

Part Two: Building the Business Engine

In this section we will describe the key people that create a powerful team that can really grow your business:

- 1) The Trailblazer - a visionary and a go-getter, good at building the brand, creating and leading teams.
- 2) The Dealmaker - drives sales, does the deals and takes care of customers and repeat business.
- 3) The Specialist – detail oriented, tactically looks at how to achieve goals, responsible for areas within their own expertise.
- 4) The Doer – getting the job done however large or small. Producing results and satisfying the customer every time.

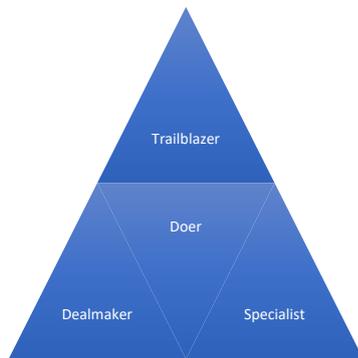
Chapter 6: The Business Engine

"My model for business is The Beatles. They were four guys who kept each other's kind of negative tendencies in check. They balanced each other and the total was greater than the sum of the parts. That's how I see business. Great things in business are never done by one person, they're done by a team of people."

Steve Jobs

Three key roles – Trailblazer, Dealmaker and Specialist – interact together and are interdependent with each other in the Business Engine. The fourth role – Doers – are at the heart of the business and vital to the success of any venture.

Fig. 5



The Business Engine – it is all about the roles in an organisation which play to people’s strengths for dynamic interaction and performance.

The Business Engine

The diagram of the business engine is, once again, in the shape of a triangle. This is a very simple, visual, and effective way of thinking about the three cornerstones of your business. Populating your business with, what we identify as, Trailblazers, Dealmakers and Specialists ensures that you are covering all major areas of the business. When you recognise the power of having a business engine, and then build it, your business is ready to grow in a sustainable and faster way.

As an entrepreneur you will probably identify with one of the three cornerstone positions; are you a Trailblazer, Dealmaker or Specialist? Or are you a Doer? Whichever role you naturally fit in to, set yourself the task of filling the other responsibilities in the triangle.

- A Trailblazer will give you the vision.
- The Dealmaker will do the deals and take everything to market.
- The Specialist will think tactically and build your systems and processes to create the results you want.

No matter which role in the business engine you identify with it will always start with you - the entrepreneur. What do you excel at, what are your natural skills and abilities, what are you passionate about? When you are clear on your own strengths, and understand your intrinsic role in the business, then you are in a good position to fill the missing functions. You might already have people in your team who just need moving around, including yourself, so that each person is in their natural flow and brings their energy to your business. You may, for example, be working as a Specialist and yet your style, drive and energy is that of a Dealmaker. You might currently fulfil the role of a Trailblazer when actually you excel as a

Specialist or Dealmaker. As an entrepreneur running your business, it's about you recognising where you, and others, fit within your business engine. As your business idea grows, be prepared to replace yourself if necessary, leaving you free to excel, shine and thrive as the business owner.

Part of the process of selecting your team is very much based on the foundations of the Trust Triangle that we set out in Part One of this book. Once you have your three key people in place and the team is working in flow, driven by their abilities whilst utilising their individual skills and capabilities, trust flows. This includes Doers at the heart of the business engine. Therefore, the whole business engine is based on trust; everyone can be who they truly are, knowing that no offence will be taken at decisions or actions made because each person accepts everyone else. Remember, everyone is different including their traits. A team made of different people with complementary expertise becomes a strong team.

As an example; within Sheila's business engine we automatically know - without any discussion needed – which team members' skills fulfil which roles. This eliminates any superfluous conversation and decision making about who is best suited to do what is required. We flow together well because we each know our own strengths, and, just as importantly, the strengths of the others in the business engine.

Find the Gap and Fill It

- 1) Finding the right gap for you in your business engine is about identifying where you naturally fit in, what genuinely suits your characteristics, your skills and your abilities. Alternatively, you might think about which type of business fits you, your flow and your passion; or you may spot a role within an existing business in which you can thrive.
- 2) As an entrepreneur, know that it is always good to surround yourself with people who excel in the areas where you're lacking.
- 3) Attracting the right business partners is knowing which roles in your business engine are available, and especially knowing who naturally excels in the areas you are looking to fill.
- 4) Integrating others into your team allows you to work on the business rather than in the business so that you can focus on the more high level strategic development plan. Achieve this and you'll operate with the confidence that the business is growing without the need for you be too involved in the detail.

Having selected an opportunity which suits your personality, skills and strengths, you'll be in a good position to recruit the right people to surround yourself with. That could be Trailblazers, Dealmakers, Specialists, or at the centre of the business engine, the Doers. As you build your engine, the aim is that each person is responsible for their own area of expertise. One person doing one thing, as opposed to one person doing everything.

Occasionally it is good to acknowledge that other people can perform better in particular functions than we do ourselves, thus allowing those people to fulfil specific

roles in the business even more naturally than we do. Sometimes it's wise to step out of the role in which we excel and bring in somebody else who can out-perform us.

Building a team moves the business forward. Playing to people's natural strengths means 1+1+1 equals more than three, allowing each person to shine in their distinct role. Action, and doing what matters most makes all the difference to a business, which is why the business engine is comprised of a Trailblazer, a Dealmaker, and a Specialist and has an abundance of Doers at its heart.

In the following chapters we will explain each cornerstone of the business engine in more detail which, in turn, sets the foundation for Part Three – Creating wealth through business and investments.