



The School of  
Entrepreneurship

WHAT IS YOUR FAVORITE SOE EXERCISE?

# COURSE CATALOG

shooting priceless visioneering  
growing  
visual  
ambition  
buildinghire  
goals  
personal  
break  
winning  
hot foreman  
moments  
diamondutter  
businessmachinepro-m  
getrichquick  
wow  
transition  
truth  
pro  
famous  
machine  
even  
blocks  
dream  
perfect  
prom

A moments insight is sometimes worth a lifetime experience. Our wisdom is as much illusions lost as knowledge gained.



- LEADERSHIP
- PERSONAL GROWTH
- MANAGEMENT
- SALES
- MARKETING
- APPOINTMENT CENTER
- ACCOUNTING
- RECRUITING
- SERVICE
- PRODUCTION
- CLASS DESCRIPTIONS**



# LEADERSHIP CLASSES

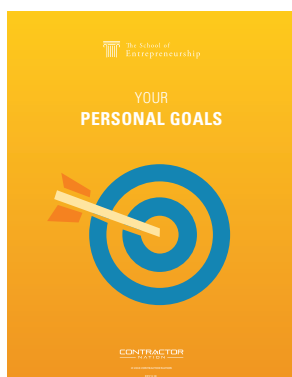


## Benchmarking

This class gets you to examine the thinking and actions that got you to where you are today. It's a great getting started video to establish where you are today and will be very helpful to look back on as you become a new person during your journey through the rest of the School.

There is only one time you can truly "benchmark" your thinking and problems so that you can compare your future self to your old self – and that is right at the beginning. There is lots of great conversation in the video series.

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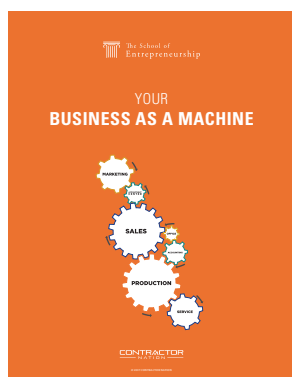


## Personal Goals

Only a business that allows its creator to accomplish their personal goals can be considered successful by them. Before you get to building your dream business, clarify what you want as a result first. Don't be fooled by the simplicity of the title. Personal goals never go out of style. What do you want out of your business? Who do you want to become because of it?

This exercise features a timeline to fill out that may stun you. In the video series Larry delivers personally engaging conversation to stimulate your thoughts and help you clarify what you really want by building, owning, and operating your business for yourself and your family.

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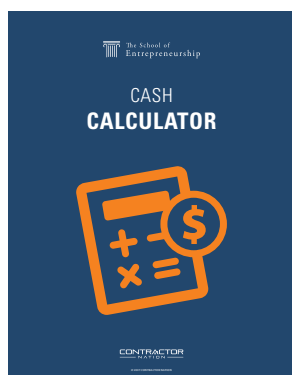


## Your Business as a Machine

Larry has a unique ability to shine a light on important ideas while keeping them simple. This is the "functional model" for building, running, and scaling your business. Once you understand the Business Machine, you will easily see what areas of your business need to be worked on.

The Business Machine is a way of thinking about your business that you will use throughout your journey in the School and beyond. It will forever change your thinking and ability to understand what needs to be done next.

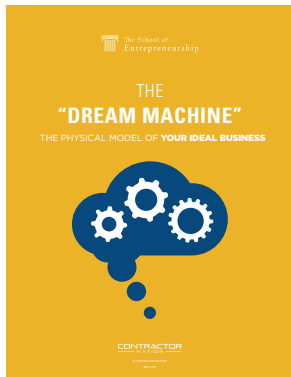
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## Cash Calculator

The Business Machine is your functional model, but the Cash Calculator is your financial model. The Cash Calculator will open your eyes to how your business makes, or fails to make, money, and will also help you discover how to grow and fix it. It will be used to set goals from here on out.

This class includes fascinating and eye-opening exercises you will love to play with in order to map out your exciting future. Many contractors work hard and never make any money or grow, always wondering how the big guys are doing it. The Cash Calculator will help you see why they succeed, and then help you to emulate their success.



## Your Dream Machine

The last of the three models you will use, the Dream Machine, is your functional model for your business. Once you set Cash Calculator goals you can then see what physical assets you will need to make it come true, including the facility, vehicles, people, shop space, office space, and more. By clarifying where you are going and what it is going to look like when you get there, you can bridge the gap far faster.

This exercise has you actually drawing out what your business looks like when you have accomplished your goals.



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## Your Spread

This is a financial indicator that is very telling and very easy to measure. You can think of it as your business's "financial health thermometer." With one simple number you can measure each month to see if your business is making progress or going backwards financially. If you measure it you will be a more informed leader since you can see trouble coming before it arrives and thus make better decisions to eliminate it.

Larry has been measuring his Spread for 14 years and shows you how he uses it to stay out of trouble, make better decisions, and sleep better at night. The bathtub graphic makes it easy to understand what is going on now and what will happen soon. Included is a chart on the School of Entrepreneurship home page to fill out each month.



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## Working on Your Business

In this class, we start addressing the key idea in the School, the idea that a leader needs to be doing the right work to grow their business. While most get started working in the business doing a job inside your company, the longer you stay there the longer your business's real growth will be delayed.

Understanding a leader's real job in the business is critical. This isn't the only SOE exercise that addresses this issue, but it's a solid start.



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## Building Competent Managers

If you want to grow beyond self-employment with a few helpers, and remove yourself from the slavery that your business can impose on you, then you're going to need some help. The more help you get the bigger you can grow your business and the fewer headaches you'll have.

Getting key managers to form the central "gears" of the business machine is the key to growing and reducing the number of phone calls, problems, and "stuff" that comes your way each day. It's possible to get managers to run your business because many like you have done it. Once you get good managers in place then you can focus on doing your job as a leader.



### Rallying the Team

No matter how many employees you have, 4, 24, or 104, you need to make sure everyone knows what's going on and are going in the same direction. Getting everyone together for a "rally" once a quarter, more or less, is a good way to do that and will create excitement and forward motion – if you do it right.

Many business owners have turned things around with one rally meeting done right. Learn how with this exercise.

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### Removing Constraints

Sometimes it's not what you need to add that will make things better – it's what you need to take away. When there are human or physical obstacles to your growth you have to remove them. Like taking your foot off the brake, your business can launch forward if you remove constraints to your growth and progress. If you don't remove them then you can add ideas and take actions meant to grow the company but they will have little effect.

What kind of constraints? You'd be surprised. See what other contractors have discovered and learn from them in this class. When you see things for what they are and face the brutal facts, you can take the right actions and make this year very different from last year.

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### Say NO to be Better at YES!

The number one problem for leaders is "I don't have time". This exercise will help you clear out more time for what is most important now by learning to say no. Too many business owners get involved in too many things, taking time away from their own business and personal lives. This exercise is short but important.

