weren't doing it well. I wanted to do it in a way that we could enjoy Whistler, quite frankly. Live a life,

have fun at work, and enjoy leaving work. Meeting Vern and sharing that with me, I then literally emailed him once a month for twelve months. I asked him "What do I do next?" He would tell me "Do this," and "What do I do next," and "What do I do next?"

For twelve months, and this is before Vern's book, *The Rockefeller Habits*, so he couldn't read the book. We were I think getting chapter by chapter by Vern, quite frankly. We would implement it. We were so desperate for change that we would implement it as a leadership team and as a team. We didn't tell anyone we were implementing any methodology, or the latest and greatest thing the CEO found. It was just "We're trying to get better. Let's practice at getting better."

We did it, and within 24 months, we had a rhythm with inner organization that allowed us not only to execute 90 days, 12 months, we could set out our 3 year goals. We knew how to get there strategically, we had our tenure BHAG laid down, and we actually knew we had a very strong culture, and we lived it every day.

It sounds so simple, looking back on it, but when you're in the weeds and you're trying to execute and grow your business, the best thing any CEO can do (or any leadership can do) is get outside of the weeds, get away from the weeds. Look in on the company and look at it from a perspective of "How am I going to grow this? What's happening outside, what's happening inside? How? Are my customers taking on what we have? What matters to them?" All those things, but this is how we got to the point, we created this methodology.

John: This is so good. I want to just stop for a second here, Shannon, because what I love, is I'm a guy who reads an awful lot of books too. I have a bunch back there, I just looked on my Kindle, I have 425 books. I know you know that kind of effect too. What I loved, I haven't read the full book, I told you before we started the interview, but I did start the intro. What I loved, right in the beginning, what you've done is you were on this journey to find answers like many of your fellow entrepreneurs. I know certainly me, and my guests, you, out there too. What you've done is you've created a framework of some of the best people.

Vern, I'm doing a number of things with Vern, and love his work. I like the book even more, *Scaling Up* now. We're either going to have him on a podcast or one of my webinars, but Vern's speaking in October at one of my big events, and great guy. There's a lot of books that are sold that are never put into action. Before we go into getting all the rhythm in your book, how did you get the team along with you? It's one thing for you to fire off an email to Vern. It's another to come back and get the 4 to 400, depending on what time to go on the journey with you. How'd you do that?

Shannon: I think the biggest thing is we were desperate for change. We all knew that we needed to do something different. If we're going to have a consistent communication rhythm,

that we are all going to say the same thing, whether I was there or not. We had to do something different, and so part of it was we had a really young team. Average age of our team in the beginning was my age, which was 29 or something like that. Maybe, if that.

There was no naysayers, there was no traditional or nontraditional. This was just "We have to figure out how to grow this company really fast, and we've got to figure it out because we have so much cash, and we want to continue to have that fuel to drive our business." One of the biggest things I've learned after the fact is every time you hit 10 people, 25 people, 100 people plus, there's this valley of death. Vern talks about it in *Scaling Up* that you want to miss. You want to make it like the bunny hill. You don't want to make it very steep and you want to drive through it, holding your culture and your team. My team was very committed, that was one thing we had.

When we thought about the trust at the table, the way that we could have some really strong discussions. We just wanted to make sure we were having the right discussions, setting the right goals, committing to them, and then driving towards the results. It was really a testament of that whole team, but that team also shared very strongly my core values. I did get that team right at that time. I might not have gotten everybody right at that time, but I definitely got that team right. We were all committed to grow it. We knew the more we grew it, the longer we got to stay in Whistler and the more ski seasons we got, quite frankly.

John: A little mountain biking on the side too, probably. That's great. You took it and you're working with Vern, and you read all these books. Tell me, I'm going to put it up on the screen, the house that you built out of all of this. Let me do that. This is, I just did a quick out of your book, I did a quick JPEG to show it and *The Metronome Effect*, I've got it on the screen. If you're on the audio podcast obviously you can't see it, you can go to the show notes, you'll be able to see it there. A better way would be to just buy the book.

