

Grow your business by adopting a definitive set of fundamental habits—  
the **same habits J.D. Rockefeller used** to dominate both his industry and era.

## The Six Best Reasons to Sign Up

1. Lead the charge on high-payoff initiatives
2. Keep everyone in your organization aligned—and accountable
3. Create customer loyalty that makes price irrelevant
4. Fuel growth with smart cash-flow management
5. Know what's working at today's mega-growth businesses
6. Build real market value and serious stakeholder wealth



This exclusive training program is designed for TEAMS led by:

- CEOs and Presidents
- COOs and CFOs
- Division and Profit Center Heads

Bring all your key players and save on tuition—See p. 7

PRESENTED BY



GROWING LEADERS, GROWING COMPANIES

Attend the classic two-day executive workshop...

# Mastering the Rockefeller Habits 2008

What You Must Do  
to Increase the Value  
of Your Growing Company

Multiply cash flow and profits

Drive your company to the next level

Catapult your organization  
ahead of competitors

Portland, OR • January 9-10

San Francisco, CA • March 11-12

Newark, NJ • March 12-13

Dallas, TX • March 25-26

Charlotte, NC • March 26-27

Midland-Odessa, TX • April 15-16

Seattle, WA • May 5-6

Toronto, ON • May 14-15

Cleveland, OH • May 20-21

Atlanta, GA • June 3-4

Washington, DC • June 10-11

Denver, CO • October 8 & 9

Seattle, WA • November 12-13

Washington, DC • December 9-10

Portland, OR • January 7-8 '09

Hesitant to spend two days off-site when growth demands your focus, 24/7?  
See why this workshop has an ROI you cannot afford to miss—p.6

**Dozens of insights in less time than it would take to digest a single business bestseller.**

Mastering the Rockefeller Habits spotlights the best of current knowledge on business growth, gleaned from the most respected minds in the field. That means a quick good-bye to the guilt you feel every time you face your stack of unread books.

This take-away-rich program pays heed to the wisdom of virtually every contemporary business thought leader. What's more, you'll get an inside view of the best practices used at the companies you admire most: Subway, Starbucks, Southwest Airlines, Dell, Auto Nation, FedEx and plenty of others.

Best of all, you'll learn how to apply this knowledge to strengthen your company culture—without sacrificing creative energy.

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**“From strategic goal alignment to our daily communication plan, Verne’s practical ideas were key in building our two-time Inc. 500 company.”**

—TOM SALONEK, CEO,  
INTERTECH SOFTWARE



# Move the Needle to Achieve:

**2X current cash flow**

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**3X industry-average profitability**

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**10X today's market valuation  
(the key to cashing out at top dollar)**

At the same time, you'll reclaim literally hundreds of hours annually to focus on the ideas and initiatives that inspire you.

Great as it is, growth can feel like a force that slams you against concrete. As you ramp up to keep pace with increasing customer demands, you add people, implement systems and talk strategy in terms that no longer fit on the back of a napkin. You watch revenue rise ... while profits sometimes shrink or even plummet. Your start-up spark fizzles.

Get back on track with Mastering the Rockefeller Habits, a one-day workshop created by fast-growth expert Verne Harnish. Backed by nearly three decades of experience working with growing firms—from start-up through mid-stage and on to IPO—Verne has sifted through all the theory and distilled a fundamental set of principles into strategies you can use immediately. He has designed a program packed with actionable ideas guaranteed to make your company grow intelligently.

**Take your company further in a single week than in an entire year.**

How do you inject discipline into a fast-growth environment without killing the entrepreneurial spirit? It's less complicated than you might think. Adopt a few simple practices and stick with them over and over ... and over.

Our Gazelles International certified coaches will teach these tools to executives just like you—senior managers who have no patience for anything they can't put into action right now. In fact, Gazelles has presented the Rockefeller Habits workshop to more than 20,000 growth-hungry leaders.

**To register now, go to [www.gazelles.com](http://www.gazelles.com)  
or call 703-858-2400**

# Our World-Class Facilitators

Gazelles' Rockefeller Habits workshop facilitators are experts at presenting and implementing the principles and best practices of the Rockefeller Habits. Using practical and actionable tools, our facilitators have helped thousands of organizations worldwide successfully grow and manage their businesses.



**Aldonna Ambler**

AMBLER  
Growth Strategy  
Consultants, Inc.