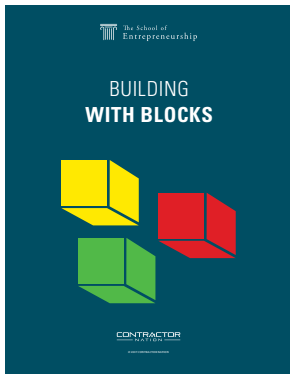
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### Visioneering

What if there was just one thing you could do to hire more of the right people, guide the people you have to better performance, align everyone on your team, and to instruct the way they behave? Visioneering guides you through the process of creating your own company's "Vision, Mission, and Values".

Not quite sure you understand the differences between Vision, Mission, Purpose, Goals, and Values? This exercise makes it clear. Once you understand the differences then your team can too. Clear and short Vision, Mission and Values are a management tool, a recruiting tool, and a marketing tool.



### **Building with Blocks**

One of the key ideas you'll come back to over and over again while running your business, Building with Blocks looks at balancing what is going on in lead generation, sales, and production in your company.

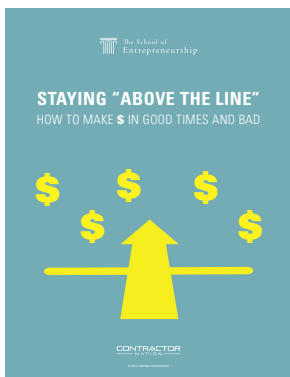
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### **Editor-in-Chief**

Improvement – it's what we want to do. The process of improvement in our business or life is editing. We take away this, and add that. We substitute something that is not working for something that is. As the leader, you are the editor-in-chief. You have to make the calls. This class is designed to help you take on the role fully, and assume the necessary control and responsibility.

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### **Staying Above the Line**

"The Line" is your breakeven number. If you are below it you lose money. If you are above it you make money. But how do you stay above the line if your business is seasonal or cyclical with sales regularly going up and then back down? This class tells how you can make money in busy times and in slow times by "bending the line." This is a critical idea if you want to make money every month of the year.

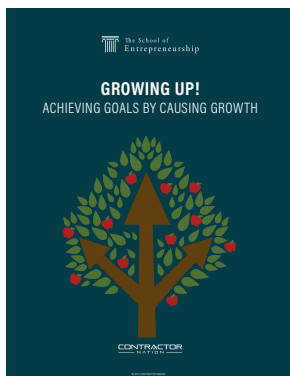
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### **A Winning Schedule**

Time is your most important commodity. "I don't have enough time" is a popular line for business owners who aren't doing the job right. You can't manage time – it keeps going no matter what you do. You can only manage what you do with the time you have – the same amount of time everyone has.

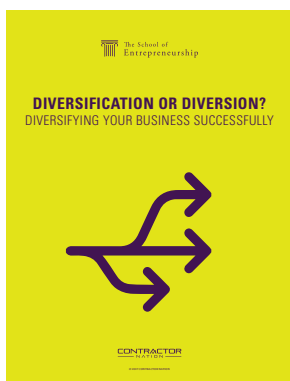
A Winning Schedule will show you how to schedule your time during the day so you can get it all done, keep your sanity, and get home in time for dinner with your family! Another huge benefit is it will reduce distractions and the number of people who are constantly calling you and asking questions. Your life is made up of hours – take them back and take control with A Winning Schedule!



### **Growing Up!**

Do you ever feel like you are forcing change and improvement onto your people who don't understand or care? Growing Up! is a method for not just getting everyone involved in improving your business, but also making them want to do it! This class is a bit longer than average, but once you learn how to create a powerful "Growing Up!" initiative, you can do it over and over again to solve the one or two biggest leadership level goals in your business.

Growing Up! gets everyone in your company, from management down to the front line team, involved in creating the change you want. You create initiatives that last 8 - 12 weeks and create "players scoreboards" for your employees to use. It's engaging and it works! Growing Up! is an advanced tool for leaders to get everyone involved in improvement.




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### **Diversification or Diversion?**

Some contractors provide too many services to be good at any of them. Some need to diversify to grow. Some services are closely related to the one you offer now and some require very different kinds of businesses. This class will help you think correctly about diversification and avoid mistakes that cost hundreds of thousands of dollars or more. It's a key class for anyone who is thinking about adding a service OR has already done so.




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### **The Most Dangerous Competitor**

In this class we use an innovative approach to challenge you to become a market leading contractor in your area - one "feared" by its competitors. To get there, a leader must think clearly and build a team that excels at key functions in the marketplace. It's the difference between becoming wealthy from your business and struggling forever.

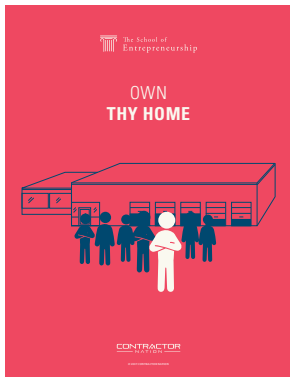



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### **Visual Ambition - Annual goal setting**

Visual Ambition is a play on the words "Blind Ambition." In this exercise you create goals for each department and a plan for HOW you will create the new results. It's something you should come back to year over year, setting new goals each January. This is a key class in the School.

Order a Visual Ambition Poster from SOE Online to use with this exercise and fill it out with key team members. It uses the Business Machine and Cash Calculator models to set new goals and help you create a new company. The Poster gets posted on the walls and everyone can see what their job is!



### Own Thy Home

Your business has to occupy a building anyway. Rather than renting one, buy the right one and build equity while giving your business a place that stimulates growth. Years later you'll have a building to sell and you can retire on the proceeds even if you don't factor in what your business is worth.

There are some pitfalls to avoid, and opportunities to take advantage of! Own Thy Home explains it all!

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### Guarding Against Fraud

It's hard for some to believe, but contractors get ripped off all the time, and often there's a huge loss of money involved. It could be the difference between a profit and no profit. Don't be ignorant. Learn the tricks the bad guys use and protect yourself. This class is chock full of REAL stories of how contractors got bilked by installers, salespeople, accountants, hustlers, and fraudsters. It's fascinating!

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### The Transition

Perhaps the most important class in the entire School of Entrepreneurship, here you will learn the "Transition" every business owner has to make in order to grow their business to heights that are otherwise impossible. Once you understand what Larry is trying to say to you here, you will never be the same. You will understand that you have been holding the reins of your business too tightly and learn both how and why to let them go.

The Transition is an important, powerful core idea fundamental to the School and any leader's growth.

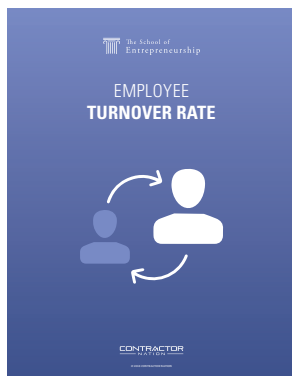
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### 80/20

Here is another key idea used by top achievers to accomplish so much more than the average person, contractor, or leader. Top performers often get asked questions like: "I don't know how you accomplished so much...how do you have time?" Larry lays it all out there in this powerful class. If you redirect your attention to what is most valuable, then you can do it too! Don't miss this one!

