

MATTHEW GRANAT

**GORILLA
CASHFLOW**

FROM RED TO BLACK

GORILLA CASH FLOW

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INTRODUCTION

Did you know 82% of small businesses die slowly due to cash flow mismanagement? And from my experience, most don't even use a cash flow spreadsheet. Fortunately for you, I am here to save you from that same fate, and you will get nothing but the truth from me. You see, I am not one of them, you know, accountant types. I used to dominate the rugby field, crushing skulls left and right. I played football and basketball and loved swimming and track and field. I was a silver medalist in the high jump in my senior year without even practicing. I loved sports, video games, and girls. I wouldn't say I liked school, reading, and learning. No one could imagine I would become a finance guy. That was like oil and water. They don't mix. As you can imagine, it didn't happen quickly; I decided to live a non-educated life for a while. I skipped college because I had no clue what I wanted to do.

I bounced from job to job, doing everything from fast food to

warehouse work. I worked in the mall, delivered furniture and appliances, picked farm parts for orders, and even had a job I couldn't talk about unless I killed you.

But let me tell you, the pay was always low, and the work was never what I wanted to do. One day, I snapped out of it and realized I needed a skill to help me escape the rat race and rake in that money. Hindsight is everything; maybe I should've gone into sales and marketing. But no, I chose accounting because businesses are all about that cold, hard cash, so I needed to learn the ropes. I got a little certificate, but I wasn't going for that CPA, no sir. I landed a gig at one of the top four accounting firms. They told me the pay was terrible, but I would learn a ton about accounting, and they threw a big, expensive Christmas party, so there was that.

At that job, I'd quickly review a business's year, fix the bookkeeper's mess, and dive headfirst into their taxes. After soaking up all that knowledge, I leaped into the private sector, becoming a Director of Finance. That's where I saw the nitty-gritty, the day-to-day transactions. I mastered everything from bookkeeping to running budgets and cash flows. And now, I'm here to share the wisdom I've gained. I'm not just talkin' out of my backside. After witnessing the business almost going under, I said, "This ain't the way!" We had this fancy financial forecasting set-up, but it was like chasing ghosts, and those numbers were just empty wishes. After digging in, I made some apparent adjustments, and since then, we've been stackin' more cash than ever in the company's 30-year history.

I've been in the trenches and seen the all-too-common reality of small businesses. They're crushing it, but at the same time, they're

bleeding cash due to some severe mismanagement. I've witnessed it all, and let me tell you, I've got the solution – a little secret I stumbled upon while diving deep into those numbers.

Nobody has time for this money stuff, right? We all tend to think that bookkeeping and accounting are tasks for the nerds, but those number crunchers couldn't care less about your success. You have to be financially sharp because there are a million ways a business can go belly-up, and one of them is not having a clue about your cash flow.

Picture this: You're running a successful operation, but suddenly, you're left high and dry due to financial missteps. I've seen it before and know exactly why it happens and, more importantly, how to fix it.

Now I get it – you're juggling a thousand things at once, and the last thing you want to do is get bogged down in financial mumbo-jumbo. But let me tell you, not having a solid grasp of your finances is like walking a tightrope blindfolded. You're just one misstep away from a financial disaster.

That's where I come in. I'm here to show you the magic of forecasting and budgeting – the financial voodoo that can turn your cash game around. In the early days, you're the money maestro, and yes, it can be a bit of a messy job, but somebody has to do it. And if you're the top dog, you must be the master of those financial statements, obligations, budgets, profit allocations, and that wild stallion known as the cash flow statement – you'll ride it like a champ. As the big cheese, you should understand every aspect of your business, including finance. Without that knowledge, you're just stumbling around in the

dark. But once you see the light, you will go from a reactive money maker to a proactive one.

This book is your ticket to turning your business into a profit-driven powerhouse you've built from the ground up. It's tailor-made for the hustlers, the go-getters, and those ready to take charge of their destiny. It's all about understanding the big picture and that your finances and business go hand in hand, 24/7. Get ready to pull off the financial heist of a lifetime, my friend. No more reacting to economic woes – it's time to get proactive and take control of your finances.

01

**RULE #1 BECOME A
PRO: MASTER YOUR MONEY
MANAGEMENT SKILLS**

“TURNING PRO IS LIKE KICKING A DRUG HABIT OR STOPPING DRINKING. IT’S A DECISION, A DECISION TO WHICH WE MUST RE-COMMIT EVERY DAY.” STEVEN PRESSFIELD

Picture this: it was seventh grade, and we embarked on a weekly adventure to a home economics class. Don’t let the name fool you – this was no ordinary class; it was a cooking showdown. I loved that you got to eat the dishes you cooked after each epic battle.

I wasn’t primarily motivated by the prospect of food; I chose home economics over Industrial Arts when selecting classes. I did so to hang with all the girls. But here’s the kicker: I spent so much time trying to impress the girls that I began focusing on them more than the class. It wasn’t long before the teacher had enough. She fired off a note to my mom that spelled it out clear as day – “Matthew ain’t doin’ so hot in class, and if he doesn’t ace that final test, he’s headed straight for failure.”

If I failed this class, my mom wouldn't have it. She hailed from a farm where hard work was the name of the game, and she wasn't about to let her own flesh and blood fail at whipping up a good meal, especially when she was a top-notch chef.

Let me tell you when she read that note; disappointment didn't even begin to cover it – she was flat-out fuming. My sweet, quiet mom turned into a relentless home economics drill sergeant and wasn't about to take any crap. She knew I wasn't trying, which wouldn't fly on her watch. She didn't waste a second. She laid down the law, and, let me tell you, it was like going through a boot camp. A daily study routine got slapped onto my schedule, every Monday to Friday, for a whole hour. I won't lie, I was a cryin', moanin' mess just about every time we cracked open those books.

They say, "Embrace the struggle," I didn't want any part of it. My mom knew the task was a real doozy, and she knew I wasn't the brightest bulb in the box. Still, she was ready to take me to the fiery depths of hell and back if it meant I'd conquer that test.

So, after what felt like a grueling boot camp full of tears, anger, and sorrow, the big day arrived – the day of reckoning, if you will. Something incredible was about to unfold, but I was too green to see it coming. I stormed into that classroom like a soldier ready for battle; only this wasn't your run-of-the-mill written test; it was a classroom showdown. The teacher split us into two teams, and guess what? Yours truly knew a heck of a lot more than the rest.

As the teacher started hurling questions at us, it felt like I was Neo in "The Matrix." Time slowed, and the answers came as smoothly as a

LeBron James layup. I was on fire. There was no stopping me; I knew the answers to every question. The whole class, including my teacher, stood there in pure awe.

So, after acing the showdown and making my mom puff out her chest with pride, I came out of it with a nugget of wisdom that's as solid as a rock. It would be best to go pro, plain and simple, to come out on top. No need to stay as green as grass and anyone can do it. Here's the thing: I was the lone ranger in that class, fortunate enough to have a mom with a fiery temper ready to bring the pain if I didn't pass that class. Even the class whiz-kids didn't stand a chance because I put in more study hours than you could shake a stick at.

It's like this: amateurs and pros are different, like the difference between a string bean and a bulldozer. An amateur is on the hope and prey plan, while the professional is here to kick but and win. And when running a business, more often than not, those amateurs? They have a whole set of traits – not all, but most. That's why I'm here to save you a ton of time and stress and let you know – if you're really in this game to win, you must go pro.

So, hang on to your hats because here's the rundown: the top ten traits that set amateurs and pros apart. And let me tell you, it's a real eye-opener.

NUMBER 1: *Gross vs Profit* - Now, here's the deal – amateurs love to yap about their gross revenue; that's the money rolling in before the bills hit the table. They're real proud of those big numbers, but let me tell you, business isn't a numbers game if you aren't talkin' profit. That's right, profit is left in your pocket after you've paid your dues. Well, a pro keeps their eyes on the prize – they stay profit-focused until they're sittin' on a stack of cold, hard cash.

NUMBER 2: *Delusional vs Keeping it real* - Amateurs got this affliction called "crazy passion." They only want to chase the fun stuff that tickles their fancy. But let me tell you, a pro knows how to harness their passion. They stay grounded while still chasing that dream, finding that perfect balance between fiery passion and making things happen. Amateurs will sell what they want, not what the customer needs. And they'll stick to a sinking ship for years without makin' a dime – that's what I call crazy passion.

NUMBER 3: *I hate math vs Profit tracking is my jam* - Amateurs, bless their hearts, they're always whinin' about hatin' numbers and math being as complex as rocket science. But here's the scoop – all that accounting math, it's basic stuff. The real challenge is overcoming your own desire not to do it. A pro, well, they roll up their sleeves and take the time to figure it out. They know that precision matters, and they can even calculate the cost of goods sold (COGS) – that's what it takes to make your product. Most amateurs? They don't know their (COGS) from a hole in the ground.

NUMBER 4: *Stuck in the past vs Prepared for the future* - Amateurs?

They're stuck in the past, clingin' to their mistakes like treasures. They play the victim card. But a pro? A pro knows that errors are the foundation for growth. Thomas Edison said – "I just found 2,000 ways not to make a lightbulb; I only needed to find one way to make it work."

NUMBER 5: *What works vs What doesn't* - Amateurs, they're the stubborn sort. They'll keep hammerin' away at a failed strategy over and over. But a pro? A pro knows to keep an eye on what works and cut loose what's sinkin' the ship. A pro stays lean and mean.

NUMBER 6: *Net income vs Financial forecasting* - Amateurs will drop their books off at the accountant once a year, peek at the net income, and call it a day. But a pro? A pro, they set up their accounting like a scorecard, usin' budgets for every little thing. They keep track, review, and adjust to hit those goals.

NUMBER 7: *Compartmentalise vs Growth* - A pro? They give their employees room to stretch and grow, understanding that it takes time. Amateurs? They're all about puttin' folks in little boxes, thinkin' only they can get the job done.

NUMBER 8: *Fixed mindset vs Growth mindset* - Pros? They've got a growth mindset – always huntin' for opportunities. But amateurs? They're stuck in their ways, just like Blockbuster Video, thinkin' digital movies were a fluke, passin' on a chance to buy Netflix, and believin' DVDs would last forever. To be a pro, you have to change your ways,

adapt, and grow.

NUMBER 9: *Work hog vs Teamwork* - Amateurs? They're work-hogs, tryin' to do it all themselves, thinkin' everyone else will mess it up. The truth is, there are only so many hours in a day, and that's why, as a pro, they're all about teamwork and delegation.

NUMBER 10: *Mild vs Wild* - Amateurs? They're all talkin' significant about becomin' billionaires when they haven't made a dime in a decade. Sure, they still run businesses, but they end up with mild success at best. A pro? Pro's a wild one, well-prepared, making things happen, and knowing how to turn dreams into reality.

Ladies and gentlemen, let me leave you with this parting shot – a pro is like a sharpshooter, always two steps ahead of the game. They're as ready as a cowboy on a high-noon showdown, makin' lists and checkin' them twice. They're out there, kickin' tail and takin' names, believe you me. So, here's a piece of advice that could change your life – make that commitment to go pro today, and then, my friends, recommit daily. You won't look back, and you sure won't regret it. Now, I don't just want you to read this book, put it down, and get nothing from it, so I have created one mission to complete each chapter. I assume you are starting a business or already running one. Therefore, if you already have wrapped a mission, your golden move on. Otherwise, take action and take it now.

Mission #1

Become A Pro

It's decision time, my friend. No more sittin' on the sidelines – it's time to go all-in on this venture. Grab a sticky note, write "I am a Pro!" in bold letters, and slap it right on the bottom of your monitor. Let it stare you down, a constant reminder of your unwavering commitment. As a pro, you live and breathe for one thing – profit. You keep your feet firmly on the ground, never getting lost in the daydream of gettin' rich quick. It's all about the step-by-step grind.

As a pro, you embrace every challenge that comes your way, relishing the opportunity to learn and grow. You become a master of your business. You ditch what doesn't work and double down on what does. Your business becomes a thrilling game with checkpoints and levels to conquer.

Sure, you can do it all, but you also know when to call in the cavalry –whether delegating, hiring out, or seeking help. With a growth mindset, you aim for the stars, and even if you land on the moon, you'll be shooting higher next time. So leave that amateur life behind and leap into the big leagues – turn pro today.