Newark, NJ • March 12-13



**Les Rubenovitch**

Winning Edge  
Consultants

Newark, NJ • March 12-13  
Toronto, ON • May 14-15



**Sandy Blaha**

Sandy Blaha  
Performance  
Consulting

Denver, CO • Oct 8-9



**Dan Weston**

The Weston Group

Midland-Odessa, TX • April 15-16  
Dallas, TX • March 25-26



**Patrick Thean**

Gazelles Systems,  
Leadline, LLC

Charlotte, NC • March 26-27  
Atlanta, GA • June 3-4



**Verne Harnish**

Gazelles founder/  
CEO and FORTUNE  
Small Business  
magazine's  
"Growth Guy"

Washington, DC • June 10-11  
Washington, DC • Dec 9-10



**Jon Iveson**

Buckeye Gazelles

Cleveland, OH • May 20-21



**Roger Merriam**

Merriam  
Consulting

San Francisco, CA • March 11-12



**Keith Cupp**

Executive Mentors  
and Trainers (EMT)

Seattle, WA • May 5-6  
Portland, OR • Jan 7-8, 2009



**Ron Huntington**

Gazelles, Gazelles  
Int'l, Executive  
Mentors &  
Trainers (EMT)

Portland, OR • Jan 9-10; Jan 7-8, 2009  
Dallas, TX • March 23-26  
Seattle, WA • May 5-6; Nov 12-13



GROWING LEADERS. GROWING COMPANIES

**Sign up  
today!**

**TO REGISTER  
ONLINE:  
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**FOR QUESTIONS  
CALL:  
703-858-2400**

# Fundamentals that drive sustainable growth ...

## ROCKEFELLER FUNDAMENTALS

- The key discipline that powered John D. Rockefeller's meteoric rise (use it to crush your competition)
- A frustration all growth businesses face (embrace the paradox up front, and watch profits head north)
- How to define success in a way that gets you laser-focused on achieving it
- 4, 3, 2, 1 ... Results! (4 Decisions + 3 Disciplines + 2 Drivers + 1 Coach = Growth)
- An irrefutable lesson for business leaders from sports legends Tiger Woods and Roger Federer
- Tips on gathering Quick Market Intelligence from the man who defined the concept
- The One-Page Strategic Plan that previous attendees call "simple ... brilliant ... simply brilliant"—you'll put it to use before returning to the office
- 10 essential habits that trim a whopping 35 hours each week from your management load

## CORE VALUES

- Core Values: A simple, 3-pronged test to identify what's vitally important within your organization
- Core Purpose: Illuminate the *heart* of your business, and sound strategy will follow
- Defining Your Sandbox: Common pitfalls in the war for market share, and ways to avoid them
- Good Horse/Good Race: Answer 4 simple questions to know if you control one, the other or (optimally) both

## BRAND PROMISE / X FACTOR

- Formulating a Brand Promise that passes two critical tests—and leaves your competitors gasping for air
- Measuring what matters: Choose Key Performance Indicators to align with your Brand Promise
- The surprising truth about customer feedback: Lessons from SWA will convince you always to listen ... and often to say no
- 4 questions you must ask customers on a regular basis (and the one you should never ask first)
- The rock in your customer's shoe: how a playground analogy can kick-start company growth
- The one thing you absolutely must do to keep customers talking—and feedback flowing
- Catalytic Mechanisms: A potentially painful but effective way to avoid broken Brand Promises
- Find it, exploit it: Isolate your X Factor to gain a 10X to 30X advantage over your strongest competitor

## PRIORITIES

- Critical Numbers: What you must track *daily* to drive productivity and profits
- Revenue vs. Capacity: Morphing today's "unreachable top" into tomorrow's "new bottom"
- Leveraging the power of the Cringe Factor (when you repeat questions daily, answers inevitably come faster)
- Why you must measure outcome *drivers*, not just the outcome itself
- Start a Stop-Doing List: Increase your productivity and profits by subtracting vs. "piling on"

## CASH

- Shortening the Cash Conversion Cycle: Ways to keep cash flowing into your business, before you need to spend it
- Double cash flow, win preferential supplier pricing, and boost customer satisfaction—all *at the same time*
- The single most powerful method for motivating every person on your payroll to free up cash
- Surprising truths about where to staff-up your organization for maximum cash flow gains

## COMMUNICATION

- How to broadcast your message clearly and powerfully (when you've grown to three people or more, communication is challenge #1)
- Communication Rhythm: Applying the rules of jazz to maintain harmony at your organization
- Two insights that will change the way you think about meetings—and shatter the productivity/disruption paradox
- Understand positive peer pressure and tap its uncanny power with all the players in one room
- When you cannot afford to jeopardize meeting rhythm (temptation is strongest when the "need to meet" is greatest)