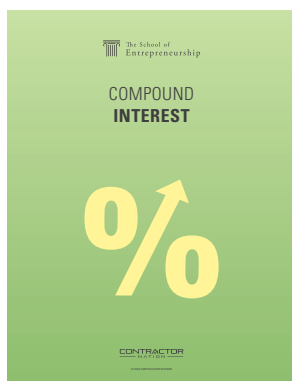




### Employee Turnover Rate

If you lose 40% of your employees each year, you are starting a new company every 2 ½ years. You can never achieve “Compound Interest” if your people keep leaving. Learn how to measure your employee turnover rate, what it means to you, and some of the ways you can slow it down so you can have experienced employees crushing it each day.

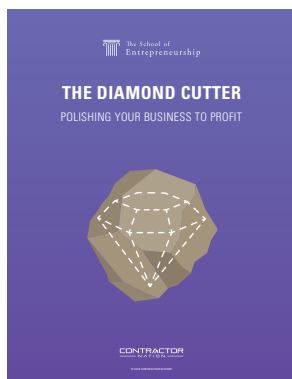
By slowing your employee turnover rate, you’ll have less recruiting to do, less training to do, fewer problems, better installation quality, higher ADL’s (sales results), and both higher customer satisfaction and referrals. Some leaders think they are doing so much well, but keep chasing people away and it becomes a key constraint.



### Compound Interest

This exercise is an SOE classic for advanced students who have already been exposed to much of what the SOE has to offer. Here Larry shows why an entrepreneur’s results don’t come in tidy twelve-month taxable packages but in 10 or 20-year increments. When you have more and more parts of your business going right, the “hockey stick” of results appears, where you can make “ten years income in one year” for example.

This exercise is as powerful as the force it speaks about and illustrates what is ahead for a leader who keeps working on the “right things” each day.



### The Diamond Cutter – Polishing your business to profit

So you’ve got your business to grow to a good size but you aren’t satisfied with your profit margin? Maybe you have no profit margin or even a loss? Take heart. The Diamond Cutter is a classic SOE class that shows how you are closer to a good profit than you may think, IF you make the right distinctions and are prepared to follow through with the right action.

A Diamond Cutter takes a rough stone and takes small bits away to create something of far greater value. But it isn’t just about cost cutting – it’s about optimization. You don’t want to miss this class where the right places are examined! These classes could only be written by a 36-year industry veteran who has helped hundreds of contractors create millions in profits.



### Raise Your Prices! – How to be the high-value low-risk provider

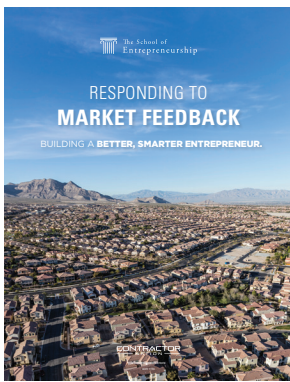
Selling on price is a loser's game. So what else can you do? Larry is a master salesperson and sales trainer whose team has taught enough salespeople to create billions in sales for their companies. His Profectus Sales System is the sales process he uses. In this class he shows you the underlying principles that should govern any sales program in any industry.



## How to Grow (Really) Big

This masterwork is not for beginners. It's for contractors who have been in the School and learned much of what is taught otherwise. It outlines what it takes to grow to any size. The bigger you want your company to get the fewer weaknesses it can have. In this class, Larry lays out all the ingredients that are needed to Grow Really Big! From specific Leadership skills to hiring, getting enough leads, sales results, financial mastery, high production rates, and much more.

This class is normally delivered late in one's journey through the School. If a new student takes this class, it will read like a to-do list to achieve big dreams. It is one of the most popular classes in the LIVE SOE.

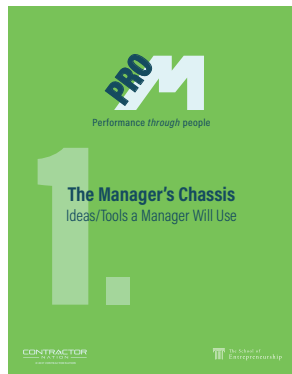


## Responding to Market Feedback

This class builds a better, smarter entrepreneur. It distinguishes between internal controllable circumstances and external uncontrollable ones that can both affect your business. It teaches you to make intelligent plans, rather than ones that are unrealistic, and how to tell the difference. You'll learn how low market share and high market share companies are affected differently by gyrations in the number of people looking for your product or service in any given season, year, or even longer period, and how to stay out of trouble.



# MANAGEMENT CLASSES



## **Pro Managers Series – ProM 1 The Managers Chassis – Ideas and Tools a manager will use**

To grow your business you need managers to run entire departments in your company. But do they know how to do the job? Most likely they don't but will make something up if you don't train them. Pro M is our manager training program at the SOE. Pro M 1 introduces your managers to some of the key tools they will use to think about the business and manage their departments. These include the Business Machine, the Cash Calculator, Building with Blocks, Growing up!, Wow! Service, and more.

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***The ProM series does not necessarily have to be presented in order after ProM 1.***

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## **ProM 2 – A Winning Schedule for Managers**

Just like you, managers should manage their activities through their week so they can get the high-value activities done. A Winning Schedule for managers is similar to the SOE class "A Winning Schedule," but adapted for managers who do not have the same leadership duties.

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## **ProM 3 – People are Different – Understanding the differences in people**

A key skill for any leader or manager is understanding that people have different personality styles and strengths. What makes one person happy may not make another happy. What is a good job for one person isn't for another. Talking to one customer in a certain way may work for that customer and not another. Why? It's all here in ProM 3!

We have an assessment tool that will be unlocked on the SOE Online Home Page where you can have anyone take a 20-minute profile test and get the results to understand people. The best part is you can do this for free! These profile tests (DISC, etc) normally cost \$100 - \$150 or more each! At the SOE, they are free!

ProM 3 teaches your managers to understand the strengths of the people on their team and to look for complimentary strengths in new employees. It teaches you, the leader, this valuable skill you'll need because people ARE different. When we can understand and recognize this fact we can put people in the right seats, avoid conflict, and communicate more effectively.





### **ProM 4 – Personal Management – Manage yourself first**

If you can't lead yourself, why would anyone else follow you? That's the subject of ProM 4. So what does it mean for a manager to "lead themselves?" We'll talk about it because their teams are always watching them – just as all your employees are watching you. Lead yourself well and others are more likely to follow you.

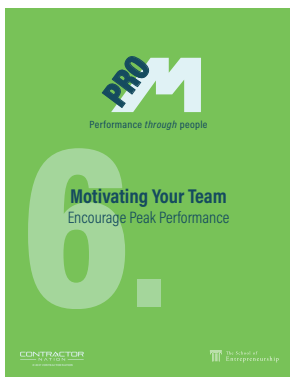
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### **ProM 5 – Building Your Team – Getting the right people in the right seats**

If you have the right people in the right seats then magic happens. If you don't, a department can underperform badly. ProM 5 is not about hiring exactly – that what Hire Higher is about. ProM 5 shines a light on the value of getting the right team members in the department. When that is accomplished a managers job becomes much easier and more fun!