02

RULE #2 HAVE FINANCIAL LITERACY & MASTER FINANCIAL DOCUMENTATION

“WE WERE NOT TAUGHT FINANCIAL LITERACY IN SCHOOL. IT TAKES A LOT OF WORK AND TIME TO CHANGE YOUR THINKING AND TO BECOME FINANCIALLY LITERATE.” ROBERT KIYOSAKI

Have you ever had a run-in with a fellow who can't keep his mouth shut about business and politics? That fellow? Well, that's me. I'm not one for small talk, though I'll dabble in it to keep from driftin'. But when the chance comes to dive into the real deal, you better believe I'm all in. Now, picture this – I'm sittin' down with my wife's cousin, a greenhorn in the business world. We're chowing down a noodle bowl, and I'm just biding my time, waitin' for the perfect moment to drop some knowledge and make myself look like a genius. Then, out of nowhere, boom! The other guest throws out the golden question – “How's the business goin'?” With a grin, he responds, “Good, good. Things are startin' to pick up.”

Thanks to some wife-to-wife gossip, I know this fellow's business wasn't very profitable. But as he rattles on about holiday orders pilin' up, I can't help myself.

I lean in and lay it on thick, "Sounds like things are takin' off, my friend. But you know, the accountant geek in me can't help wonderin' – got that budget locked down tight? Are the KPIs (Key Performance Indicators) all lined up? Where's this rocket ship headed?"

Now, my wife has had enough of my business talkin', and she kicks me under the table, throwing me that "shut the heck up" look. She knows me all too well – this isn't the first dinner I've turned into a business seminar. But our guest- he's a good sport.

"Yeah," he says with a wink, "the wife's the numbers whiz in our crew."

Well, isn't that a shocker? So, I play along: "Oh, nice! Have you dabbled in this kind of work before?"

She chuckles at me, like I'm some greenhorn kid, and says, "Oh, yeah, a few times over the years. It's pretty straightforward stuff."

Now, I gotta turn up the heat. "Oh, good! Running a business without cash flow can be a real nightmare. You gotta know the numbers inside and out."

She looks at me, all confused, "I don't use a cash flow; I just enter the transactions, that's about it."

I put on my best act, “Oh...” with a fake surprised expression.

Then I turn to the husband, “Well, you must be the budget master, right?”

He looked at me strangely and said, “Nope, I just dive right in. I’ve got no time for all that.”

Another well-placed kick to my shin, courtesy of the wife, reminds me to quit pokin’ the bear and eat my dang food. But I’ll tell you this – later on, there’ll be a cold one or two and a second chance. I need this guy to realize that runnin’ a business without a cash flow is like wanderin’ in the desert without a GPS. And why does everyone who starts a business think it’s brilliant to make their spouse or mom the bookkeeper? It’s like an unwritten rule or something.

His business is small, with about 60 minutes of monthly finance work. He should be takin’ care of that himself. I know what you’re thinkin’: I ain’t tryin’ to be a bookkeeper, but when you’re in the business game, do you ever stop and think, “Why am I doin’ this? I ain’t tryin’ to be a marketer.” You’re the big boss, which means you’re responsible for every part of the operation. One of the best books on entrepreneurship, “The E-Myth,” explains that when you’re startin’ a company, you gotta wear all the hats. You’re the whole team until you have enough cash to hire help.

What gets under my skin is that at the start, it isn’t all that tough to understand your numbers, but still, it’s like pulling teeth to get a new business owner to do it. And it sure doesn’t help that every guru out

there, from here to Timbuktu, tells you to stick to your passion. Somehow, that translates into avoidin' any work in your business that feels a tad challenging – get someone else to do it. And that can lead to hirin' a bookkeeper, even when there's only a handful of hours of work each month.

Now, these slick bookkeepers won't say a peep. They convinced you that only they can handle this so-called complex work even though technology has slashed the learning curve and the time it takes to do the job each month.

So, what used to be an hourly gig has become all about “value pricing.” They'll show you a laundry list of stuff they'll do and hit you with a price. Since you have yet to know what they're talkin' about, you figure it's way too complicated to give a darn.

There's absolutely nothing wrong with having your mom, spouse, significant other, or even your secret sidekick handle the bookkeeping duties. They can take care of the basics, like recording the essential transactions, and that's just fine. But you will still have to use budgets and a cash flow, which you can create by yourself or with their help.

My point is that you've got to have a hunger to understand your financial numbers. Again, 82% of businesses go under because they didn't manage their cash flow effectively. When the cash well runs dry, you might as well kiss your business goodbye. That's why it's crucial to wrap your head around your financials.

And let me tell you, this isn't just for beginners. If you're running a business and you aren't using a cash flow system with a well-thoughtout strategy, you're doing yourself a disservice, plain and simple.

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I get it; it can initially seem intimidating, just like anything new when you're starting. You'll stumble, make a few mistakes, and look like a rookie here and there. But before you know it, you'll say, "Alright, it's time to review that project budget and update it, along with the cash flow."

Let me tell you, making financial decisions becomes a breeze when you know those numbers inside and out and can read those financial statements like a pro. It's all about setting up your budgets and cash flow, handling the bookkeeping, inputting the results into your cash flow system, and conducting regular reviews. You'll also need a strategy to ensure you hit your budget targets.

In the early stages, you're responsible for the whole shebang, and handling your finances should be a piece of cake. Embrace this financial aspect of your business because it's how you turn it into a profit-making game.

In the world of money, you've got to set goals and track your progress, and yes, that means you. You need to streamline the process into a simple step-by-step system. Then, whether it's your spouse, a CPA, or the neighbor next door, you can hire someone to follow your strategy for a fee that you determine. If you don't have the time or inclination to learn it all yourself, or if your current bookkeeper isn't up to the task, consider bringing in a pro to teach you the ropes and set up a system you or the bookkeeper can follow monthly. And remember, my friend, on this journey, it's all about the numbers, and no one needs to know them more than you.

Mission #2

Document Financial Information

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You're here because you're determined to get your finances in order. So, let's get started by finding the right tools for the job—a suitable calendar, task list, and storage center for all your financial tasks.

If you're currently using platforms like Google Suite or Microsoft Suite, that's excellent. It's crucial to integrate your financial tasks into these systems. But if you haven't designated a specific space for your financial activities yet, now is the time to do so. Remember, this documentation will eventually serve as a comprehensive training manual. Therefore, provide detailed instructions for each entry, imagining you're teaching someone else.

03

**RULE #3 ALWAYS KEEP
YOUR BUSINESS SEPERATE FROM
YOUR PERSONAL**

**“MONEY IS A TERRIBLE MASTER BUT AN EXCELLENT SERVANT.” - P.T.
BARNUM IN “THE GREATEST SHOWMAN”**

Things were lookin' up. I couldn't believe how well my business was rockin' and rollin'. A week ago, I was low on cash and had to move – either get a second job or dive headfirst into the business world ASAP!

So, after kickin' around a few ideas, I decided to go all-in with a car detailing business. No planning, no fuss – I just slapped an ad in the classifieds, and the company was running. I decided to undercut the competition, get the customers hooked, and raise prices. And it was workin' like a charm. I had my first customer in hours, then a few more rollin' in later that day. Owners would swing by, drop off their cars, return in an hour, pay half the price, and get a decent job done. I didn't even have all the fancy tools, just a vacuum and a heart of gold. They were happy, and I was delighted – things were rollin' smooth. The additional funds allowed me to buy items from my wishlist and get new

tires for my wife's car. We've also been dining out more, which I love to do, and so do the kids. Everything was going great. But then, out of the blue, I got a phone call that would change everything. On the other end was the business police; let me tell you, they met business.

"We received a complaint that you're runnin' a car-detailing business out of your garage. Did you know that's illegal?"

Can you believe it? Some jealous chump ratted me out – snitched, you know what I'm sayin'?

"Sir, do you have a permit to run this kind of business?"

"Umm, nope, didn't know I needed one."

"Well, you do. And for this type of gig, you have to have a commercial space. Were you aware of that?"

"Nope, not at all."

"Sir, did you bother to get any insurance or a business license?"

"Nah, it didn't cross my mind."

"Alright then, what's your email? I'll send you some info so you can get this straightened out the right way."

“Sure thing, it’s cleanmyride@mail.com.”

“Thank you, email’s on its way, and if you have any questions, don’t be shy.”

I knew I couldn’t rent a commercial spot, and my heart sank like a lead balloon. I’d made some cash, but just like that, my business was down for the count. And worst off, I spent all the money I made and more, so I was back to zero with some added debt.

If I’d known the rules from the get-go, I would’ve never taken this wild ride. I had to close up shop because I couldn’t afford to bootstrap this thing. Take it from me: Take the time to learn the rules and regulations of the business you’re divin’ into. A food business has different rules than the auto industry and all that jazz. You must know the local laws for your business, whether you’re startin’ or already in the game.

The guy who called me was decent, and his job was to get me on the right track. Where I live, we have government and private business advice lines, and they’re there to help you. For instance, when I was thinkin’ ‘about startin’ a food business, I gave that government business line a ring. Man, that guy spilled all the beans for free. Told me ‘about the commercial kitchens in town that I could use without breakin’ the bank. He gave me the lowdown on the rules I had to follow and what kind of insurance I needed. We talked for a good half-hour, and he answered all my questions.

So, whether you’re taking your first steps or already in the game, you have to do your homework on the business you’re in. Know the

typical business structure, what kind of insurance you need, and how much. Once you've done your research, and if the idea's still golden, it's time to register your business and get that business license. Then, once you have the paperwork in hand, it's time to crack open a business bank account. And when you're ready, grab yourself a business visa. And if you are one of the guilty business owners using the same bank account for business and personal, it's time to cut it out. Keep your business and personal money separate.

When you're huntin' for a bank account, don't assume they're all the same – they're not. Look for an account with no monthly fees, low account minimums, low-interest rates, and no penalties. The same goes for credit cards – they aren't all created equal. Once you've got all that squared away, knowing your numbers is one last piece of the puzzle. You see, it's just as important to know your finances as it is to know your business. Otherwise, it's too easy to start siphoning cash from the company for personal use, and that's a one-way ticket to financial chaos. Determine how much you want to pay yourself out of the business, and do your best not to take a dime more unless you plan it.

Mission #3

Seperate your business & personal finances

If you haven't already, it's time to open that business bank account. Next, figure out your monthly salary. Additionally, check for any licenses or insurance policies required for your business – a quick Google search should provide all the information you need. If you haven't already,

consider obtaining a business credit card. Why? Well, it allows you to earn rewards while making necessary business expenditures. Moreover, you can streamline most of your expenses by using your business credit card and setting up automated payments. Some business owners will use their earned points to purchase needed electronics, flights, hotels, or even gift cards for employee bonuses. But first, let's start keeping your business and personal money apart.

04

**RULE #4 SYSTEMS RULE THE
ROOST: YOUR PATH TO GLORY AND
SANITY**

“IF YOU CAN’T DESCRIBE WHAT YOU ARE DOING AS A PROCESS, YOU DON’T KNOW WHAT YOU’RE DOING.” W. EDWARD DEMING

The last place I’d ever expect to stumble upon a checklist was in a men’s group. But hold on, this wasn’t your average men’s group – these were men on a mission to win back their wives and conquer their goals.

But here’s the scoop: just like in business, it became apparent quickly that while everyone wanted success, only a few were willing to step up and put in the work. Everybody wants a six-figure business, but nobody wants to hustle. Now, some of these fellas were living in a fantasy world. They wanted their wives to love them just how they were; they didn’t think they needed any improvement. Knowing what steps to take is challenging when considering improving our relationships. Then, one day, one of the top dogs in the group shared his secret plan to win his wife back.

It was a simple 3-month plan, laid out in a Word document, with a battle cry #DOTHEWORK. This plan was as straightforward as a pushup and would take at least an hour to assemble. It mapped out all the date nights, family fun nights, and special occasions – you name it.

Now, I get it; using a checklist for your relationship might not sound romantic, but when you glanced at that list, you could tell it was something special. If I could complete even half of those tasks, it'd be a giant leap from what I was doin' before. I was sure my wife would appreciate it, no doubt about it.

You might be thinkin', "I don't need a checklist for that stuff," but my friend, you're wrong. Dead wrong. As the legend David Allen, the godfather of organization once said: "Your brain ain't for rememberin' what to do; it's for figurin' out what to do next." This simple system would save most marriages from the brink. You see, without a strategy, you're just cruisin' for a bruisin'. One of the guys in the group shared with us, "When my wife left me, she said you never even tell me you love me." He thought she just knew, but he had no system, no checklist, no plans to give regular flowers or any way to express his love, and guess what? No wife.

Whether aimin' to win your wife back or keep your business in check, systems are your ticket to success. Even the most intelligent folks in the world rely on systems to get the job done, and so should you.