# Takeaways you can use *NOW*

## EXECUTION

- How meetings actually *eliminate* the perception of micromanagement
- 3 Daily Huddle must-haves (invest 15 minutes to free up a full hour every day)
- Weekly Meeting Checklist: 6 crucial items you can cover in 60 minutes or less
- Sharing your DNA: Monthly Meetings guaranteed to get your entire team on the same page, at the same time—and avoid the “Groundhog Day” effect
- Quarterly Meetings: 5 non-negotiable agenda items to align everyone with the organization’s goals and priorities
- Lessons from Abe Lincoln, Capital Recovery Group and those wacky folks at The Scooter Store
- Razzle-Dazzle ‘Em: Specific ways to rally your troops using quarterly themes
- The single most powerful question to ask in Quarterly Meetings to guarantee scalable gains

## ORGANIZATIONAL STRUCTURE

- A common weakness in most growth environments that poses the biggest threat
- O-R-G C-H-A-R-T: 2 words and 8 letters that send most entrepreneurs reeling (get over it, buy in, move ahead)
- Accountabilities vs. Processes: How they differ and why you need to track both
- Drilling down: The *real* reason to chart workflow (you risk missing the payoff if you resist mapping the process)

## PEOPLE

- Best-Practice Hiring Techniques: How to spot, attract and keep top talent
- Highlights from a Harvard University study to help you connect with every single person in your organization
- The hottest senior position in today’s growth companies (create it, fill it, and watch everyone get smarter)
- Business Units vs. Functional Heads: Find the perfect balance and keep customer satisfaction soaring
- The Almost Matrix Organization: A gold nugget from a management sage whose theories have stood the test of time
- Customer Capital: Move from “taking orders” to “providing solutions” (become a partner, not just a commodity)

## METRICS

- KPI: 3 types of metrics that reveal the health of your business
- A hard-and-fast rule to help you determine when numbers are useless
- Headlights and Rearview Mirrors: Tracking the metrics you need to *drive*
- Scoreboards and Ticker Tape: Making measurements visible to every employee (because high achievers like to see the score)
- How to turn your conference space into a growth-boosting Situation Room (a tiny investment with gigantic payoffs)
- Forward Forecasting: Crunching numbers to set realistic stretch goals—and meet them

## GAZELLES GROWTH TOOLS™

- ✓ **Accountabilities Worksheet.** Get the right people doing the right things.
- ✓ **One-Page Strategic Plan.** Every person in your organization must be on the same page. This is that page.
- ✓ **Rockefeller Habits Checklist.** Even veteran pilots go through a pre-flight checklist prior to take-off. You should too.
- ✓ **Who-What-When Worksheet.** Build a better to-do list and drive tactical priorities.
- ✓ **KPI Worksheet.** Identify the numbers you must watch daily to maintain your growth trajectory.
- ✓ **Critical Numbers Worksheet.** Track short-term, focused, measurable outcomes.
- ✓ **Cash Conversion Cycle Worksheet.** Fuel growth with more cash, faster.

“Better meetings, better communication and awesome focus on our future ... a big thanks for putting us back on track!”

—STEVE RANDAZZO, PRESIDENT, PRO MOTION INC.

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# Answers to Rockefeller Habits FAQs

**Q. Two days is a huge chunk of time away from the office. How can I justify the bite out of my schedule?**

**A. If growth is your priority, you can't afford *not* to attend.** The Rockefeller Habits Checklist alone will help you recoup as many as 35 hours each week. Even for a workaholic entrepreneur, that's easily 100 workdays gained over the next year, for the mere two you'll spend at the workshop! Many participants tell us they've never made an investment in their business with a higher ROI.

Still need convincing? Here's how attendee Douglas C. Greenlaw, VP Business Development at Virtual Technology Corporation, weighed in: *"I recall thinking how difficult it would be to get our principals together for two days out of the office, particularly in our fast-growing company. I now realize that those two days will have a considerably greater impact on our continued success—for many years to come—than anything else we might have accomplished during that time in the office."*

**Q. Why a public seminar and not a private one?**

**A. Synergy is the operative word here.** Mastering the Rockefeller Habits was built with team attendance in mind, which means the chance to learn not only from experts Verne Harnish or Ron Huntington, but also from other motivated executives like you. And while you may have kept pace with best practices in your industry, imagine what you can adapt from unrelated markets. What's more, in a public setting, Verne can share universal, hard-nosed truths with the members of your team, without putting them on the spot or making them feel you've exposed their weaknesses.