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### **ProM 6 – Motivating Your Team – Encouraging Peak Performance**

ProM 6 is a masterwork in the School. Payroll is your biggest expense, with up to 50% of all your revenue going to pay people. But what are you getting for it? Do people do the least and wait for five o'clock? What if you could get the best each individual has to offer?

This class shows not only how to get people to want to give their best, but also how to make them happier employees who perform better and stay longer in the process. Getting the best or worst out of the people you already have can easily be the difference between profit and no profit. ProM 6 is a must have class.

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### **ProM 7 – Training and Developing Your Team**

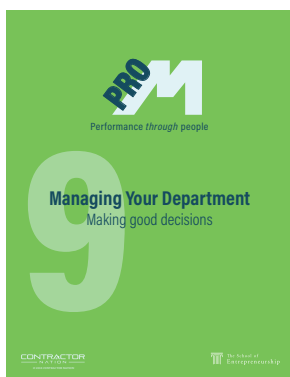
So now you have a team in a department. How do you improve their ability to deliver value for your customers and the company? Training increases performance, efficiency, results, morale, and decreases employee turnover. This class teaches the value of training and how to do it.



### ProM 8 – Winning Meetings – Management in Action

Department meetings are important ways to communicate, train, and unite a team. Done wrong, they can do a lot of damage. Done well, they can build people up and improve performance.

ProM 8 explains how to run winning meetings and gives you managers meeting planners to prepare with.



### ProM 9 – Managing Your Department – Making good decisions

When managers run a department they will need to make decisions. ProM 9 is about making good decisions using real information and keeping goals in mind.



### Pro M 10 – Managing Crisis – When things go wrong

Sometimes, things go wrong. One of your trucks is in a bad accident. Someone is hurt on the job. An employee makes a mistake and damages a customer’s home. This class is for leaders and managers to guide you through a crisis before it happens. Handled wrong, you can make a crisis much worse. Handled well, you can limit the damage both in the short and long term.

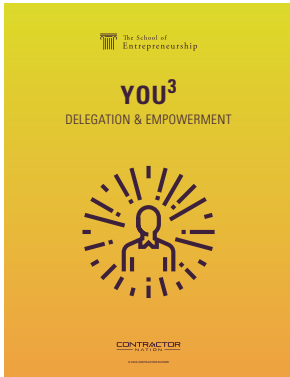
### Moments of Truth – Crafting the Customer Experience

People will make decisions on hiring you and whether they will pay you or refer you based on their experience with you. Moments of Truth give you a complete map to fill out in order to create your customer’s experience. It is a key class in the School because what could be more important than how your customers perceive you?

After using Moments of Truth your employees will know exactly what their part is when interacting with the customer and they will be able to understand and rely on other employees who will interact with the homeowner before and after they do. This will help to create a seamless, quality experience for the homeowner.

Purchase a Moments of Truth two poster set from the SOE online store with this exercise. Once filled out, this poster is displayed in your office for all to see and will be a training tool for all departments.

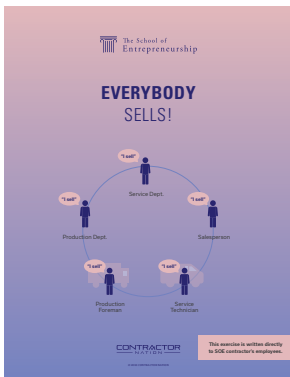




### You 3 – Delegation and Empowerment

To grow your business you'll need the help of other people – many of them if you want to grow big. Other people can divide the work and magnify the effect. You cubed is you x you x you. In this class you will be energized when you learn the difference between abdication, allocation, delegation, and empowerment. You will understand that you being there to give people direction for every step, every day is not your fate.

You 3 is a key class in the SOE. The ideas discussed are used by high performing leaders and managers to tap into the talents of their team and get them to help operate a first class company. This class may well have been in the ProM managers series as it is for both leaders and managers.



### Everybody Sells!

The number one reason businesses fail is that sales aren't high enough. Why not empower everyone to sell by equipping them for success and setting the expectation? When a foreman sells a \$20,000 job to a neighbor, you will be glad you did! With this class you will deputize every employee in your company to be a roving salesperson, and you will make more sales and have happier employees.



### Fostering Great Teamwork

This is an SOE class that you can't miss. Once you have employees, getting them to work together well is a key goal for leaders and managers. When employees and departments do not work together well productivity slows and employees leave. When they do work together well, everything improves – people stay, efficiency and quality go up, and so do net profits.

Learn how a contractor can get his/her employees to cooperate in harmony, build a sustainable company, and accomplish their goals much faster.



### Offense and Defense

You need offense for sales, appointment center, and marketing to drive the top line up, and defense for production, accounting, and service to protect the bottom line and make a profit. Understanding the difference is an important distinction for a leader. When you have a profit margin but your sales are low you need better offense. When sales are satisfactory but you aren't making money you need a better defense.

To build a better entrepreneur, Larry teaches these important distinctions to leaders so they can focus on the right things at the right times. Knowing when to direct attention to offense or defense is something every leader should understand.

## WOW! Service 1 – Why Wow! Service

What if there was a program that tells your people how to behave in every situation with every customer that would get them to say “Wow!, those guys are good!”? Wow! Service is that program. It’s easy to understand and easy to use in order to train everyone how to give great customer service. The Customer Experience (see Moments of Truth class) is what we do, and Wow! Service is how we do it.

Wow! Service is an SOE classic, and one that is designed to be easy to teach to your team members. There are distinct chapters for the different departments in your company. The first four chapters are for everyone in the company. Then there are chapters for people who work in the appointment center and on the phone, the sales department, the production department, and the service department. Finally, Larry teaches you how to handle a complaint and what you do if you make a mistake.

Companies that don’t give great service will never grow and may not even survive. Wow! Service is full of ideas that can be discussed at weekly meetings such as “We are not servicing a house, we are servicing a human being who owns the home.” Be sure to get the complete 13 chapter Wow! Service program and steer your organization’s attention to the ideas in it at weekly meetings and in conversation to make it part of the culture.

The Wow! Service program includes handouts you can copy or frame on the wall, and even envelope stuffers you can copy and include in paycheck envelopes to keep the conversation alive. Be sure to get the Wow! Service poster from the online store.




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## Modeling Wow! Service

All chapters are part of the Wow! Service Program and you will get them all together with the Wow! Service Program. This chapter tells the story of a customer Wow! Experience with a contractor from the minute they call for an estimate to service years later in order to lay out the Wow! Experience from start to finish. It includes Wow! Service beliefs and ingredients.




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## Wow! Service 3 – 18 for Excellence

These are 18 core Wow! Service principles that every employee should understand and operate from.





### **Wow! Service 4 – The Platinum Rule**

This chapter explains different personality styles as we do in ProM 3. Your team will become aware that the communication and standards that make one person happy may not Wow! another because of what they value most.