Some people dislike systems because they feel they're taking the soul out of things, making them robotic. But even if you don't use a system, you still use it less efficiently. Every job has a set number of steps you must follow to get it done. Let me lay it out for you, plain and simple. Imagine I hire two greenhorns and ask them to handle a month's

bookkeeping. I give one of them a checklist, and the other flies solo. Who do you think, on average, will cross that finish line first? Where would you put your money?

Let's face it: how else will you get someone to do your work for you? Training is one of the priciest things in the business, and that's why you need a system for someone to use. The ultimate goal is to gather all your systems into a training manual. In the business world, they call a system an SOP, which is short for standard operating procedure.

It's your step-by-step guide to getting the job done. Now, there are two types of systems: active and static. Active systems, like gift giving, don't always yield a predictable result – she might love it or hate it, and you won't know 'til you see her reaction. Static systems such as cleaning your house. Well, that's got a set number of tasks, and the result's a predictable, squeaky-clean house.

Think of it like budgeting and KPIs. Setting up a budget with KPIs is an active system, but the result will only sometimes match the budget. That's where the pros separate from the amateurs. You have to finetune that system constantly based on the results. Only static systems give you a predictable outcome, but don't ignore the importance of those, either.

Now, let me break it down for you – budgeting is an active system; bookkeeping, on the other hand, is a static system. That's why bookkeeping's a breeze once you set it up correctly. There's a finite number of steps to complete the task. For instance, here's how you create an SOP for bookkeeping, and you can use Google Sheets or Excell for this:

GORILLA CASH FLOW

Step 1: *Set the goal – bookkeeping should be done by the 5th of every month.*

Step 2: *Write down all the steps and give screenshots for each.*

Step 3: *Record yourself in action using Loom or OBS – both are free.*

Step 4: *Organize it all neatly in your training library.*

Anyone can follow this, and as you use it and get feedback from your trainees, update it whenever needed. Remember, don't underestimate the power of systems to skyrocket productivity.

Mission #4

Build Your Systems

It's time to map out your game plan for recording your systems using those four killer steps we laid out above. Don't waste any time – start systemizing what you're already doing and keep that momentum going by continually doing so. This will make you more productive, and it will be easier to delegate work.

05

**RULE #5 STAY IN THE KNOW
- MORE KNOWLEDGE, MORE
BUSINESS MOJO**

“AN ORGANIZATION’S ABILITY TO LEARN, AND TRANSLATE THAT LEARNING INTO ACTION RAPIDLY, IS THE ULTIMATE COMPETITIVE ADVANTAGE.” - JACK WELCH

Sitting in a wooden chair all day, trying to wrap my head around selling insurance, was about as enjoyable as a visit to the dentist. I thought a million times, “I shouldn’t be here.” But you know what? I stuck around because I needed work.

I know what you probably think: “Accounting, insurance, and this jock don’t seem to add up.” And you’re right; it’s like mixing oil and water. I never had any intention of diving into the world of insurance. I applied for a job, and when I showed up, they dropped the bomb on me – I could have the job, but only if I completed the training and a test. All the while, I was on the brink of broke with zero income.

And looking back, I should’ve high-tailed it out of there right then and there. I was flat broke and needed a paycheck, not some potentially

bright future. But, being as indecisive as ever about what I wanted to do, I decided to roll the dice with no other prospects.

Again, the bizarre thing is I'm a sports fanatic, yet here I was, diving headfirst into the insurance world. My journey to becoming an insurance salesman had begun, and let me tell you, it was a wild ride. Picture this: I found myself crammed in a dingy basement with ten other folks, all tryin' to wrap our heads around the mystical world of insurance.

They kicked things off by tellin' us how wealthy they were and how we could be, too. They painted a picture of insurance companies worth more than banks, throwin' around terms like "trillionaires," Boy, they had our eyes wide open. They even flexed their cars and told us about their lavish lifestyles.

So, you better believe I was hooked, or as hooked as I could be at that stage of my life – I was gassed up. My instructor, he was somethin' else. It seemed like he was cut from the same cloth as me, or at least, I thought so. One day, he was chattin' away about the big test and how he managed to pass it. He dropped a gem that still resonates with me today. He said, "Even though I despise reading, I read that darn book ten times 'cause I was determined to ace that test."

Those words hit me like cold water to the face. I wouldn't say I liked reading then because I couldn't see its value. I was all about takin' action. But this guy hated reading too, yet he knew he wanted to be an insurance salesman, so he read that book inside and out, studied it relentlessly, and, of course, aced the test. He wasn't a gifted reader and even proclaimed himself a knucklehead, and if he could do it, anyone could. I had the knucklehead part down but was lackin' in the "try hard enough" department.

Weeks turned into months – this wasn't a quick crash course; it was a lengthy ordeal. At this point, I had everyone fooled: my fellow students and myself. They thought, "This guy's sharp; he answered a few questions right." But, as usual, I followed my script and didn't dedicate the time or energy required. It had to do with my lack of interest in the topic. Towards the end of the course, a colossal insurance exam demanded a solid four hours of your life. It was a beast. Yet, I walked in there thinkin', "I've got this in the bag!" Even though deep down, I knew I hadn't prepared enough. I'd managed to delude myself into thinkin' I had a fighting chance.

As I sat in that room, sweatin' buckets, on one of the most uncomfortable chairs known to humanity (wooden, of course; why are those still a thing?), I was there, second-guessing every answer. My derriere was in agony; that chair was no joke. By the time the test was over, I had looked like I had taken a prostate exam, not a written test. I didn't need to see the results; I knew I had failed and failed miserably.

It was so bad that I couldn't even face them anymore. I ghosted the entire situation like a nightmare I needed to escape. The truth is, I could have excelled in that test if I had dedicated the time and effort to it. During that period, I was still far from reaching a professional level, trapped in the cycle of mediocrity.

That test required a hundred hours of study, and I barely did ten. If you can't take the time to learn your business, you're either setting yourself up for failure or not that into it.

It would be best to know your business inside and out. Whether you're just starting or already in the game, dive deeply into your

business. Answer all those burning questions customers might throw your way. Find out everything you can about how others in your industry do things – their offers, the size of their teams, joint ventures, strengths, and weaknesses. It would be best if you became a sponge for knowledge.

This knowledge will make your brain explode with ideas on improving, fixing, and growing your business. Subscribe to groups, get some mentors, and invest in education to keep yourself in the loop. And most importantly, put it all into action to see what works.

Some folks get stuck in research mode and never take the plunge. Or, if they're already in business, they get some shiny new education, but they're too scared to give it a shot. You've got to ask yourself: "Am I implementing what I've learned, and how fast am I doing it?" The quicker you learn and take action, the faster you'll figure out what works and what doesn't. I've shared my story of trying to tackle the insurance world, and it wasn't pretty. But the lesson here is clear: if you're going to succeed in any venture, you have to put in the time and effort to understand it truly.

So, whether you're a Bare Knuckle brawler or a hustler in the business world, remember this: know your business inside out, be a student of the game, and always be ready to take action. You will learn more by taking action.

Mission #5

Research and Implement the good stuff

Your mission is to get to know your business inside and out. Whether you're just starting or already in the game, dive deeply into your business. Get the lowdown on your competition – what are they bringing to the table, and how are they doing things? Find businesses similar to where you want to be in three years. Then, choose one as your endpoint.

For example, if you're into cleaning, gather information about annual revenue, profit, offers, revenue streams, marketing strategy, target market, office space, and staffing from successful cleaning businesses. With a bit of help from Google, within about 20 minutes, I found a podcast where a lady was talking about her cleaning business in its third year. She made 85k a month profit and had 18 cleaners, six supervisors, one field manager, and one office manager. If you are starting a cleaning business, that is a tremendous three-year goal to chase. But at least you know someone did it, and this gives you a template to break down. And you might even be able to contact them for mentorship.

Just remember that more knowledge equals more power, and that power translates to more profit. Keep your business brain sharp. Just as you master new skills and strategies in a game, always look for ways to improve your business. Seek mentors, join industry groups, and stay updated with the latest trends. Your journey doesn't end at year three; it evolves into new levels of growth and success.

RULE #6 TURN YOUR BUSINESS INTO A THRILLING GAME: PLAY FOR PROFIT

“BUSINESS IS A GAME, PLAYED FOR FANTASTIC STAKES, AND YOU’RE IN COMPETITION WITH EXPERTS. IF YOU WANT TO WIN, YOU HAVE TO LEARN TO BE A MASTER OF THE GAME.” SIDNEY SHELDON

Let me take you on a journey – a journey not through the dungeons of Hyrule but through the depths of business strategy. You see, I used to spend my Saturdays slaying virtual dragons and saving princesses in games like The Legend of Zelda. But today, I’m here to share a different game with you: The Business Quest. In this real-life game, you’re not Link, the simpleton turned hero. You’re you and on a quest to build a successful business. Like in those video games, you start at the bottom with limited resources and abilities. But as you play, learn the levels, develop strategies, and gain upgrades for your business, you start stacking up wins.

But here’s the twist – in business, you don’t just play the game; you create it. Buying a franchise can be excellent; the games are set up for

you. All you have to do is work the systems. But for most of us, we're flying by the seat of our pants, trying to figure it out as we go. There is no strategy, just blood, sweat, and tears. Mostly tears. That's why you must turn your business into a game using goals and a plan.

Now, every game has a start, an endpoint, and checkpoints along the way. Your business needs an end goal, levels, and checkpoints. In Seth Godin's book "The Dip," he explores the idea that you will face the dip when you try to start a business. The Dip is the process, all the challenges, bosses, and the growth it will take to reach your goal. Are you willing to face it all? Because if you're not, the Dip won't be worth it.

Every game has its Dip; anyone can get through it, but who's willing to do it? Who will do whatever it takes and not quit when the going gets tough? Each level comes with unique challenges that build your knowledge and skills. Going pro is essential to beat "the Dip" because amateurs get chewed up in the game of business.

I'll never forget when it clicked for me – I saw the connection between accounting and gaming. Accounting wasn't merely about recording numbers but defining them and striving to achieve them. Proactive accounting, I realized, is like turning your business into a thrilling game. That "aha" moment inspired me, and I felt compelled to share this revelation with others. So, here I am, ready to guide you on this journey, and it all begins with having a crystal-clear vision.

In the book "Secrets of the Millionaire Mind," there's a powerful story about two store owners. One planned to open 100 stores, while the other aimed for just one. The surprising part? Both of them achieved their goals. The one with a clear plan successfully opened 100 stores,

while the other remained content with a single store. The takeaway is you need a plan. Do you envision having one store or a dozen? Are you planning to sell it within five years or see it through until retirement? It all starts with crafting your unique vision. In the previous chapter, I encouraged you to identify a business that aligns with where you want to be in three years. Use that as a foundation to create your vision. Now, let's break down this process into four essential steps.

Step 1: Vision Statement - Create a vision statement based on your chosen business model. It should cover five areas: revenue, marketing, product/service, staff, and office space. Don't makeup numbers; use actual data from your research. For example, I will have an 85k-a-month profit cleaning business within three years. I will have eighteen employees and an office building and only do residential and business cleaning.

Step 2: Core 4 Values- Next, establish your Core 4 values – your guiding principles. An example is 1. Healthy, happy work environment. 2. Customers expect high-quality work. 3. Communication and respect always. 4. Go the extra mile every time.

Give them personal significance so that when you glance at them, which you should do daily, they serve as a source of motivation and a reminder of your purpose.

Step 3: Create a Customer Journey - Map out your customer's journey through your business. It should be smooth and efficient. If it's not, you won't retain customers and money. You have to know what your customer experience is so you can improve it. You should always buy your product first.

Step 4: Breakdown Your Vision - Take your three-year vision and break it down into yearly goals for each of the five areas: finance, services, marketing, office space, and staffing. Create a plan for each year, specifying what you want to achieve. So, for year 2, I will have a 50k-a-month profit cleaning business and 12 employees. An office, and we do residential and business only. Then, for year one, I will have a 28k-a-month profitable cleaning business with six employees. A rented office, and we do residential and business cleaning.

As you can see, I didn't overcomplicate this because it's just a loose vision that will become more real when we turn it into a budget and cash flow. Now that you've got the foundation of your game set up with a three-year vision, you'll be on your way to conquering each level and achieving the success you've dreamed of. Remember, you're the hero in this game, and your business journey is the ultimate adventure.

Some of this might sound complex. It can be, but remember, every great game has a learning curve. You'll face challenges, but that's part of the adventure. And you don't have to go at it alone. Most businesses have multiple thriving communities of entrepreneurs and resources to

help you on your quest. You've embarked on a real-life adventure that's more thrilling and rewarding than any video game. You'll build a legacy beyond virtual worlds and high scores as you navigate your business quest. You'll create a successful business, one level at a time, with your three-year vision as your ultimate goal.