Tell me how, because I what I love is you've gone ahead and you've got the leadership, classic is leadership at the bottom, you've got the team at the top. The roof, you got the leaders at the foundation. I see the 10 years BHAGs, big hairy audacious goals. You're building, you've got all the systems, and you've got a really nice rhythm illustrated there about executing plans, monthly, quarterly. You've been talking about that, this is something that so many publishes when they're 85 or so.

Shannon: We came up with that house, because I think of when I started telling you how did this all happen, it happened, it started with me being more self-aware. I was a really young leader, and you can have a lot of audacity as a young leader. It got to the point where I had to be as self-aware and as transparent as possible. I could not have been the smartest person in the room, I needed to ensure I had the best people. That's one of the barriers to growth, when the leader remains the smartest person in the room.

A lot of my reading was to do without way back. The leader became the foundation. I was able to track a great team to Whistler. I loved it. They loved us, we're a huge family. I had to be very clear on why we were creating the organization. The core purpose of our organization was to create an organization that others would value, shareholders, but the team as well.

From a core value perspective, being the next layer of that house in that foundation, is I'd be very clear on my own core values. My core values happy to come work, happy to leave. Hungry enough to want to make a difference every day, and humble enough to want to learn every day. That became, that was our core values. You absolutely have to have those two things, core purpose, core values, makes up the culture. Makes up how we're going to live and die every day. We had to ensure we were recognizing people for that.

As the story goes, you read a ton of books, you come across Good To Great, and Jim Collins and Built To Last, and you got to love the big hairy audacious goal. It's the goal that you set out that is your dream. You don't have to know how to get there, but you've got to set it out and tell everybody.

I remember telling everybody our big hair audacious goal, being four people in Whistler, British Columbia, in Function Junction. Come on. We're going to need a global payment processor. Everyone's like "Yeah, that's really nice." "No no, we are, and we're not going to be an e-commerce payment processor. We're going to be a face to face, we're going to be in restaurants and hotels and shoe stores." "That's really nice."

I remember some of the banks I worked with at that time, and we were integrating and they basically patted me on the head and said "That's really nice, but can you help us now?" "Of course we'll help you now." The two sides of the house, where they came from, if we have that as foundation. People join our team believing the BHAG, believing why we exist, and having the core values. On the one side, the one wall of the house is a cohesive team, and everything I learned there quite frankly, came from Pat Lencioni. I think I've read every book he had, I'm pretty sure I was a groupie, at the same time I was probably a groupie with Vern. I just wanted to learn everything I possibly could as fast as I could to learn how do we create this cohesive team? Not only at the leadership, but our larger team?

We actually before the 5 Dysfunctions of a Team came out, we used The 5 Temptations of a CEO, and that was, I think Pat's first book. Nice fast book, take the train ride, we all did, and we all had to say what our biggest temptation was. Mine was accountability over popularity, hence why I was on this journey. I had to have my team 100% accountable and believing in the whole thing.

We started working this in. We didn't just do a workshop, we worked it into our rhythm. As much as we were focusing on our culture, day in and day out, we were focusing now on our

cohesiveness. Sounds ridiculous, because a lot of people don't do it that way, but we thought it was a way to win. We didn't, nobody was telling us right or wrong, traditional or not traditional, so we carried on.

We came across, and looked at we need a repeatable process, the other wall, for our team. We called it a human system. So unhuman, quite frankly. As unhuman as it gets, but we knew that people want to know, and they expect in a certain way you're going to be treated in an organization, from all the way how you can recruit, to hire, to board, to coach, keep, reward, and we wanted the best. We wanted A players. We powered that with top grading. We again learned all that methodology, and we put it into the rhythm that we already had going. We learned rhythm, quite frankly, from Vern, but we took all these other thought leader's tools and worked them into one rhythm, hence why at the very top of the house, we have leaders.

Myself and my executive team would sandwich this. It doesn't really matter what we did in the house as long as we had these fundamental pieces in place. In the house, I'll go to the top of the house in a minute, we have a never-ending cycle of looking at our strategy. We have our BHAG, we're looking 3 years out. 3 years out, we have to know how to get there. We have to frame it, we have to know what our differentiating actions are, we have to say our strategy in a phrase. We have to know what our secret sauce is, and we need to know what matters to our customer, what we're going to be known for, and why they're going to buy from us.