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### **Wow! Service 7 – Wow! Scheduling**

This chapter is for people in the office who schedule appointments for sales, installations, or service.

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### **Wow! Service 10 – Handling complaints and what to do if you make a mistake**

Refreshingly simple steps for all employees to make the most of a bad situation and still make a positive impression on the customer or fellow employee.

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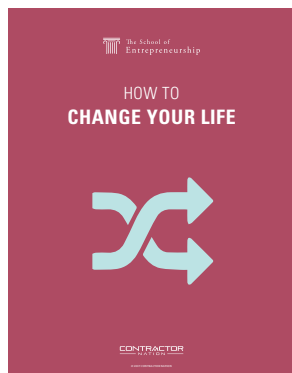


### **Wow! Service 11 – Leading and Managing Employees**

How to lead the rest of the team to embed Wow! Service into the culture for leaders and managers.



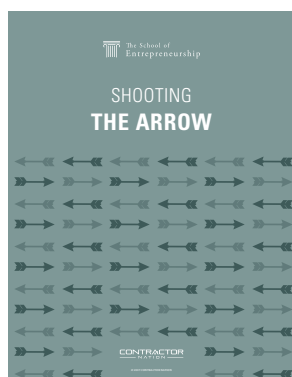
# PERSONAL CLASSES



## How to Change Your Life

This is a very popular class with anyone! This class presents and discusses the variables that can be changed in one's life to create a whole new life. Simple, straightforward, and a must have class.

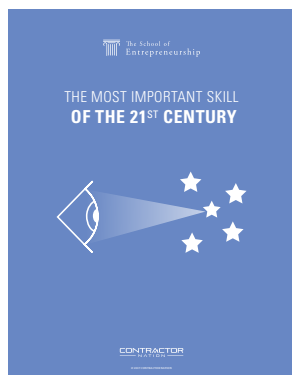
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## Shooting the Arrow

The ability to visualize and set expectations for yourself and your time are critical for any high achiever, especially leaders whose day can get away from them if they haven't planned a great one ahead of time. Shooting the Arrow is a simple exercise to do each morning that will help keep you on track each day.

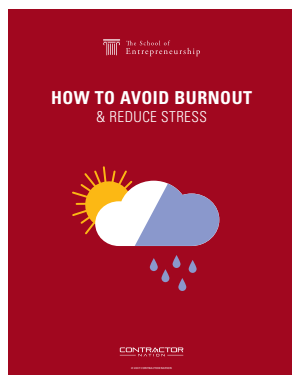
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## The Most Important Skill of the 21st Century

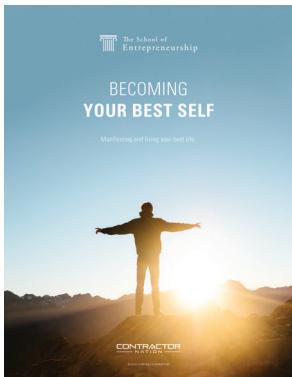
Don't you want to know what it is? In this day and age of mass distraction, it is more important than ever. Leaders must control their attention by becoming aware of the problem first. This is a must-have SOE class.

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## How to Avoid Burnout and Reduce Stress

Who among us hasn't felt stressed out and even burned out trying to keep up with it all? The School offers the solution by helping you define what your job really is, and what it isn't. In this exercise you'll learn the difference between being stressed and being burned out – there is a big difference. You'll also learn how to reduce stress when you feel it and avoid burnout – which can be very dangerous to you, your future, and your business.



## Becoming Your Best Self

This was nearly the last lesson of the SOE Live three year program. It ponders two important questions for your life – “Who do I want to be while I am doing this?” and “Who am I becoming here?” In the end, these questions are what matter most when building a business – because we all want to be happy and in the end you are taking nothing with you.

How are you measured? DO you think each team member knows  
the list and explain.

- Marketing
- Appointment Center
- Sales
- Accounting
- Production
- Service
- Recruiting / HR



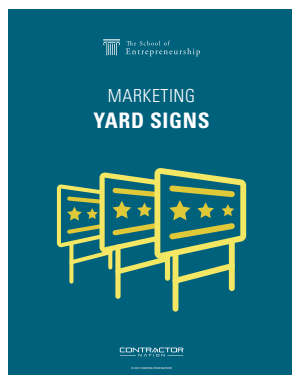
# MARKETING CLASSES



## Clarifying Your Sales Distinction

Why would a homeowner buy from your company given all the options they have? That is what you have to answer. Figure it out with this class. If you answer it well, it makes marketing, selling, and getting the prices you need to succeed far easier.

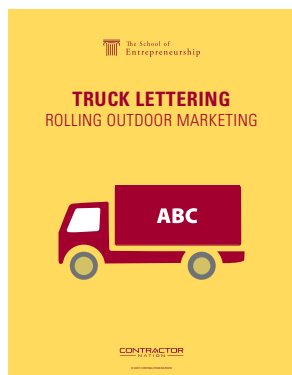
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## Yard Signs

Everyone has them, but most are a waste because they simply are not laid out right. You're using yard signs anyway – you may as well get it right.

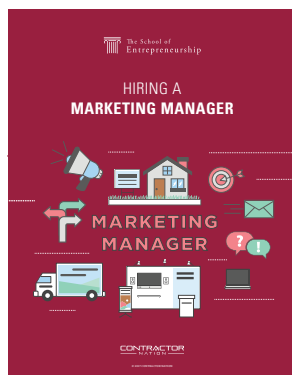
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## Truck Lettering

We all letter our trucks, but most do it sub-optimally. Learn how to letter a truck for the most visibility and response from the public. If you do it well, it could pay for the truck over its life – seriously! We give you the rules of the road, the reasons behind them, and examples of bad lettering and truck wrap jobs, as well as great ones.

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## Hiring a Marketing Manager

When I began in 1982 I didn't know any contractor who had a marketing manager. Today, top companies have to have one. See how they can drive growth, lighten a leader's load, pay for themselves, and much more.



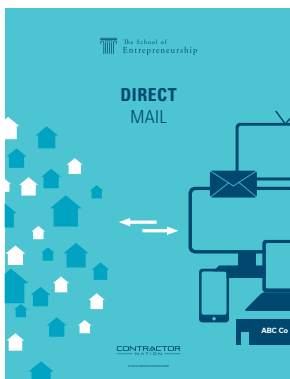
### Hiring a Graphic Designer

The marketing manager may do graphic design or some of it. However, as you grow bigger you'll need someone who is great at it. See why with this exercise



### Branding – How to build a winning logo and tagline

Larry went 20 years with a lousy “brand”. When he changed his and got it right, everyone in his state came to know him. You’re marketing anyway – why market a dull unmemorable brand that nobody remembers? Getting your brand right can save giant sums of money on your way to “becoming famous” in your market, and being the company everyone thinks of when they think of your service.



### Direct Mail

Larry became “famous” with a great brand and two key “outbound” marketing channels – direct mail is one of them. Learn how to do it well and drive offline and online lead flow.