So, my fellow adventurer, gear up, gather your party of skills, and embark on your business quest. Your success story awaits, and it's a tale worth telling. Now, conquer the entrepreneurial world, one level at a Time.

Mission #6

Create a Vision

Here's the battle plan: you'll craft a bold 3-year vision for your business, then work backward to the present day. It's all about strategy. Next, create your core four principles to guide you through the good and bad times. Then, it would be best to map out that customer journey – know your audience like the back of your hand. Then, break down your vision into three years and get ready to put it into a reality. You'll run this business like a well-oiled machine, and there's no room for daydreams – only hard-hitting, goal-crushing action.

RULE #7 CASH FLOW AND BUDGETS ARE YOUR PATH TO FINANCIAL MASTERY

“CASH FLOW IS KING. WITHOUT CASH FLOW NOBODY HAS JOBS, RAISES, OR LONG TERM SUSTAINABILITY. PROFIT IS NOT A BAD WORD. IT IS A NECESSITY.”- MATT SMITH

Tom's no ordinary guy; he's the big shot behind a million-dollar hair salon that has everyone green with envy. He has flashy cars, a gorgeous wife, wonderful kids, and a mansion. His salon? It's a sizzling sensation, with clients and barbers lining up for a piece of the action. But here's the kicker – Tom's got a severe problem: cash- or rather, the lack of it. Picture this: Tom's living on the edge, which isn't the good kind of edge.

He's scraping the bottom of the cash barrel so often it's become a routine. Payroll's on the horizon, and he's fishing for dollars from every nook and cranny. That line of credit? He's tugging on it to keep the ship afloat. And if he doesn't change his tune soon, he'll be singing the bankruptcy blues. Tom's been playing fast and loose with his salon's funds. Partying, throwing bashes, and even taking cash straight from the

till. He's got a cheeky habit of leaving an IOU note behind, thinking that'll make it all right.

But it's not; he is breaking a golden rule, my friends, one we have touched on already, and it's a biggie: always keep your personal and business moolah separate, no matter what. It's a golden rule that Tom's been tossing aside like yesterday's news. And let me tell you, countless businesses have gone down in flames, not because they lacked potential, but because they couldn't handle their cash flow. As Grant Cardone says, cash is the holy grail of business, and Tom treats his cash like T-Pain did. He's spending it like there is no tomorrow. He wants to be rich now rather than wealthy later.

A business will grow over time; the only way to manage that growth and stay on track is through cash flow and budgets. Using a cash flow to chase your vision is where you turn your accounting into a game. You will have revenue and expense budgets to meet or exceed every month. You will decide how much to pay yourself and will be able to monitor your costs and inventory like a hawk.

A cash flow is like a crystal ball, showing you how your money moves today and where you'll be in twelve months. It keeps you on track and accountable. Who wants to go under just because they couldn't manage a cash flow?

It's more than just a document; it's your lifeline. It spills the beans on everything – your cash in, cash out, revenue, expenses, you name it. A whole year, month by month, with budgets and actuals. Your mission? Get as close as possible or even surpass that budget every month.

Now, you can go old school with a spreadsheet or, if you're

spending big bucks, shell out for some fancy software. Either way, it's time to master the art of cash flow management.

Mission #7

Create a Cash Flow & Budget

It's time to create a cash flow and a budget that'll turn your bookkeeping from a reactive hassle into a proactive powerhouse. You've got a big vision; now it's time to turn it into the real deal. Creating a 12-month cash flow using a spreadsheet or software would be best. If you are starting out, all your numbers should be research-based. And if you're already in business, simply input your previous 12 months into your budget and shoot for adding no more than a 10% monthly revenue increase. Scour through your expenses and eliminate any useless ones; that is the first way to increase your monthly revenue immediately.

But here's the twist – this isn't no one-time shootout. You have to keep those peepers peeled month after month. Are you hittin' those budget targets and ridin' high on the profit trail, or are you missin' the mark and need to adjust your aim? Keep the numbers as close to accurate as possible, and in the next chapter, we will align them with your KPIs. It's time to play the game of profit like a true entrepreneur. So, grab your cash flow, chart out your next 12 months, and never look back.

08

**RULE #8 YOU MUST DEVELOP
A STRATEGIC PLAN TO ACHIEVE YOUR
BUDGET TARGETS**

“DO YOU KNOW WHAT MY FAVORITE PART OF THE GAME IS? THE OPPORTUNITY TO PLAY.” MIKE SINGLETARY

Have you ever faced a colossal task that stretched like an endless horizon before you? Well, my buddy and I found ourselves in one of those moments when we had to install 10,000 shelves. Seeing all those shelving units sprawled out made us gulp, and we knew the week ahead would be one grueling marathon.

Day one was all about unboxing and putting together those shelves, and by the time the day wrapped up, I was wiped out. Day two dawned, and I wasn't thrilled about another long, exhausting day ahead. But then, a spark of inspiration hit me. I turned to my coworker and threw down a challenge, a mano-a-mano showdown, to see who could install the most shelves by lunchtime. Let me tell you, this little competition sent our productivity soaring to heights we hadn't imagined

possible. We cranked up the radio, shifted into high gear, and attacked those shelves at a pace that had seemed unthinkable before.

When lunchtime rolled around, we were both pumped, grinning from ear to ear at our accomplishment. We wrapped up the job shortly thereafter and headed home early. That's what I call gamification, my friend. I've integrated this approach into all facets of my work, especially when motivation hits rock bottom. Smart business owners understand the power of gamifying their employees through incentive programs, bonuses, paid vacations, equity in the business, and more.

In the last chapter, your mission was to create a cash flow, and your best shot at meeting and exceeding your budget is to have a strategic plan. It's easy to set a goal, like making 10,000 bucks next month, but what's your process to ensure you meet and exceed it? That's where a Strategic plan comes into play.

Now, you want goals for the five areas that match your vision: profit, product/service, marketing, office, and staff. But hold on tight; don't make the rookie mistake of setting irrelevant goals. You gotta keep them rooted in the here and now.

For example, how many clients or units do you need to hit that bullseye each month? That's your monthly KPI for profit. Say you need five customers monthly for your service gig – what's your game plan? How many potential clients are you going to reach out to? Will you unleash the power of advertising? And don't forget to keep tabs on that cost per customer so you can figure out the most powerful strategies and double down on them. If you are already in business and aren't tracking how you currently get customers, start doing it. And use the data to get more customers.

Regarding your office goals, you might want to stash away some cash each month from your profits, prepare for future office necessities, or keep things organized as a goal. And when we're talkin' staff, do you need to bring in some hired guns or extra hands on deck? Have you got your interview process locked and loaded? And there's more to consider, but you get the picture. Look, it's one thing to have a budget and cross your fingers for those monthly numbers, but it's a whole new ballgame when you've got a rock-solid plan to ensure those goals are met. You're stacking the deck in your favor by setting targets in these crucial areas. So, my friend, it's time to step up your game and lead those numbers in a victory dance to your rhythm.

Mission #8

Come up with your strategy

A clear vision of the direction in which your ship is sailing and a well-managed cash flow are essential. Equally crucial is a solid strategy to ensure your vision becomes a reality. Your mission, my friend, is to establish a goal in each key area and then see that goal through to completion. Dive into the details, set concrete deadlines on your calendar, and take it one quarter at a time to keep your course on track and set up quarterly reviews. These reviews will allow you to assess how your strategy played out, highlighting both the successes and the bumps in the road. Learn from good and bad experiences and use that knowledge to fine-tune your approach for the next quarter, ensuring Continuous Improvement.

09

**RULE #09: HAVE A ROCK
SOLID REVIEW PROCESS TO STAY
ON TOP OF THE GAME**

“CONTEMPLATION MUST BRING FORTH RIGHT ACTION IN ORDER TO PERMIT FURTHER GROWTH.” - ROBERT HEINLEIN

After yoyo dieting for what seemed like forever, I finally got serious and lost 15 pounds of fat. I reached a physical fitness level I haven't been at since my 20s. Do you want to know the secret sauce to this success? Well, I set a goal with some mini goals and aligned it with a daily review, and you can do the same thing to achieve any goal in life. But here's the kicker, the magic ingredient that kept me on track - three words: review, revise, and grow.

Setting up the goal is number one. Tracking, reviewing, revising, and growth are next. And you can't have one without the other. So here's how it all came together. First, I went full-on research mode, diving into all things fitness – from training and diet to mobility and stretching. I set myself a clear and attainable vision: I was gunning for

175 pounds of lean, mean muscle. And to keep me blazing on that trail,

I created my “Core 4” principles, my motivators. Every time, I thought, why am I doing this? I would have my core 4 in my corner: 1) I want to be agile like a cat, 2) I want to look like a superhero, 3) Be an example to my kids, and 4) Being healthy is a feeling I love, and every time I didn’t feel like it I would remind myself what my core 4 was then I was back on the mission.

To conquer my 3-month goal, I took a 6-day-a-week bodybuilding program online and followed it to a t. I did the same for mobility and stretching. The most critical and challenging part was to lock in a diet. I set a daily calorie limit of 1800 to 2000 max, with Saturday as my cheat day. One of my mini goals was to lose 2 pounds on the scale a week.

I penciled in a weekly coffee with a buddy on the fitness grind—a thirty-minute deep dive into our progress and ways to level up for the next week. Before bedtime, I would walk and remind myself to commit to my meal and exercise plan for the next day. I also would watch YouTube videos of popular fitness influencers, which motivated me.

Every morning, before anything else, I’d hop on the scale – empty stomach, post-bathroom ritual. The goal? To see that scale tip down, even by a smidge. It was a quick, straightforward way to track my progress. This daily ritual fed my motivation – seeing that scale inch down was like a shot of adrenaline. And when it didn’t cooperate, that was a quick reminder that I had gotten off track.

I became a scale-watching warrior, a daily contest that fueled my fire. That and meeting with my buddy was the core of my review process, the engine that kept me on the straight and narrow. Setting goals and dreaming big is one thing, but without a review process, you

cannot see and adjust your current faults.

Setting goals and managing cash flow effectively is essential for your business to thrive. After all, effective cash flow management is the lifeblood of any business. However, without a monthly review of your results, what will motivate you to stay on track and achieve those goals? If I don't use the scale, I am just not locked in the same way. Consider how much potential revenue you could miss by failing to meet or surpass your monthly targets.

It's crucial to establish clear targets and regularly review your progress to identify what worked well and what didn't. This allows you to adjust and improve your strategies accordingly. Fortunately, the review process doesn't have to be complicated. I'll provide you with the same straightforward review process used by successful 6-figure businesses, which you can quickly implement regardless of size.

Now, you need five reports and must review all five regularly. The five reports are the Income Statement, the Balance Sheet, the project budgets, variance reports, and your cash flow. Now, I like to do things differently, and I review the Income Statement and Cash flow simultaneously using a hybrid cash flow. It shows the income statement, balance sheet, and cash flow, but I don't use it to review the balance sheet—the balance sheet gets reviewed on its own, as well as projects.

Variance reports can be used to compare this July's results to last July's or this year's to last year's. It shows you the percentage difference in revenue and expenses. It can be used for your balance sheet as well. You will glance at most reports briefly; the cash flow is where you spend the most time.

Once the first month of bookkeeping is complete, you populate

the results into your cash flow and projects. Then, the scheduled review happens. Since our income statement is part of the cash flow, we will review the two together. The estimated review times are based on a business with over a 100k monthly revenue.

Income statement/Cash Flow (10-30 minutes) – Line by line, you compare your budget to actual revenue and expenses. Ask the tough questions, dive deep into the discrepancies, and get answers from those in the know. It's your radar for spotting financial turbulence. Here are the questions you need to ask.

First, we will look at the ***Income***.

1. How's the actual revenue stacking up against the budget?
2. What caused any revenue shortage? Is the money still coming?
Should it be put into next month's budget?
3. For extra revenue, should it be taken out of the budget ahead? Was it expected or one time?
4. Has anything changed with upcoming income that needs updating in the budget?
5. Did things go according to plan, or did they veer off track?
6. What can we improve next month based on what we learned this month?

7. What changes are on the horizon?
8. How does your expected cash and profit look at the end of your fiscal year?

Expenses

1. How are the actual expenses stacking up against the budget?
2. If you were over budget, why? Was it planned?
3. Are there new known expenses added to the budget?
4. Are there any ways to reduce current expenses?
5. Are the expenses for the next three months still accurate?

Results

1. Did you stick to the bookkeeping and cash flow?
2. Are the shifts in your financial position clear and understood?
3. Were these shifts planned or unexpected?
4. Why did they happen, and what's the plan moving forward? Still the same?