A lot of people create their strategy, put it on the shelf, look at it next year. We looked at it every week, every month, every 90 days, basically, and built a plan. On the execution side, and this is a piece as I said earlier, Vern said something about a huddle. As you learn this, this is the leader setting the rhythm. You decide how often you want to communicate with your team, and in this particular effect that we found is we met every day. Modern traditional companies said that's outrageous, I cannot meet every day. There's no way.

The more we met, the less time we spent trying to find one another, communicate one another, and quite frankly putting this in place where we huddled everyday. Had a weekly, had a monthly, had a quarterly, had an annual meeting. It is that simple. As long as you're focused on where you're going, the one page plan that Vern put together, that's the core tool.

We stayed focused on it, and we were able to keep this rhythm running. Though, as a leader, if you waver on that rhythm, the whole team is on the end, it's the ripple effect. Then they start to lose, actually, they'll lose confidence in that rhythm. As a leader you got to be disciplined. If you set it out, you set it out and run the rhythm for 30 days. You check "Is this working?" Every 30 days, I'd check on the team, "How's this work? Do you like this agenda? Should we change the time? Should we make it longer, shorter?" We were actually planning the effect of this metronome. How fast do we beat, but we're all beating together?

The team's at the very top of the house. The team is everything that's going on in, we need their feedback. It's this constant, I show it as round and round we go, but without the team, then nothing matters. We had to ensure the team would say the exact same thing as I would, and by ensuring the leadership team was this focused within a rhythm and communicating, we then had the leaders implement the same thing with the team. Through that, I think about the two acquisitions of my organizations where the inquirer is doing the typical "I'm going to have three due diligence rooms going at once," and so I can't be in all the rooms, it didn't matter to me. I knew the team would say the exact same thing I would say. That's the confidence I had in them.

John: Shannon, I got to tell you, I've worked with a lot of entrepreneurs and you have this clear system of someone who is using it during the process. A lot of times, they have good systems after. They forgot all the mess they were in during the business side. I want to encourage everyone, this is a powerful methodology. Whatever methodology you use as an entrepreneur, you've got to have, I've always thought of it, Shannon, as a framework. I've been big on creating framework to make things happen.

The metronome, better, because it's one thing to have the framework, but then capturing the rhythm, I think, is a big part and I never heard that before meeting you, and that's such an important thing.

Shannon: That's the biggest thing why I wanted to write the book, is a lot of us, we all do it. We all go to different conferences. We all learn from some of the best people out there, but we come back, and what we learned, whatever their methodology was or the framework to solve one of our issues. Vern coins it really well, right? People, cash, execution, strategy. Everyone's making those decisions, and there's so many different frameworks that play in all those areas.

We wanted to go "Yeah, we love top grading. That's the methodology you like? How do we make it work within our rhythm and quite frankly, how do we tie it back to ensure that top grading is all about getting a scorecard." Getting A players, but having a scorecard when they join. We wanted to take that scorecard and turn it into an individual's one page plan and tie it back to Vern's work. We thought every time, we learned anew, and I can go on and on and on what all the different authors that contributed, but we can pull out a tool and put it into our strategic rhythm. I learned that two years ago, I had already exited my second business, but I used that regularly within this rhythm when I work with other CEOs today, because it's one of those tools.

John: I think it's so crazy, this is one of the reasons why I started AESNATION.com, is to create a virtual mastermind of talented individuals like yourself, Shannon. Business is too hard to try and do it on your own. It's too hard when you're all in the weeds as you're saying,

too, that reaching outside, people that walk the path before successfully, and sharing, and talk about inexpensive ways. Buying a kindle book for 10 dollars, or 15 dollars, or whatever. This is such a great investment of time and energy, it really makes a difference.

I want to change a little bit, I want to go to the next segment which is what we call the Book of the Dead. I'd like you to talk about how you've organized a book so that the entrepreneurs can do it. Let me put up on the screen, I'm going to put up the book itself on Amazon, tell us a little bit about how they can use it effectively. I was thinking also you have a resource website too, with some downloads and tools that are available that we can make sure everybody has.