### Home Shows

It takes a commitment of time and money to do a show. But doing it right or wrong takes nearly the same effort. You may as well learn how to do it right.



### TV Advertising

Larry used this outbound marketing channel to become “famous” in his area. Learn how to make TV work for you if you are ready for it. You can easily waste lots of money trying TV if you don’t know what you are doing. However, TV drives offline and online lead flow and can make you “famous” if you have a great brand.

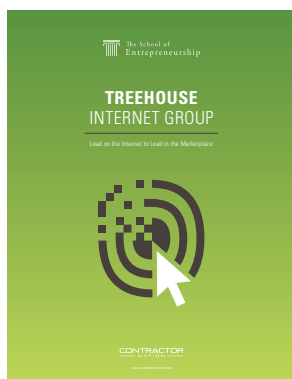
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### Internet Marketing

Internet should be your number one lead source but just having a website is not going to do the trick. Learn the key points in online marketing with this exercise.

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### TreeHouse Internet Marketing

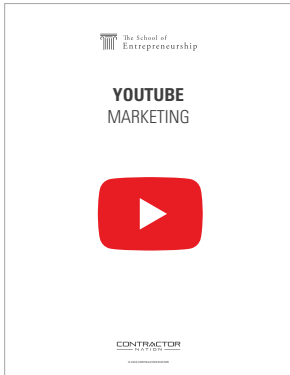
At Contractor Nation we have an internet marketing agency that specializes in marketing for contractors just like you. We generate half a million leads a year! Our platform, expertise, and the tools we make available to contractors like you are unique and powerful! Learn what this secret weapon is for 650 contractors with this exercise! Working with the TreeHouse has been a single decision that has propelled many contractors to the big leagues!

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### Facebook Marketing

You have to advertise where the eyeballs are. Facebook is one place your audience spends lots of time. Learn how to market here and what the advantages and disadvantages are.

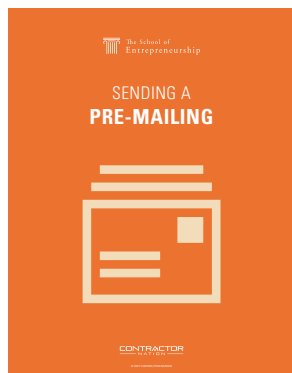


## YouTube Marketing

Many people don't watch TV - they watch YouTube instead. It's the new TV. Learn how to market on YouTube and the different ways it can be done.



# APPOINTMENT CENTER CLASSES



## **Sending Pre-Mailing**

A simple and powerful way to get the homeowner predisposed to buying from you before your salesperson ever gets there. A pre-mailing is a powerful secret weapon!

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## **6 Roles of the Appointment Center – Introduction**

Many opportunities are lost when the customer attempts to call you to set up an appointment or ask questions. You could be losing as much as 50% of your business by mishandling phone calls. Learn how, why, and get an introduction to our 6 roles of the appointment center.

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## **Catcher**

Learn how to handle a call when someone wants to set an appointment for an estimate.

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## **Surfer**

Internet leads come in the form of contact forms and phone calls. You are paying for every one, so learn how to capture them with this exercise and learn the secret to scheduling 99% of them.



### Recycler

Many people schedule sales appointments and then call to cancel. Learn how to stop the bleeding with this exercise. It's hard to understate the value of many of the SOE exercises, including this one. It's worth millions.

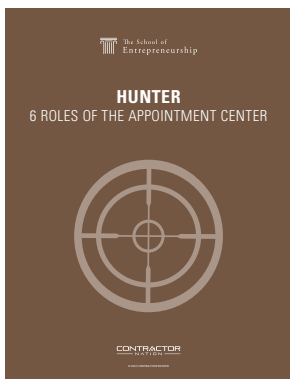
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### Showtime

If you do shows, scheduling show leads requires some different approaches. Learn what they are with this class.

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### Hunter

A "Hunter" calls unsold proposals to close business. It's really important not to leave unsold proposals to the salespeople forever. Hunters can sell as much as 20% of your business, depending on how you do it.

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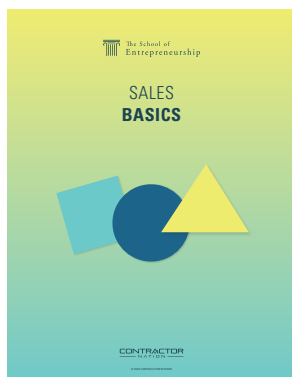


### Wow! Service 5 – Wow! Phone Service

This chapter in Wow! Service pertains to anyone on the phone with customers. Simple rules to impress the customer when you can't see them.



# SALES CLASSES



## Sales Basics

Sales Basics is the beginning of your transformation into the sales driven company you must be to dominate your market and scale your business. Many contractors routinely violate one of the three basics in this exercise and it could be costing them 50% of their business or more. This means many contractors could double their business if they just stop making one of these three sales mistakes! Larry bets you \$100 one of these sales mistakes is happening somewhere in your business.

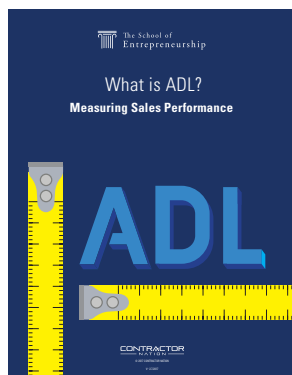
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## Offering Financing

You can increase your prospect's buying power WITH YOU by offering financing – so why wouldn't you offer it every time? Learn why to offer financing, how to offer financing, and about our own MoreHouse Finance program that we offer for contractors affiliated with Contractor Nation.

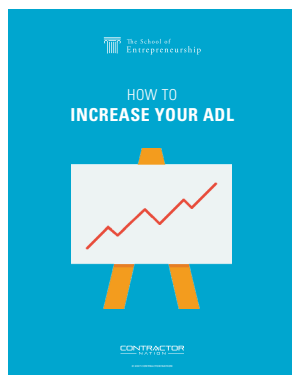
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## What is ADL?

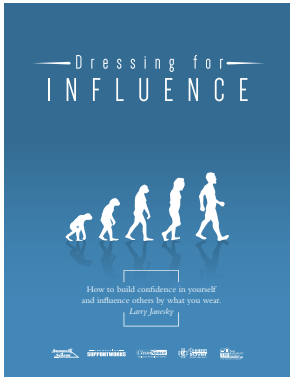
ADL is perhaps the most important performance metric you could measure in your business. Learn what ADL is, how to measure it, how it gets cheated, and why you should not allow that. ADL allows you to make important leadership decisions and to understand your business. It not only affects sales and salespeople, but also marketing, production, and your net profit. See how with this class.

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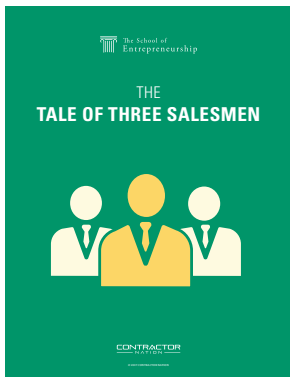
## How to Increase Your ADL

Ten ways to increase your ADL. If your ADL is too low, you can't make money. The higher you can get it, the easier it will be to make money for many reasons. ADL is "return on lead flow," sales effectiveness, and direct affect production per crew per week. Get ADL up and everything gets better. See how to do it.