Net Income

1. Are you sitting on a surplus or staring at a deficit?
2. How do you plan to allocate any profits?

3. How do you intend to patch it up if it's a deficit? Or was this month a planned one?
4. Are you on top of your financial forecasting to avoid choppy waters?

Accounts Receivable & Accounts Payable (15 minutes) – Take a peek at who owes you money and have your bookkeeper highlight any debts that are over 30 days. You are keeping your vendors happy means paying your dues on time. The same goes for receivables—request payment again for anything over 30 days.

Balance sheet (10 minutes) – The balance sheet will have much less to review, but monitoring is still essential. Your debt-to-cash ratio is a critical piece to watch. If debt starts outweighing cash, take action immediately. You don't want to wade into bankruptcy waters.

Balance Sheet

1. Are all accounts reconciled?
2. Are your payables/receivables up to date?
3. Do assets carry a debit balance, liabilities, and a credit balance?
4. Are you on track to have that all-important 6-month reserve?
5. How do your current debts stack up against your cash and inventory?

Projects (10 - 30 minutes) –Review projects weekly, monthly, or based on need. For busier projects, weekly might be the way to go. Dive into the results, determine what didn't go as planned and why, and ensure your expenses make sense. Make any changes to the budgets needed and put the changes into your cash flow.

There's no excuse to let your business's financials slide. With just **60 minutes** a month, you can keep a firm grip on your cash flow, revenue, and expenses. Skipping the review process is like avoiding your bank balance – you need those numbers to steer your decisions and keep your business robust.

Think of it as your business's scorecard – are your numbers soaring or stumbling? Are you hitting those targets or falling short? Most importantly, do you even know? The key to leveling up your business's financial game is constant tracking and reviewing. Don't let ignorance of the numbers stand between you and your business goals.

Mission #9

Review, Revise, Grow

Now that you've locked and loaded your cash flow and budgets, it's time to add a crucial step to your business routine. Let's mark those calendars for regular reviews. Whether you follow the process outlined in this chapter or tailor it to your style, the goal remains the same – keep those financial reins in check.

During these reviews, if your budgets are straying way off course, don't hesitate to make those necessary adjustments. After all, this is not

just to meet but exceed those revenue budgets while keeping those pesky expenses in check.

These reviews are your trusty partner, keeping you accountable and firmly on the path to financial success. So, mark those dates, and let the review process keep you accountable.

10

**RULE #10 USE SCHEDULING
& AUTOMATION TO REDUCE THE
WORKLOAD**

**“WHO HAS TIME WHO HAS TIME, BUT THEN IF WE DO NOT EVER TAKE TIME
HOW CAN WE EVER HAVE TIME.” THE MEROVINGIAN - MATRIX RELOADED**

Once upon a time, I saw myself as the laid-back, easy-going type. Was I reading and studying? No, that was for nerds, and so was taking notes. Or so I thought. In high school, I flaunted my average grades like it was something to be proud of. I showed up 5 minutes late, not early. When I put together a desk from a box, I wouldn't use the directions either. I was against being organized as a whole. I wouldn't say I liked it. Fast forward two decades, a foot injury kicked me out of my labor job and into an office chair. I had the work ethic, but organization? It's still not my strong suit, not by a long shot.

After years in that office chair, I had an epiphany. My “organization is for Dorks” philosophy held me back big time. Tools like checklists and calendars felt like straight jackets. I was all about living in the moment,

not following some rigid schedule. It felt robotic, and I wanted to keep my free-thinking, baggy-pants-wearing goofball vibe intact.

But as time passed, I realized something crucial: these tools were essential for success in the workplace. Sure, checklists might not be the most exciting thing, but they break down tasks into manageable steps. A checklist keeps you on track. No extra planning is needed. Imagine this: Frank and Dave are working on a job they're equally capable of. The only difference is one of them has a checklist. Who would you bet on to finish first? And here's the kicker: once you've got the hang of it, you don't need that checklist as much. It's a three-phase thing. First, you're clueless, so the checklist is your lifeline. Then, you know the ropes and use them as a backup. Finally, you're a pro; the checklist is just there for the occasional memory jog.

I've got no beef with checklists; they grew on me. The real challenge was the calendar. I had trouble getting into the habit of using one. I knew it was the key to boosting my productivity and staying organized, but I dug in my heels and refused. The result was bills paid late, deadlines missed, and stress was my constant companion. The stress of not using a calendar far outweighs the stress of using one.

And I love this David Allen quote: "Your mind is for having ideas, not holding them." Your noggin should be free to dream up new concepts, not bogged down with remembering every little detail. Very accurate regarding finances, a realm with a well-defined set of steps.

Using a calendar to keep tabs on financial duties decreases the time spent. One big plus of calendaring for finance is the ability to plan. Please set up your calendar for the whole year in one go and slot in new financial obligations as they crop up. There is no need to rely on

memory or sticky notes; your calendar's got your back.

But here's the pro move: it's not just about plopping tasks onto the calendar; that's amateur hour, folks. The right way is to pair each calendar item with a list of associated tasks. Keeping you on top of your calendar makes delegating tasks and training employees a walk in the park.

If you are the one wearing all hats, that makes it easy. Put all known tasks into your calendar with tasks for your year. It will take a few hours, but the time saved will be well worth it once complete. Of course, getting them all in there is impossible, so as mentioned, as stuff pops up, put it in the calendar.

If you've got a bookkeeper, have them audit their time and list their responsibilities. For each task, create a checklist to streamline the process and save time. Organize these tasks into categories and slot them into your calendar for efficient and timely execution. The finance manager and CEO should do the same. Take the thinking out of finance. As a team, this will save you a lot of time and allow you to stay on top of the numbers.

Mission #10

Put all Financial activities into your calendar

So, I urge you to dedicate a solid hour, perhaps even two, to fully immerse yourself in logging all your financial activities into your calendar. Begin with the basics of bookkeeping; it serves as the cornerstone. Then, ramp it up by including higher-level tasks such as budgeting and reviews. As you go along, make sure to automate any tasks you can. Don't worry if you can't tackle everything at once. You'll continuously add to it as you progress on this financial journey.

11

**RULE #11 SECURE A
SKILLED ACCOUNTANT AND MASTER
YOUR BOOKKEEPING**

“IF YOU THINK IT’S EXPENSIVE TO HIRE A PROFESSIONAL, WAIT UNTIL YOU HIRE AN AMATEUR.” – RED ADAIR

I once knew a bookkeeper who thought he could ride the wild side, drinkin’ and gamblin’ on the job. But let me tell you, things took a turn for the worse, and his financial recklessness caught up with him like a lion chasing a gazelle.

At first, it all seemed harmless, just a little drinkin’ and gamblin’ to blow off steam. But you know how it goes, right? Those bad habits creep up on you, just like a villain lurkin’ in the shadows. As time passed, it started showin’ up in his work—or, should I say, lack thereof. It was like he’d gone on strike without even tellin’ a soul. They call it quiet quittin’ nowadays, but in old-school terminology, it’s all about collectin’ that paycheck while doin’ squat, maybe even less than squat.

The bookkeeper had gone rogue, fallin’ nine months behind on his

duties. The management couldn't make heads or tails of the numbers, and the board hadn't seen a financial report in nearly a year. They'd had enough, and they weren't taking it anymore. They gave him more chances than you can count, beggin' him to get his act together, or else they'd boot him to the curb. But did he listen? Nope, not a chance. So what did they do? They gave him the old heave-ho; let me tell you, he was as shocked as a husband coming home early from work. It was only a short time before somebody replaced him.

Enter the new contender, a young, fiery accountant with energy to burn. Within a few weeks, he was cleanin' house, gettin' those books back in shape. He wasn't just talkin' the talk; he was walkin' the walk. He kicked paper to the curb, makin' that office go all high-tech and paperless. And you know what else? He took the fight to automation, makin' those tasks tap out left and right.

Our financial warrior was more excited with the auditors when audit time rolled around. They were supposed to be from a top-notch accounting firm but were just a bunch of rookies fresh out of college. They were learnin' on the job, but here's the kicker—they were chargin' premium prices. It was like they were more interested in rakin' in the dough than actually gettin' the job done. So what'd they do? They put that audit out for tender and lettin' other accountants put in a price they would charge.

Most of those new contenders had rates so low they'd make your head spin. Loyalty to that old accountant for ten years? Turns out it was all a one-way street.

The audit went from a tag team of two workers taking two to three weeks to a single warrior who laid down the law in just one week for

\$9,000 less. Plus, they tossed in some casual advice that helped us with a new revenue stream.

So, here's the bottom line, folks: in finance, you've got heroes and villains. Some accountants are about chasin' that cash, while others are in it to save your bacon. And let me tell you, an excellent accountant will save you time and money. Payin' through the nose for an accountant who can't deliver? Or a bookkeeper who charges full-time but only works ten hours a month? That's a no-go.

I even caught an auditor watching Netflix while charging \$250 an hour. You bet your boots that person's makin' \$40 an hour, and the rest is goin' straight to the firm. They might not think it's a big deal, but to you, that's madness.

Some of you may be wondering the difference between an accountant and a bookkeeper. Well, a bookkeeper primarily handles the administrative tasks of tracking income and expenses. If you're launching a small business, starting with a bookkeeper is a sensible choice, and then consider advancement as your business expands.

An accountant, on the other hand, takes a more strategic approach. They assist in identifying issues and providing business plans. They ensure your business operates efficiently and organized, helping you steer clear of costly errors. When selecting an accountant, invest the time to find a trustworthy professional.

So, your finance team, in essence, has three roles, and to better describe how they work together, let's use a trio of my favorite characters to break this down. In a perfect world, you have a trio of heroes guiding your financial destiny, and you need a Catwoman, Batman, and Robin.

Catwoman is the accountant, Batman is you, and Robin is the

Bookkeeper. Catwoman isn't just any old accountant. She is as sharp as they come, sniffing every opportunity to save you a pretty penny. She has an eagle eye for the critical stuff and doesn't waste time on trivial pursuits. Financial statements, taxes, you name it, she's on it, and she's always huntin' for ways to keep those greenbacks in your pocket.

Robin, he's your apprentice, your workhorse, takin' orders straight from the Bat. Bookkeeping is his battleground, and let me tell you, he doesn't mess around. You won't catch him slackin'; he's on top of his game, goin' the extra mile and then some.

And Batman? Well, he's the brains of the operation, the grand strategist. He started it all, did the grunt work, built the system, and brought in Robin. He's the puppet master behind the scenes and did his homework to find Catwoman, a real heavyweight in the financial world.

This trio is all you need, from zero to \$5 million in the bank. When you're just gettin' started, you'll be juggling the roles of Batman and Robin. If you remain a solopreneur, you will do both roles yourself. So whether you hire a robin or not, there are two sides to handle. The first is bookkeeping, and the second is budgeting and cash flows. Robin does the bookkeeping and assists Batman with the budget and cash flows. Here's how the action unfolds:

Step 1: Batman, with a helping hand from Robin, lays down the law, creating a cash flow and budget. They figure out what other budgets are needed for special projects, gettin' that game plan in tip-top shape.

Step 2: Robin takes charge of the bookkeeping and wears multiple financial hats. He handles expenses, income, reconciliations, payroll,

taxes, analysis, budgeting, vendor relations, and bank reconciliations with finesse. Robin excels at generating reports, maintaining software, enforcing controls, and preserving meticulous records. His unwavering commitment to compliance and financial health makes him a true asset to your team.

Step 3: They team up for regular reviews. Batman's the one askin' the tough questions, and together, they make sure they stick to the budget or exceed it. If not, they adjust that cash flow to keep things on track, and they will monitor anything budgeted incorrectly and make any adjustments necessary to stay on budget.

Step 4: At the end of the year, Catwoman takes center stage. She goes through everything with a fine-tooth comb, doin' her darndest to keep those taxes as low as possible. There's only so much she can do within the bounds of the law, but you better believe she's givin' it her all.

A thorough selection process is essential when seeking professional services, such as hiring an accountant or consultant. Start by identifying individuals who have experience working with businesses you admire. Once you have a list of potential candidates, gather 2-3 quotes from them to compare their offerings. Shortlist the most promising candidates and arrange interviews to assess their qualifications and compatibility with your needs. During these meetings, inquire about their qualifications and experience in your field or niche.

Next, explore their ability to represent your business across various locations. Determine the most effective means of communication and

find out how they can contribute to your business growth. Understand the types of clients they typically work with, the services they offer, and the accounting software they utilize. Clarify whether you'll have a consistent working relationship with them and if their fees cover email and phone communication. Lastly, ask why investing in their services is worthwhile. These questions will help you make an informed decision when selecting an accountant.