Shannon: I organized the book, that lines up with the house. Starting out with leadership and being self-awareness and it lines up with the journey that we found ourselves on. Working through it, we start with the leader, then we're working through knowing where we want to go. From the strategic piece, there's a good few sections on looking externally into the environment. There's a tool that we coined the mop. It's a tool that we came up with, I think we're all engineers of the time, and we had to draw our marketplace. I do this with all my companies that I work with today, and people go "Oh, it's so simple. We draw the outside."

We also took one of Vern's tools, which is the cash conversion cycle tool, and a lot of people think the finance teams should own that, but we drew it as a process map internally. We're looking for things, we needed to get to know ourselves, then we need to get to know our marketplace, then we needed to get to know our business, and then we needed to lay out our strategy.

That's the next section of the book is laying out our three year strategy and working through that and being succinct. Taking something very complex and making it clear and simple.

From there, within it, we definitely in the book, we're going left to right of Vern's one page strategic plan, and the next section is getting really clear on execution, so not only what you're going to do, who is going to do it, and then ensuring there is some really strong metrics to know that if we write these down and keep looking at them day in and day out, it will happen. We go to 90 days, we go to individually 90 days, and then we go all the way down to 30 days, and a lot of people think that stepping through that is a huge task. We wrote the book in a way that you can read it front to back, and then go back in and pick where you believe in your organization where you might have the biggest challenge of the day.

In each chapter is key actions as well as resources. As an entrepreneur and as a team, we used tons of thought leaders, and we thought "Why not put it down into one place and then have entrepreneurs be able check in and check out along the way as they're building their company?" We definitely did that as well.

John: One of the things I really like is you gave attribution to everyone. You put the organization together in the book, and it's easy to use. How did Vern feel about, what was the response when he saw what you're doing?

Shannon: Vern's response was great. I can remember the day he texted me and he goes "I'm getting on a plane, I'm going to read your book." I think he was probably the second person to read the book. For that morning, or until I heard back from him, it was probably about eight hours later, I heard back from him. I was so happy that he loved it, loved it enough to write the foreword on the book, and I was really pleased. He was either going to love it or not love it.

John: Vern is the kind of guy to tell you that he doesn't love, too.

Shannon: Exactly. I was prepared for that transparency. Quite frankly, I don't even know if he knew what we had really done. He was the trigger that drove it all, and not only we did this in two of my own companies that I co founded with my team, but we also did it within the companies who required my companies adopted this framework. I got to do it four times. Two, I led it as a CEO, and two, I led as an executive vice president on the team. I didn't know if he knew the whole story, and it was fun for him to read it. I knew quite frankly I knew what he thought about it when he got off the plane, but I was really pleased that he liked it, and I love what he wrote about it.

John: It's great and one of the things I think, now, that you're a coach too, one of the favorite parts for Vern, myself, for you I'm sure is seeing someone execute and get the results they want are beyond. There's nothing more exciting than to see that happen.

Shannon: John, it's been super fun, because when I exited, when I got released, I had a two and a half year contract with a second acquisition. I got released, and I committed that I would certify as a Gazelles Coach, in Vern's coaching organization. I did that about two years even before, I think after I sold the company. I had to do the whole oral exams, you do a written exam, you have to do a whole lot of work to get certified there, and my biggest challenge in that was not understanding the tools (because I certainly did), but there's a lot of great stories out there of all these tools in play, and I had to learn those signature stories. I couldn't use my own stories in it, so that was always one of the tougher things, I was really glad I learned those stories, but that was my studying. It wasn't how it all worked, or why did we do these things, so I really appreciated that opportunity and being a part of that community.

John: Definitely, and I know they did as well. Let's go to the next segment. This is the application of the day. Shannon, what's one of the applications that you use that you'd like to share with your fellow entrepreneurs?

Shannon: My favorite app as an entrepreneur, and I think just as living life these days, is CamScanner Pro. CamScanner Pro turns your phone into a scanner anywhere, and it turns it into a PDF, and quite frankly, being on the road and all over the place as we all are, there's nothing better. We don't use fax machines anymore, thank goodness. The CamScanner allows me to ski more.

John: We're joking, and we can use it, I'm going to download it right away, but I won't use it in the chair left type way.

Shannon: You couldn't? You can? No.

