THE TABLE OF CONTENTS

THE INTRODUCTION Tools for Scaling Up	1
1 THE OVERVIEW People, Strategy, Execution, Cash	
2 THE BARRIERS Leadership, Infrastructure, and Marketing	21
SCALING UP PEOPLE	
Introduction	35
THE LEADERS The FACe and PACe of the Company	41
THE TEAM Attracting and Hiring	
THE MANAGERS (COACHES) Keeping and Growing (Educating) the Team	
SCALING UP STRATEGY	
Introduction	85
6 THE CORE Values, Purpose, and Competencies	93
7 THE 7 STRATA OF STRATEGY The Framework for Dominating Your Industry	
8 THE ONE-PAGE STRATEGIC PLAN The Tool for Strategic Planning	123
SCALING UP EXECUTION	
Introduction	145
9 THE PRIORITY Focus, Finish Lines, and Fun	149
10 THE DATA Powering Prediction	
THE MEETING RHYTHM The Heartbeat of the Organization	
SCALING UP CASH	
	195
Introduction	199
THE ACCOUNTING Driving Profitability	
THE POWER OF ONE 7 Key Financial Levers	
NEXT STEPS 5 Things to Do Now	235
KEY RESOURCES	240
	243