So whether you're a solopreneur or a small business, this financial game plan stays the same. Create a vision and then a cash flow to match it. Then, do the bookkeeping correctly on time monthly, and then populate your cash flow to see if you hit your numbers. Then, hand it off to the accountant at the end of the year.

If you're starting from scratch, a simple financial system is your ticket to victory. But if you're already in the game, runnin' the show, it's high time you got your bookkeepin' on lockdown. You can't use a cash flow if the bookkeeping isn't done correctly and promptly. A solid bookkeeping system will save you time and money and is the only way to stay on top of the numbers.

Mission #11

Lock Down the Bookkeeping

If you don't already use bookkeeping software or spreadsheets, it's time to decide how to track your numbers. There are free and paid versions for both. Next, if you haven't already kicked things into automation mode with your bookkeeping, it's high time you did. If you

use bookkeeping software, automate as many transactions as possible. When you get a visa, automate as many expenses as possible.

Next, you will need a rock-solid system for your bookkeeping, step by step. Lay it all out so there's no room for guesswork. This way, you'll slice through that bookkeeping like a hot knife through butter and be all set to delegate that work to the right hands. Automate, set up a system, and calendar the whole thing—no more late books. Set to complete them by the end of the first week of the following month or sooner if needed.

12

**RULE #12 GET YOUR MONEY
GAME STRONG BY MASTERING
FINANCIAL STATEMENTS**

**“THE WORD ACCOUNTING COMES FROM THE WORD ACCOUNTABILITY. IF YOU ARE GOING TO BE RICH, YOU NEED TO BE ACCOUNTABLE FOR YOUR MONEY.”
- ROBERT KIYOSAKI**

He thought his basement full of green would be the ticket to financial success. But it turned out to be nothing more than a pipe dream, a mirage in the desert of life. He had all the tools at his disposal but needed to gain the know-how to turn those tools into gold.

His grand plan was to set sail to a new city, take a house, and transform it into a secret treasure trove of green. But he knew the ghosts of his past might come a-knockin', so he had to vanish into the night, leaving even a sweet lady behind. It was a tough decision, but he was ready to do whatever it took to chase his dreams.

He knew this high-stakes gamble could land him in jail. He embarked on this mission solo, with no crew to back him up. It wasn't a permanent voyage; it was just a stepping stone. He had a plan—work

hard for two years, amassing a chest full of cash, and then return to start a legit business.

In the past, finding and purchasing green wasn't a straightforward or legal process, but it remained highly sought after. During those times, a single ounce of this herb came with a hefty price tag of \$240 on the streets, while a whole pound fetched an astonishing \$3,000. Considering one could produce up to 10 pounds every four months, the potential annual earnings were mind-boggling—an impressive \$120,000 a year, making it a lucrative venture that would catch anyone's attention. But from the get-go, one mighty obstacle in his path was his need for more experience. He was too focused on the treasure chest at the end of the rainbow and needed to learn the ins and outs of the trade. He lived in a fantasy world where nothing could go wrong.

Despite his dreams, he took the plunge. He packed his car up and set sail on this epic voyage. They say you learn by doing, but that's a tale as old as time itself. Without the proper knowledge and a solid plan, taking action is like firing a cannon into the abyss.

For example, picture two guys starting at the same point, aiming for the same treasure. One studies the charts tracks their progress and adapts their strategy. The other charges ahead mindlessly without a plan. With their preparation and learning, the former will ultimately find the treasure. The latter might end up out of business with their impulsive actions. Sadly, my friend was in the latter category. His lack of preparation was like an anchor, dragging him down to the depths of failure.

He had a knack for taking action, though. I mean, he had a

basement with 300 plants. But three years down the line, it was all for naught. Sure, there were occasional bountiful harvests, but in the end, it was a waste of time and effort. He needed more commitment and knowledge to make it work.

Meanwhile, there were others in the same field who were reaping the rewards time and time again, crop after crop. They dedicated themselves to mastering the craft. While my friend could only manage a pound every four months, they harvested a whopping 15 pounds. He was trailing far behind, stuck in a rut while they sailed the prosperous seas of success. And that's precisely what I aspire for you. This stuff isn't rocket science. If I can grasp it, so can you. As a thriving business owner, it's crucial to understand how to decipher your financial statements and comprehend their significance.

Essentially, your business engages in financial transactions, both spending and earning money, which are meticulously recorded by bookkeeping software. The outcome manifests in monthly, quarterly, and annual financial statements. You can even retrieve them on a weekly or biweekly basis. Three primary financial statements are at play: the income statement, the balance sheet, and the cash flow statement.

The income statement shows your revenue and expenses. It's all the revenue minus all the costs, giving you your profit or loss—a clear picture of your monthly earnings.

Next is the balance sheet. It shows your assets, liabilities, and equity. Assets are your cash, property, or Equipment. Liabilities are the debts you owe to lenders. And equity? That's the value of your business.

Last, there's the cash flow statement. It tracks the flow of cash

in and out of your bank. It helps you budget and see 12 months into the future. Keeping it up to date will show you exactly when you will run out of cash, allowing you to plan ahead, reduce expenses, or even search out new revenue to cover it. Hopefully, you can keep it in the black by sticking to the budget and exceeding expectations.

How does it all come together?

Imagine you're a pirate captain, and your ship is your business. Just as a pirate ship needs a treasure map, your business needs financial statements to navigate the high seas of commerce.

First, you gather all the treasure you've found (revenue) and subtract the expenses (costs) you've incurred. This gives you your profit or loss, like your income statement.

Next, you create your balance sheet, a hidden treasure map. It shows your assets (loot you've gathered), your liabilities (debts to be repaid), and your equity (the value of your business). You want to ensure your assets outweigh your Liabilities to stay in good financial shape.

Finally, you build your cash flow statement like a compass guiding your journey. It tracks the cash flow in and out of your treasure chest, helping you plan for future expenses and investments. Like a savvy pirate captain, you must watch your cash flow to ensure you have enough treasure to keep your ship afloat and invest in new adventures.

So there you have it. Understanding finance is just like charting a course through the treacherous waters of the high seas. With these basics in your arsenal, you'll be ready to steer your financial ship toward the horizon of success.

Mission #12

Look up Some Financial Statements

First, set your sights on big public companies like Google, Facebook, and Twitter. Head over to Yahoo Finance and give their balance sheets and income statements a good look-over. See how they compare to each other.

But that isn't all, oh no. Fire up that search engine and look for your industry's balance sheets and income statements—Google's your buddy here. And hey, don't shy away from a few YouTube tutorials if you need them. Just carve out 30 minutes to an hour and start gettin' cozy with how these statements look and what they're all about.

13

RULE #13 BEING SUPER ORGANIZED WILL SAVE YOU TIME MONEY AND STRESS

“ORGANIZING IS WHAT YOU DO BEFORE YOU DO SOMETHING, SO THAT WHEN YOU DO IT, IT IS NOT ALL MIXED UP” - A. A. MILNE

There is only one true master of getting things done in my life - my mom. To this very day, ain't nobody better at it than her. I can't recall when our house was a mess when we were just little rascals. My old man would boast about how even the back of the fridge sparkled and the whole house wasn't a speck of dust. The same went for the yard. Every year, like clockwork, she'd cultivate two gigantic gardens with military precision, not to mention the flower beds that adorned our front and backyard like a treasure trove.

Now, here's the twist in the tale - as the troublemaker in the family, my punishment often ended up being chores. And honestly, that was way better than being locked up in my room all day, only allowed out for bathroom breaks. So, I ended up doing a lot of chores. My brother even

swears there was a three-month stretch where I was grounded daily. So, after a while, I noticed a pattern as I was elbow-deep in yard work. Take a page from my mom's book about being outrageously organized. The time and anxiety you'll save alone will make it all worth it. All my financial nightmares have sprung from a lack of organization or falling behind on the work. My mom had four golden rules for staying organized:

Rule #1: Prioritize with precision - My mom would identify the most critical tasks and responsibilities and tackle them first. If the gutters were clogged, that took precedence over mowing the lawn, and prioritizing ensured that we zeroed in on what counted. Identify the critical elements of your business that demand top-notch organization. Give those the championship treatment, and then you can tackle the rest with all your might.

Rule #2: Declutter - My mom was a real champ. She had this hardcore routine – daily, weekly, monthly, and yearly – to keep our crib and yard in tip-top shape. And let me tell you, everything from tools to toys had its own special spot, and after we used it, it went right back where it belonged, no messin' around. There was no chaos or dirty laundry, and our closets were clean and organized. Keeping things neat and tidy like that was all about clarity and efficiency, a great way to boost productivity.

Rule #3: Create Systems - My mom knew that was a part of life, an ongoing chore, so you might as well prepare for it using a system. That's

why she did things simultaneously in the same order and regularly. Saying you will stay clutter-free is one thing. Having a plan to do so is another. How do you intend to stay organized?

Rule #4: Always Use Time Limits - Always Use Time Limits - My mother's consistent approach included establishing time limits for daily, weekly, monthly, quarterly, and yearly household and yard tasks. I observed this disciplined routine for 12 uninterrupted years, and it remained unwavering. She knew when the job needed to be done and how long it would take to finish it. Your business should set deadlines with time limits for all tasks and responsibilities year-round.

Take it from my mom and get and stay organized. Don't expect it to happen overnight. This is a habit you have to build over time. Just keep it on your calendar, and don't put it off; do it and do it as fast as you can.

Mission #13

Get & Stay Organized

It's time to manage the physical and digital clutter in your business. So, here's the game plan:

Step 1: Create a system for managing all incoming and outgoing paperwork, both physical and digital.

Step 2: Dedicate 30 minutes to 2 hours of your day every day until you catch up to your current spot. Then, schedule regular organization

sessions into your calendar with specific tasks attached.

To conquer this, you've got two options. You can tackle it in one relentless showdown and get it over with. Or you can spread it out over a week, but no more. The important thing is to dedicate some time daily until you've roped in that chaos. Whether you're the quick-draw type or prefer a steady pace, the key is getting it done. Choose a day or a week to get organized once and for all. Preplan your attack as to what order you will get organized in and how you will decide what stays or goes. Then do your darndest to keep it clean and stay organized.

14

RULE #14 SET-UP INTERNAL CONTROLS: SAFEGUARD YOUR BUSINESS

“INTERNAL CONTROLS ARE DESIGNED TO REDUCE AND MANAGE, RATHER THAN ELIMINATE, THE RISK OF FAILURE TO ACHIEVE THE ORGANIZATION’S OBJECTIVES.” - SECRETARY-GENERAL ANTONIO GUTERRES

Back then, one of my first gigs was slinging burgers at a fast-food joint. It might not have been my dream job, but it taught me a ton about running a business, and I made some good friends along the way. You see, when you work for a billion-dollar franchise, they’ve got their systems down pat. Every aspect of the operation is in their training manual.

So, there I was, a greenhorn, flipping burgers and scrubbing dishes. That’s where all the rookies start. I’d stand behind that monstrous grill, feeding it burgers and buns, trying not to become a puddle of sweat, and during the slow moments, I’d venture to the back and tackle the mountain of dishes. It wasn’t long before I noticed how they managed food waste. They knew the potential liability of throwing out more food than they sold, so they kept a close eye on it. They had a zero-waste

policy that was strict as a school principal. They even had a scale to weigh the trash throughout the day. The acting manager was in hot water if that garbage weighed too much.

They tracked this religiously. I had to ensure the grill always had the right amount of burgers and buns ready. Food safety regulations demanded that we toss out cooked burgers after ten minutes. But let me spill the beans: not all managers enforced that rule. Now you know why your fast food is sometimes less fresh than you'd like. If they stuck to their holding times, fast food would be heaven on a bun. I digress.

Food and labor were their most significant expenses, and they went above and beyond to keep those in check. As tough as they were on not wasting food, the same went for labor. The minute the manager sniffed out an excess of staff, someone got the boot. Often, this led to a sudden rush of orders that seemed to materialize out of thin air. That's when the manager would jump in and lend a hand. They did this regularly to keep labor expenses in check.

Once I'd mastered the art of dishes, burgers, and buns, I graduated to the burger board. I was in charge of assembling burgers, and every workstation came with a handy printout detailing everything I needed to know. From constructing the perfect burger to keeping the workspace clean, they had a system for everything, even for advancing through the ranks. You went from cooking burgers to burger artist, and from there, you moved on to the next board, where you handled items like chicken, fries, onion rings, and more. At this point, I discovered the sheer delight of dipping fries in mayo. Trust me, try it before you judge—I was once like you.