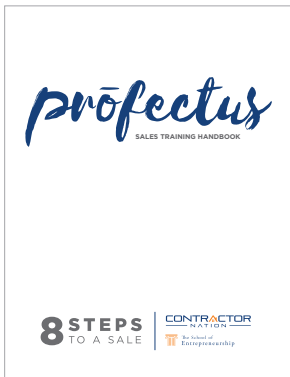
### Dressing for Influence

People pre-judge and then look for evidence their first impression was correct. When people in your company dress well, especially salespeople, it affects how others respond to them, and how they behave in turn. Clothes have superpowers. So simple, but scarcely taken advantage of in the trades.



### The Tale of Three Salesmen

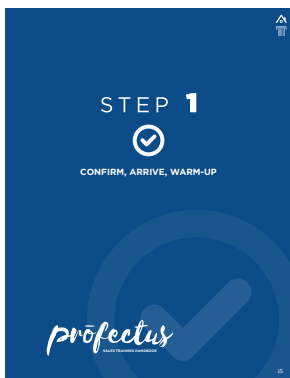
This class is not only enlightening for leaders and managers, but is a good class to give directly to salespeople in a sales meeting. Everyone will understand the qualities and habits of a winning salesperson and what effects it has on the company and the salesperson's world, with or without them.



### Profectus Introduction

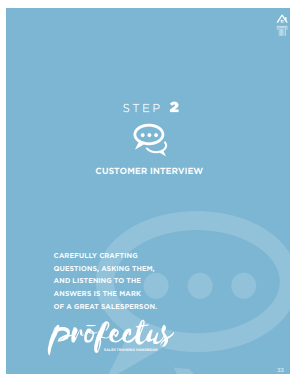
Profectus may sound like a fancy word, but it simply means "progress or success" in Latin. Profectus is our SOE sales program. If you are to become a sales driven company you need a process. No winging it. If the owner is a good salesperson based on his experience and commitment – it doesn't scale. You have to have a structured sales system to train other people on.

The Profectus system is really quite simple. In this program, we provide lots of discussion and training to drive the key steps home for you and your team. The videos that come with this program are also comprehensive.



### Profectus Step 1 – Confirm, Arrive, and Warm-up

The first step to get a salesperson started off right with the customer.



### **Profectus Step 2 – Customer Interview**

How can you sell anything if you and the customer don't clarify and agree on what result they want?

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### **Profectus Step 3 – Inspection**

Figure out what needs to be done to the home to get the customer what they want, and prepare to price it by taking measurements and making a sketch.

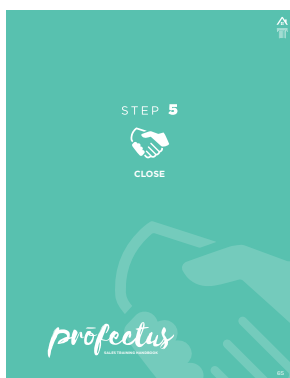
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### **Profectus Step 4 – Presentation**

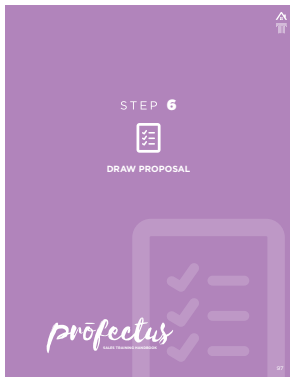
Match what the customer wants with what you have with our shopping process that allows you to sell value added to those that want it without missing the economy buyer!

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### **Profectus Step 5 – Close**

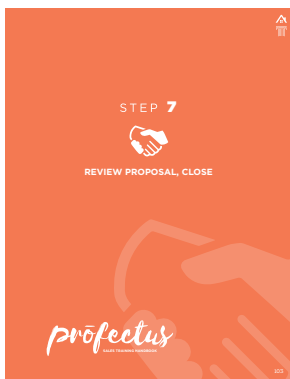
Ask for the business and give them an incentive to buy now! Know what to do when they say "I want to think about it".



### **Profectus Step 6 – Draw Proposal**

Why do this after asking for the business? How do you do it? It's genius and we'll explain it to you.

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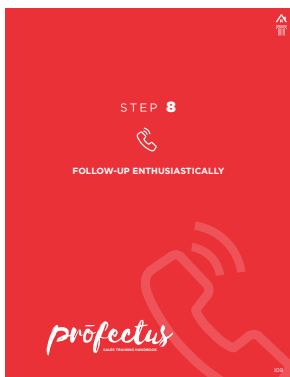


### **Profectus Step 7 – Review Proposal, Close**

We give you our ingenious “Closing Trail” – a script that tells you how to handle three families of objections – “I want to think about it”, money objections, and “I want to shop around” objections.

They are all question based and there is no high pressure. It will be comfortable for both the salesperson and the company. Never be stumped for what to ask or say next when trying to close a sale and keep moving closer until you get it.

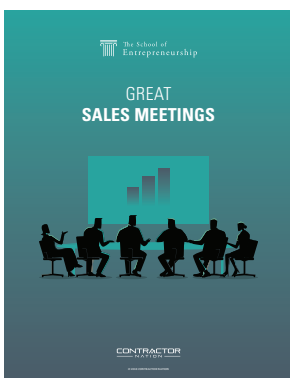
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### **Profectus Step 8 – Follow-up Enthusiastically**

Sale or no sale, here's what to do once you walk out of the house. This completes our Profectus sales program. It will change your business and many lives. Profectus is a sales culture that should be used by the “Resident Sales Pro,” sales manager, and be taught to your sales team forever.

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### **Great Sales Meetings**

Salespeople can be a sensitive bunch. If morale and momentum are good, then they will sell more. Learn how to keep it fresh, productive, and keep the enthusiasm going forever!



### Wow! Service 6 – Wow! Sales Service

This chapter of Wow! Service is for salespeople specifically so they Wow! their prospects every time!



# RECRUITING CLASSES



## Hire Higher | Chapter 1-13

Hire Higher is a comprehensive program to hire the best people available to work on your team. All chapters are offered in one program. Most contractors spend 1% of their time on hiring and 99% of the time managing their hiring mistakes. In order to grow your company, have happier customers, fewer problems, and a much easier time as a leader, you will need great people. Learn how to find them and stop getting fooled. Know exactly what you are getting and if they are a good fit before hiring them.

Hire Higher has two ingenious tools, developed here at Contractor Nation, to use when hiring that make it incredibly easy to hire like a pro - the Recruiting Card and the Candidate Folder. You'll learn how these two tools can keep you organized through the screening process and let you divide the task of hiring one person between two or three people while still staying 100% organized and moving forward. Even a busy contractor can do it!