John: I'm afraid that I would get the arm and it would show and it doesn't look quite as professional here.

Shannon: A little snowy.

John: Yes. No. Let's go to now that you're no longer working with your team building these businesses that you have but you're actually helping your other entrepreneurs. I want to go to this last section which is resources. Shannon, what's available on your website, let me pull that up here. What's available and what are you doing now, and if somebody wants to reach out to you, how do they do that?

Shannon: I'll start with what I do now. I spend my time focusing on coaching CEOs and their executive teams. They're all wanting to grow, they're five million and up. They're all wanting to triple in three years, they want to triple the size of the company. They want to use this framework, they bring me in to help themselves, the CEO, grow up but also the team, so that's one thing.

Second thing is I also work and teach a growth strategy program. Five modules throughout the years based on the metronome effect and all the different thought leaders within that, that's been a huge amount of fun.

The third thing is I love going different places speaking. I've been having a ball sharing this with a lot of different audiences all over the world. This year, just in three months, I've been literally all over the world, so that's been a whole lot of fun.

From a resource perspective, ShannonSusko.com, we laid out every chapter. There's tools, there's different things to download, whether it's the host diagram, but we tried to make it as useful as possible. As entrepreneurs, we don't want to spend a lot of time recreating these things. We want to take the tool and use it, and I wanted to make it as practical as possible.

I have to say one other site that has a lot of good tools on it, and you know it, but the ScalingUp.com website has a lot of good tools. That's where you'll find the one page plan and some other tools that we use. I make good reference in my site to that site.

John: This has been great, Shannon, and I really appreciate it. Let me go my key takeaways from this, here.

There are so many. I do have a full page, notes and so on. The part that really jumps out at me, I think one, the leadership, and how you use leadership, and the metronome. The leader is not only responsible for leading but it's setting that rhythm, and that's been so powerful.

The second, I'm going to call it framework, because you've already done the house. I was so encouraged, and I've done it, but not as well as you. I'm going to have to become a little bit more organized on this, but taking all these great entrepreneurs, fellow entrepreneurs and gurus, and bringing together, when you had an area you needed to build out to have that complete house, that framework to really grow your businesses the way you have. It's amazing.

You have leadership, framework, and then the third is, I tell you, what I love most is executing for results, and you are doing it. It's inspiring, and I'm going to encourage everybody out there, go to Shannon's website. All the notes will be at AESNATION.com, our transcription, the show notes, all the links to everything we talked about.

If you want to get results like even close to what Shannon had, read her book, take the transcript, mark off the things, execute execute execute. If you really wanted to, reach out and contact Shannon as a coach, because she's phenomenal.

Shannon, thanks again.

Shannon: Thank you.

John: For all you out there, your clients, your future clients, your future strategic partners, they're counting on you. Don't let them down. Go out and execute and make a difference. Wish you the best of success.

Shannon: Thank you.

A Second Opinion on Your Finances

A Complimentary Service from Financial Advisor Select for the Members of AES Nation

Dear Fellow Entrepreneur,

Like many members of AESNation, I'm a serial entrepreneur. In addition to co-founding AESNation, I'm the founder and CEO of Financial Advisor Select, a firm dedicated to helping successful people make informed financial decisions by introducing them to top financial advisors.

If you're like many successful entrepreneurs, you and your family already have a relationship with a financial advisor. You may even work with several financial advisors. If you are completely satisfied with these relationships and confident that your finances are on track toward helping you achieve all that is most important to you, we congratulate you.

However, you may not be entirely satisfied. You may be wondering if there's a financial advisor who is better-suited to address your family's very specific financial challenges. If so, you are not alone. In today's uncertain economic climate, many successful entrepreneurs are wondering if they have the right financial advisor.

To help you find out if you are currently being served well, Financial Advisor Select is offering a complimentary second-opinion service to all qualified members of AES Nation. Simply [contact us](#) to schedule an exploratory call with one of our personal financial concierges. We will introduce you to a financial advisor who we believe has the ability to address your particular needs. The financial advisor will then meet with you and provide you with a second opinion on your finances. There is absolutely no cost or obligation to you.

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Best of success,



John Bowen
Founder and CEO
Financial Advisor Select