Within six months, I had mastered the kitchen, maintenance, and inventory, so it was time to become the cashier and order taker. This is where the concept of internal controls was first introduced to me. If you're unfamiliar with the term, internal controls are the rules that prevent fraud within a company. When you've got a bunch of cash managed by teenagers, you bet your last burger they need to be good. And you do, too—internal controls are rules everyone should follow. Preventing insider fraud and theft is paramount.

In the early days of your business, you're in charge of managing the cash. As your business grows, someone else might take over, but even though most folks are honest, you need a system to prevent potential theft. Eventually, you might hire someone with sticky fingers, and if you've got solid internal controls, their pilfering will be hard to hide. This fast-food joint had its internal controls locked down tight, and here are the top four ways they stopped the steal:

1. Segregation of Duties - Dividing responsibilities for various tasks among different individuals.

For instance:

- The cashier handles payments and cash but needs to make deposits or reconcile the register.
- The manager reviews daily sales reports but needs to prepare them or have access to the cash register.
- The manager orders food and supplies but needs to receive deliveries or check invoices.

Divvying up these tasks among employees reduces the risk of fraud or errors. For example, if the cashier handles cash and deposits, there might be a temptation to skim money from the register. But if someone else takes deposits, the risk drops significantly. The same goes for the manager preparing sales reports; having someone else do it lowers the chance of fraudulent manipulation.

2. Physical Control Over Assets - Measures put in place to protect inventory, equipment, and cash from theft:

- Inventory, like food and supplies, is secured using locked rooms or security cameras to monitor the area. Regular inventory checks ensure everything is present.
- Equipment, such as ovens and fryers, is locked up securely or monitored by security cameras. Regular checks confirm nothing's vanished.
- Cash is kept safe using locked cash drawers, regular register reconciliations, and daily deposits. Security cameras oversee the area where cash is stored.

The restaurant minimizes the theft risk by implementing these measures, ensuring financial stability and success.

3. Documentation and Record Keeping - Books are accurate and up-to-date, maintaining digital records and ensuring all paperwork is in order.

For instance:

- Invoices and receipts are stored online, organized by month, making tracking discrepancies easy.
- Financial reports, like cash flow and variance reports, are generated to flag fraud or theft.
- Regular reconciliation of accounts, comparing cash register tapes to bank statements, ensuring they match. Each register is pre-counted by the manager and handed over to the cashier, and only the cashier can touch it until the shift's end, when the manager counts again.

Maintaining accurate and up-to-date financial records and reconciling accounts ensures financial accuracy and helps prevent fraud.

4. Regular Reviews and Audits - Establishing a schedule for internal audits, whether in-house or by a third party, helps ensure accurate financial information and identifies potential fraud or errors. For instance:

- Internal audits should be done monthly or quarterly, to maintain accurate financial information and uncover fraud or errors.
- Independent audits conducted by accountants provide an impartial assessment of financial information.
- Reviewing financial statements and internal reports, such as cash flow analysis, helps identify potential fraud or inaccuracies.

Regular reviews and audits ensure the accuracy of financial statements, preventing fraud and ensuring financial stability and success. Internal theft, regardless of the amount stolen, can devastate a business. Implementing internal controls is paramount to protecting against big and small robberies. It would be best to have accountability, regular reviews, and a system of checks and balances. Established businesses swear by them, and it's high time you did too. Invest in internal controls to safeguard your assets and stop the steal.

Mission #14

Develop Internal Controls

If you are a solopreneur, you still have internal controls to develop. We have covered these throughout this book, but I want to give you a quick list of all you need in place as a solopreneur and a small business.

Segregation of Duties: Even if you fly solo, split financial tasks using separate bank accounts. With a team, one should count the cash while another deposits it.

Documented Processes: Write down your financial game plan, strategy, and KPIs.

Regular Bank Reconciliation: Make sure bookkeeping is up to date monthly. Have the bookkeeper submit the reconciliations.

Expense Approval: Audit your expenses quarterly to cut any unnecessary ones. Any team members spending over a set amount need signed permission.

Budgeting: Plan your financial attack with a cash flow and budgets.

Backups: Protect your data like a champ and back it up using Google Drive, a local server, or both.

Access Control: Lock it down with strong passwords and use a password service.

Audit Trail: Be organized, and an audit will be easygoing.

Regular Reviews: Stay vigilant and check your results versus forecasts to ensure you are on track.

Financial Reports: Know your numbers and create reports to analyze them.

Inventory Control: Keep your physical inventory in check.

Tax Compliance: Two things are certain in life: death and taxes. Pay your dues and follow the rules.

Professional Advice: Get a financial coach if needed.

Continual Learning: Stay ahead of the competition and keep current on industry trends.

Internal controls aren't just some fancy words; they're the backbone of your business, the key to keeping things running as smooth as butter. It's all about protecting what's rightfully yours – your hard-earned money.

Now, when we talk about internal controls, we're talking about the rules, the systems, and the checks that keep your business on the right track. They're like the referee in a championship match, ensuring everything stays fair and square. Use them, live by them, and you'll be on your way to financial glory.

15

**RULE #15 MASTER RISK
MANAGEMENT BY PREDICTING
THE FUTURE**

“MANAGING RISK IS VERY DIFFERENT FROM MANAGING STRATEGY. RISK MANAGEMENT FOCUSES ON THE NEGATIVE-THREATS AND FAILURES RATHER THAN OPPORTUNITIES AND SUCCESSES” - ROBERT S. KAPLAN

I have this friend who is fresh out of divorce hell and ready to hit the scene like a beast. His last romantic adventure was a trainwreck, but this warrior is not giving up on love. A woman out there is just as crazy about love as he is. The man’s learned from his mistakes; this time, he’s going in guns blazing. Now, in the past, his method of selecting his partners could have been more cutting-edge. It looked something like this:

1. “Hey, that girl’s a beauty. I’m asking her out.”
2. “Wow, this is kinda fun. Let’s move in together.”
3. “Let’s tie the knot and get a beagle.”
4. “Why are you always so mad?”

5. “We didn’t see eye to eye.”

You’d be spot on if you think the warning signs flashed like neon at a rock concert. The very first time I laid eyes on her, I could see those wild, crazy eyes of hers. She’d give him an earful in front of his pals for leaving the oven on, for crying out loud. She relished belittling him and was about as supportive as a deflated tire. Now, as a loyal friend, I couldn’t stand by and let history repeat itself.

Sure, he’s in a good place now and looking for a good woman to settle down with, and I’m genuinely thrilled for him. But this time, we have to play it smart. So, I told him, “We’re gonna do this thing right.”

“Right? How?”

I looked at him dead and said, “We’re doing a risk assessment.”

He chuckled, then asked, “You’re serious, huh?”

“Absolutely. I never joke about spreadsheets.”

So, what we needed was an old-school planning party. I’d bring the chips and beer, and we’d get down to business. Reluctantly, he agreed, and that’s how it all began. First, we set the goal: a good-looking, down-to earth woman who’s easygoing, a team player, and in it for the long haul.

We also decided that any woman considering dating multiple guys was a big no-no. We weren’t signing up for some weird, personal version

of “The Bachelor.” With the ground rules set, we brainstormed how this could go wrong. Here’s the list we came up with:

- Divorce
- Heartbreak
- Messed-up kids
- Too much fighting
- Budget disagreements
- Someone who hates change
- Reputational damage
- No intimacy
- No space
- Not a team player
- Doesn’t put family first
- Is disrespectful
- Gold digger

And plenty more. Next, I asked him, “Out of all these risks, what are the top 5 that would wreck you? The ones we need to tackle head-on.” He chose:

- Divorce
- Messed-up kids
- No intimacy
- Doesn’t put family first
- No space

Now, for each of these, there were two questions:

1. "What are you doing right now?"
2. "What are you going to do?"

As we cracked open a cold one and took a quick bathroom break, we geared up for proactive solutions. He was starting with the big one: divorce. He was scared of it, which is why it was the top risk. So, we dove into his previous marriage, focusing on what he could've done better. We couldn't fix what his ex did wrong. After a chat, we hit him with the first question.

"What are you doing right now?"

His response: "I don't need to do anything right now because I'm single."

I nodded, "Exactly. Are you reading any books on relationships or trying to understand women better? Have you checked out 'The Way of the Superior Man'?"

He paused, then said, "Well, I've been watching this dude's YouTube channel. He's all about thriving in marriage, and he's hilarious."

"Perfect, that's a start. So, what are you going to do?"

Here's where it got tricky. He thought he was a perfect ten, and it was more about finding the right woman. But he couldn't see that he needed

to level up to attract a top-tier partner.

“I don’t need to do much else. I’m a solid catch.

I reminded him, “Your wife left you, man. Remember why? What was your part in that?”

“She’s nuts,” he replied.

But I knew it wasn’t all her. I said, “We can’t list this as your biggest fear and have no actions attached to it. We need to move it into the ‘low-risk’ category.” He started to see the light, but it was a tough pill to swallow. I explained that he couldn’t just hope for a better outcome; he needed to be a better partner. So, we laid out a learning plan with a reading regimen to turn him into a great husband. Risk number one is complete. Next, kids were on the agenda. He didn’t want them to turn out messed up. I couldn’t remember how many beers we’d had, but our heat map was complete after what felt like hours.

The significant risks weren’t so scary anymore and moved to low risk after we devised plans for each. Most risks are controllable, so uncovering the real risks is crucial for your business. You must know what could shut the lights out and how to mitigate the risk best. To do so, follow the same process as above.

Step 1: Brainstorm all the risks.

Step 2: What are the top 5

Step 3: Ask these two questions for each. What are you doing right now?
What are you going to do?

Step 4: Come up with an action plan for each to lower their risk.

Step 5: Do a quarterly review and update.

It's easier to deal with risks when you know they exist and have a plan. Don't just think you can wing it. All top businesses use a risk assessment, and so should you.

Mission #15

Create a Risk Management

You have to be ready for anything that comes your way in business. So, following those steps we laid out earlier, take some quality time to beef up your risk management game. And here's the kicker – you aren't just going to do it once and forget about it. No way! We're talking about setting up those quarterly reviews in your calendar. Think of it as your training montage, getting you in tip-top shape to foresee any problems that might try to break your business.

With these reviews, you'll always be one step ahead of the competition. You'll spot those incoming problems before they even happen. So, prepare to take charge, plan for the future, and keep your business running strong.

BONUS RULE# 1: HOW TO MANAGE YOUR PERSONAL MONEY

I have two friends, James and Toby. One of them is doing very well financially, and the other one is not so well. What's puzzling about the two is they both make the same amount of money. The difference is that one tracks every penny, and the other spends like there's no tomorrow. James has a budget that he follows to a tee, and so does his family. This has allowed them to buy a house and a rental property.

They go on a yearly vacation and put their kids in any desired activities. This used to be Toby, but he went too far with it and started to rack up some significant debt. So much so that his interest payments are almost as much as what he pays on them monthly, and his balance never really goes down. At the current rate, it will take him a lifetime to pay it off. And now he's broke all the time despite having a high-paying job. He can no longer go on trips or do much of anything, yet he still won't have a budget. James doesn't love budgeting, but he sure loves having his money work for him, not the other way around. Learning to

live within your means is a must. If Toby ran a business this way, he would be out of business in short order.

I wouldn't be doin' justice if I didn't talk about the importance of keepin' your budget. A sense of peace comes with knowin' exactly where your money's goin' and how much you have left. You don't need to be rakin' in the big bucks for this to matter. In the past, I used to live in a fantasy world when it came to money. I thought some magic would save the day, and my finances would sort themselves out. That's why nearly two hundred million Americans and Canadians find themselves without savings. They're livin' the same dream I was.

But when I hit that point where I couldn't take it anymore, I realized things needed to change. It was tough at first, but with some effort and dedication, it got easier. Like most things, it's a habit you need to build on. When it comes to keeping track of your money, there's no one-size-fits-all approach. You can use free or paid software, a spreadsheet, or even stick to good old paper. The key is to start somewhere.

Once you start budgeting, you'll wonder how you ever let your finances spiral out of control. It might feel weird and a little restrictive at first. But that's why you plan rewards for following your budget, like a vacation or a nice night out. Unexpected stuff happens, and if you haven't set spending limits in advance, you might find yourself puttin' things on hold or cuttin' out all the fancy extras to get things back on track.

I get it. Being responsible isn't always a walk in the park, especially as we grow older. Life isn't all sunshine and rainbows. I used to think I was too cool for a budget, but now, after investing time in my financial future by simply creating one, I've learned that there's no shame in living

within your means.