Included with this program, Larry teams up with Kathy Richardson, a professional recruiter and head of recruiting at Contractor Nation, to create a series of comprehensive videos to present the entire program to you. Once you understand and learn it, using it is a snap and will save you many hours each time you need to fill a position.

There are 13 chapters to the Hire Higher written program. Also included is a personality and strength assessment tool that will change the way you assess people forever. Best of all, these assessments, which normally cost \$100 or more each when you use another service, are free at Contractor Nation with this program. You can use them to assess all the people you already hired to understand their strengths and why they perform as they do.



# ACCOUNTING CLASSES



## Your Breakeven

Knowing how much business you have to do each month just to breakeven is an important number. More than that, understanding how your decisions raise or lower your breakeven, and by how much, is even more important. This class is a must have for any business owner.

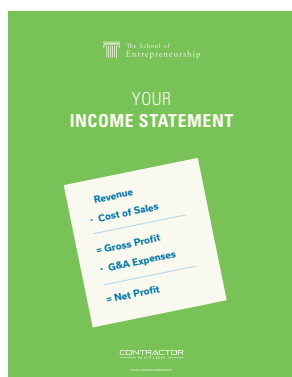
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## The Defensive Coordinator

Bookkeepers or accountants manage payables and receivables, payroll, and statements. They do not take responsibility for those numbers or the decisions that create them. Fair enough, but you need help carving a profit from your business. The people that work with every invoice and every expense are in a great position to help you do just that. Set your expectations with them and deputize them as a "Defensive Coordinator."

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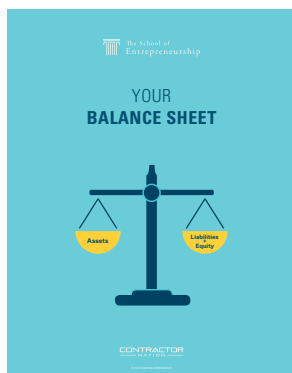


## Your Income Statement

You get financial statements (I hope) from your accountant. But do you really understand what you are looking at? We have taught this class to contractors who thought they did and they were amazed at how much they learned! Taught so anyone can understand, these classes will open your eyes and empower you to look at your numbers like never before.

In order to set things right you have to see things right. Your Income Statement (aka Profit and Loss Statement) is one exercise you must have.

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## Your Balance Sheet

The counterpart to "Your Income Statement," you'll learn in simple easy to understand language what your Balance Sheet is showing you and how it differs from your Income Statement. It's amazing what you will learn! A must have SOE class!



### **Chart of Accounts**

Learn how information is arranged on your Income Statement and Balance Sheet and how you can rearrange it to show you the information you need to make good decisions. You don't have to accept it just how your bookkeeper has laid it out so far. While learning about the chart of accounts, you'll also be cementing your knowledge of the Income Statement and Balance Sheet.

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### **Job Cost Sampling**

You make money on some jobs and lose money on others. You make more on some jobs and less on others. Big jobs – small jobs. This service – that service. This salesperson or crew's jobs, and that one's. Learn how to find out so you can correct the problems. And why is there a hot dog on the cover of this exercise? Learn why!

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### **Getting Paid Faster**

The velocity of cash collected can make a big difference in your business. Cash is what "greases the machine." Get it faster and have a healthier company. Here's how to do it.

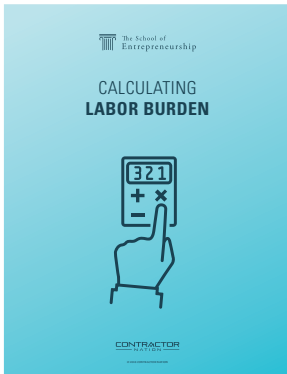
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### **Troubleshooting Financials**

Want to master your financials? Get this exercise where we look into a few fictional companies' financial statements and learn what to look for, where to look for it, and what the numbers are telling us as leaders so that we can take the right action to fix the company and make it better!





## Calculating Labor Burden

When you pay an employee \$20 an hour, how much does it really cost you? How about paying someone \$60,000 a year? Understand there is more than meets the ear and eye when making decisions and pricing your work with this insightful exercise. Use the worksheets to calculate your real costs.

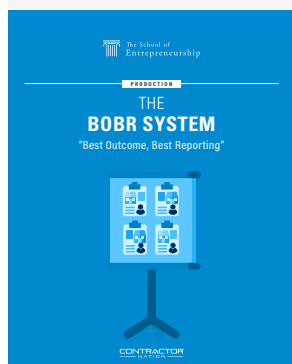


# PRODUCTION CLASSES



## Wow! Foreman

Maybe the simplest yet most powerful exercise in the School, this exercise answers the question “How can I make sure every customer is happy with our work?” This clean, easy method deputizes the right person as the quality control inspector whose standards match the customer’s standards ever time. It does not require any additional employees or job site visits and saves money rather than costing money. Sounds too good to be true? It’s not. This one is a must-have!



## The BOBR System

Another simple but powerful method, the BOBR (say “Bobber”) system is a way to reduce problems, improve communications, make training easier, and lower costs! While any business can benefit from the BOBR system, it is especially great for multi-day jobs.

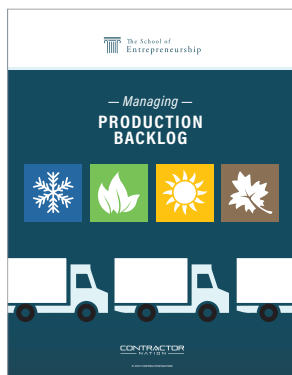
BOBR stands for “Best Outcome, Best Reporting” and is a method to use between foremen in the field and the production manager in the office. The long term outcome is a key training tool that saves weeks of training time for new salespeople and installers/ servicemen. Originally conceived in the 2010 book “The Highest Calling”, the BOBR is used by Larry’s company today and is an invaluable tool!



## High Performance Production

Larry refers to this as “perhaps my greatest invention ever”. That’s a lot coming from a guy with 30 patents. Find out how Larry doubled the production rates of his crews and stopped employee turnover in his production department forever! In fact, he hasn’t lost a foreman with this program in place in 24-years!

Productivity and quality go up along with referrals, you’ll need fewer trucks and people to do the same amount of work, you’ll need fewer managers, and profits go up too. Learn how it works and what you’ll need to do to create a High Performance Production Program that works for you!



## Managing Production Backlog

Cash flow comes from one department – production. If you run out of work, you run out of cash and you’re out of business. Learn how to manage production backlog in busy times and slow times so you never run out of work.



### Wow! 8 – Wow! Production – Be a hero in the home

This chapter of Wow! Service is for Production staff who are working at people's homes. They are with your client longer than anyone in the company. You should teach them how to behave to make the customer say Wow!

measured. Do you think each team member knows  
and explain.

- Marketing
- Appointment Center
- Sales
- Accounting
- Production
- Service
- Recruiting / HR



# SERVICE CLASSES



## **Wow! Service 9 – Wow! Service Department**

This chapter of Wow! Service is for anyone providing regular maintenance in a home or troubleshooting problems for customers after you have done the work.