It's a real pain when life gets hectic or you're feelin' out of sorts because you didn't plan out your money for the month. So I started simple – just writing down income on one side and expenses on the other until they balanced out at zero (or close enough). As soon as those numbers got organized into categories like “rent” or “food,” things became more apparent. You even start to notice where you might need to change those spendin' habits, like if you're plannin' on havin' a little one.

Havin' even a tiny savings stash takes a load off your shoulders. You can build it up to twenty bucks at a time. I didn't make a big announcement about running a budget, but one day, it hit me that I couldn't live with all that financial uncertainty anymore. Nowadays, all my payments are set up automatically, including my savings and investments – if you're super lazy or hate budgeting, this is the way to go. It still requires some tracking.

If you wanna keep it simple, try setting up “mini paycheck budgets.” Review all the bills due in the month as soon as that paycheck lands. Decide what needs to be paid now, what can wait till the next payday, how much to stash away, and how much you need for daily expenses till the next payday and stick to it.

And don't take money for granted. It would be best always to seek quality, comparable, cheaper items. We're all used to livin' in a society where we've got more food than we need. But a single dinner out can sometimes be the grocery bill for a whole week, or even more, depending on where you go. Always ask yourself before splurgin', “Do I need this now, or can it wait?” A good rule is to buy it tomorrow instead.

You might find that you don't even want that thing when you wake up anymore. Spending money like there are no consequences can land you in debt that'll take years to dig out of and leave you financially strapped.

Now, let's talk about allocations —the most essential thing when budgeting is to have a plan. If not, every dollar will vanish into your living expenses, and that's a big mistake almost everyone makes. It would be best to have a set allocation for your money, as the great Jim Rohn suggested – the 70-10-10-10 allocation. Seventy percent goes to your livin' expenses, ten percent is for active investin' (like givin' yourself a zero percent loan), another ten percent is for passive investin' (like retirement or long-term savings), and the last ten percent is for charity.

Charity can be whatever makes you feel good – helpin' family, supportin' a niece's dance class, payin' for the person's meal behind you in the drive-thru, or lendin' a hand during Christmas or winter for those less fortunate. There's no wrong way to give.

If you've got debt eatin' into your financial stability, consider settin' aside a percentage of that thirty percent for it. Remember, these allocations aren't set in stone, so if you need to, devise your plan. The main thing is not to spend every last penny on livin' expenses every month.

If you can't start with the 70-10-10-10 plan, go for 85-5-5-5. Over time, gradually increase your allocations in different areas till you hit your desired balance.

Now, the most challenging part is putting it all into action. Your ego might be screamin' that this isn't for you, especially if money's tight. Those thoughts need to be ignored. You have to push through them

and stick to it. Whether you're flyin' solo or wrangling a whole family, setting up a budget shouldn't take more than a couple of hours, max. After that, filling in those worksheets every month is about a 30-minute job. It's simple, but it can be a tough habit to stick to, especially for folks who want everything handed to them on a silver platter.

So there you have it – the lowdown on budgetin' like a Ninja. And I say Ninja because ninjas pay attention to every detail. Not a single unaccounted-for expense would get by a ninja. The game begins once you have your personal and business money planned out. Get started today, and watch your financial future take a turn for the better.

Bonus Mission #1

Get your personal finances in order

First off, let's find out what you spend your money on. Figure out where that green is flowin'. Then, commit to saving some money every month, even if it's just a measly fiver. Next, pick your poison – whether it's a high-tech app, a spreadsheet, or good old pen and paper, and start tracking your money with a strategy you set up. Set aside a day to get your financial game plan rockin' and rolling, and don't forget to mark your calendar for regular check-ins. Remember, it's essential to include some fun in that budget and trust me; it will all be worth it.

BONUS RULE#2: THE ART OF WRITING OFF A FERRARI

So, you've probably seen those slick business folks on Facebook flaunting their Ferrari and boasting about how it's a tax write-off, making it sound like some super-secret, brain-busting maneuver that only the chosen few can pull off. Well, I'm here to tell you that it's not as mysterious as they make it seem, and any decent accountant can help you out, especially if you ask.

Now, you might be wondering, what's their secret sauce? It's an accounting term called depreciation, my friend. Depreciation is a nifty accounting tool that lets you spread the cost of an asset over a period determined by set tax authorities such as the IRS. This neat trick allows you to use the asset while claiming only a fraction of the yearly expense. When it comes to vehicles, both the IRS and CRA have their own set of guidelines.

Assets such as real estate, machinery, software, vehicles, and other tangible or intangible items contribute value to your business. These assets are categorized into different classes, each subject to specific

accounting rules and regulations. For example, consider your dependable truck, which might be assigned a useful life of 5 years. This means that accounting practices allow you to gradually allocate the cost of this truck as an expense over its expected useful life. In essence, this is a way to recognize and reward your investment in the business by spreading the cost over time, matching it with the benefits the asset brings. So, your income statement won't show the total expense in one year, just a portion of it, which means more profit.

It's important to note that nearly all assets have a limited useful life, except for land, which is considered to last indefinitely and does not depreciate over time. Land is an exception in the world of assets because it retains its value permanently.

A general rule for assets is that they cost over \$500. Often, the bookkeeper mistakenly labels the asset as an expense, meaning the total expense gets claimed upfront instead of being spread out over the asset's useful life. Common assets often have a 5-year life. Depreciation essentially tracks how much of an asset's value has been used.

A common term used is write-off. This makes it sound like your purchase is free, which it isn't. What it does, as mentioned before, is spread the expense out over time, and it reduces your taxable income, so you save on taxes. Over the years, these savings can add up.

So here's the lowdown. If you want to write off a luxury ride like a Ferrari as a business expense, here's what you must do. First, make sure you're using those Hot Wheels mainly for business – think client meetings, deliveries, and all that jazz. Keep records like a pro, and track every trip with dates, mileage, and destinations. That's your ticket to show it's all business, no monkey business.

Most importantly, don't go it alone. Tax laws can be a real headscratcher, so talk to a tax pro who knows the ropes. They'll help you navigate the tax jungle and ensure you do things by the book.

So, next time you see someone flexin' their Ferrari as a tax write-off, know it's not a secret club. It's just good ol' depreciation doing its magic with some help from your friendly accountant.

Bonus Mission #2

Create an assets wish list

Take a piece of paper and divide it into three rock-solid sections. Slap a label on Year 1, Year 2, and Year 3. Now, with your research and three-year vision in your mind's eye, start listing down all the powerhouse assets you'll need for each of those years, beginning with Year 3. And let me tell you, if you plan to drop some cash on these assets, ensure it's locked and loaded in your cash flow. Finally, don't leave that list hanging; digitize it for easy access, and keep it close because we're talkin' about the future of your business.

BONUS #3: HOW DO YOU PUT THOSE PROFITS TO WORK?

One of the challenges in the business world revolves around what to do with your hard-earned profits. Many small business owners often stumble by neglecting profits, simply reinvesting them wholesale into inventory advertising or personal expenses. But here's the deal, you need a well-thought-out plan for that income, and a run-of-the-mill plan just won't cut it. Before anything else, you must establish some allocations that align with your vision for where this company is headed over the next few years. If beefing up your workforce is a top priority, then most, if not all, of your allocated funds should flow into the payroll bucket.

Every growing business has unique areas of focus. Setting aside a portion of profits to fuel growth, hire the right talent, and ensure a financial safety net for the future is crucial. A long-term plan is your compass, guiding your company to meet current objectives and set realistic goals for the journey ahead.

Understanding and controlling your expenses is fundamental, whether you're a newbie or a seasoned pro. One takeaway from this book is the importance of employing a cash flow system to accurately forecast your monthly income and expenditures. The capacity to meet and surpass your monthly financial goals will directly impact your bottom line. By incorporating your earnings into your cash flow model, you can strategically reinvest your earnings into the growth of your business. Remember, your salary is considered an expense, separate from your overall profit.

Now, it's time to delve into allocations. Remember the personal budget we discussed earlier, using the 70-10-10-10 allocation? Well, you have a similar option when it comes to your profit. Typically, your business expenses, like in most cases, remain relatively stable with slight annual increases depending on your business's growth. Suppose your costs comprise sixty-five percent of your total revenue, and you're allocating twenty percent to your salary. This leaves you with a remaining five to twenty percent designated for profit. This profit should be allocated for various purposes – setting aside funds for future purchases, establishing a financial reserve, or creating a savings account that can later be utilized for bonuses or reinvested back into the business, whether for marketing, hiring, or acquiring equipment.

Of course, every business has unique needs, so it's crucial to identify yours to plan accordingly. Create a list of equipment and software you'll eventually need, set a target for building a three-to-sixmonth reserve, and compile a list of other essentials to propel your business forward. Direct your profit toward these needs.

The tricky part is sticking to the plan, but once you do, you'll never look back. As your business starts earning more cash, consider

decreasing your compensation and increasing the profit allocation. It's as simple as that. Let me lay it out for you in three powerhouse steps:

Step 1: You gotta start by opening a savings account – that's where your profit's gonna call home. If you don't have the willpower, you can create a separate savings account for your reserve so you're not tempted to splurge.

Step 2: It's time to flex those financial muscles. Based on your forecasted profit from your cash flow, decide how you will allocate the monthly profit. Start with some basic categories for divvying up your profit.

Your own payday depends on how much you want to plow back into your business. Less for you means more to power up your industry game. You can funnel that green into your profit account for reinvestment. Your expense account should cover all the day-to-day operational costs. If there's a shortfall, you can dip into your personal compensation. And don't forget about future investments – allocate funds for equipment, software, infrastructure, and machinery to keep your business flexing its muscles.

Step 3: It's time to transfer some funds. Do it once a month, starting with your main account and moving on to your profit and reserve accounts. If needed, you can hit it bi-weekly. Every quarter, look

at what's pumpin' in your profit account. You can bonus yourself, grab Wishlist goodies, or stash it in the reserve. Annually, make a power move and slide some into an investment account. Review those percentages to ensure they're still good enough, and make adjustments if needed.

Remember, this ain't just about watching your profit sit around or blowin' it at the casino. It's all about a solid plan to supercharge your business growth and treat yourself to some well-deserved bonuses without going wild on wasteful spending. Stay lean, stay mean, and have a game plan for that profit.

Bonus Mission #3

Decide how to spend the profit

Following the steps above, open a savings account to direct your profit, then devise a plan for your profit based on your monthly budgets in your cash flow. Then, set up a monthly review and transfer your profit into your savings account. From there, you can spend it based on your allocations.

First, crack open a savings account – that's the home for your profits. Now, based on those monthly budgets you've set up in your cash flow, craft a master plan for that hard-earned profit. But here's the kicker – you must stay on top with a monthly check-in session. That's when you transfer your earnings right into that trusty savings account. And then, my friend, it's all about spending smart and following those well-thought-out allocations. It's time to make those profits work for you.

CONCLUSION

My mission with this book is crystal clear – I want you to take charge of your finances and know your numbers. I want you to stop being reactive with your finances and instead become proactive. I've seen too many solopreneurs and small business owners neglect the crucial tasks of financial forecasting and crafting a clear vision for their financial future.

Being proactive with your finances is the name of the game, my friend. It's a game-changer that'll save you time and money. And let's not forget the peace of mind that comes from truly understanding the numbers. Thanks to modern technology, it's easier to step up your financial game, and you can bet your bottom dollar that your successful competitors are doing just that.

Your financial statements? They're not just dull results; they're your business's scorecard. The real champs in the business world know that mastering financial management is a key ingredient in the recipe for success.

Tracking your finances is just the beginning. If you can't sell your product or service, all that tracking won't amount to much. You have to be an actual shark, an all-around powerhouse, and avoid falling into the trap of fake work that makes you feel busy but doesn't bring in the desired results. It's all about being profit-driven, through and through. Understanding the flow of money in your business and how it shapes your financial statements isn't just about numbers; it's about gaining insight into your affairs and making intelligent decisions for a brighter future.

Every business owner worth his or her salt should have a systematic approach. Set goals aligned with your vision and turn those goals into budgets that you can monitor and adjust as needed. Simplicity is critical to ensuring that your financial reports are accurate and reviewed regularly to provide the insights necessary for future decision-making. Here's the no-nonsense truth about finance – numbers don't lie. Thanks to today's technology, there's no excuse for any business, big or small, not to use a cash flow system. It's one of the most critical aspects of your company, and you can even set it up for free using Google Sheets.

I hope you've completed some or all of the missions in this book, and at the very least, I hope you understand the importance of tracking your cash. It's time to take your business to the next level and turn it into a profit-making game where you call the shots and decide the destination. I wish you much success and a boatload of profit. Thanks for checking out my book.