**Q. What if I simply cannot attend with my team?**

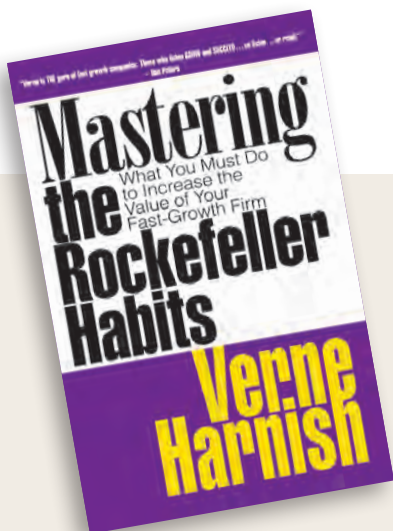
**A. That's okay too.** You can be assured of seating at a single's table with other like-minded growth leaders. Should you decide to bring your entire team to a future Rockefeller Habits workshop (and we hope you will), the CEO attends the repeat session on us (nominal direct costs may apply).

**Q. Whenever I hear "discipline," I tune out—the last thing I want is bureaucracy mucking up my entrepreneurial business. How will the program improve performance without crushing creativity?**

**A. After attending, you'll never see discipline as the enemy again.** In truth, bureaucracy stalls growth, but discipline fuels it. *Structure keeps your business nimble. Routine unleashes creativity. Meetings free time for high-payoff initiatives.* Embrace these paradoxes—and lead your company to the next level.

**Q. What sets Rockefeller Habits apart from the "Grow Your Own Business" programs put on by my local Chamber of Commerce?**

**A. Gazelles provides premier executive development training for leaders of mid-sized firms with 30 to 2,000 employees.** When you attend Mastering the Rockefeller Habits, you won't feel trapped in a conference room with well-meaning—but unseasoned—rookies. What's more, you'll fast-forward past theory and cut straight to the strategies that are working for some of today's most successful enterprises. What's best: You'll be trained by some of the most respected names in entrepreneurship.



Each attendee receives a FREE copy of Verne Harnish's book, *Mastering the Rockefeller Habits*, which includes 10 illuminating case studies from client companies achieving stellar results. The book also includes the chapter "Mastering the Art of Bank Financing," coauthored by Rich Russakoff of Bottom Line Consultants. Read it and discover how to put together a package and presentation that will make banks *compete* to loan you money.

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For questions, call 703-858-2400**

BROUGHT TO YOU BY ...



GROWING LEADERS, GROWING COMPANIES

Gazelles is the premier executive development program for leaders of mid-sized firms with 30 to 2,000 employees. Modeled after Dell Learning, our goal is to bring you:

- Practical and actionable tools for managing growth
- Exclusive access to world-class business and thought leaders
- Preeminent workshops with high ROI

Our brand promise is “Growing Leaders, Growing Companies” so you can drive the expansion of your organization. Hundreds of repeat clients tell us they achieve outstanding results from attending Gazelles seminars.

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## REGISTRATION DETAILS

TO REGISTER ONLINE  
[www.gazelles.com](http://www.gazelles.com)

FOR QUESTIONS CALL  
703-858-2400

### TUITION:

\$5000 per executive team of 4 (\$1250 per executive if less than 4) plus \$695 for each additional executive.

The full fee is payable upon registration. Participants are responsible for their own travel and expenses.

Visit [www.gazelles.com](http://www.gazelles.com) for exact meeting location.

## Two-day Workshop Agenda Overview

> **DAY ONE** concentrates on people and strategy, organized around the highly regarded One-Page Strategic Plan document. Topics covered include:

- **Cash Model**—how to double your operating cash flow in twelve months
- **Market Intelligence**—how leading firms “learn faster” to remain ahead of their competitors and to drive priority-setting
- **People**—how to select and hire A players and then avoid demotivating them
- **Core Ideology**—bringing your core values and core purpose alive—energize your employees and simplify your human resource systems
- **BHAG (Big Hairy Audacious Goal)**—aligning it with your business fundamentals
- **Brand Promise**—the key strategic decision that differentiates you from competitors, i.e. “if you can’t state your strategy in a sentence, you don’t get it!”
- **X Factor**—the 10-30 times advantage over competitors that helps you dominate your industry and block competitive response
- **Annual and Quarterly Focus**—the most critical short term decisions an executive team can make to drive alignment and performance

> **DAY TWO** centers on execution, organized around the highly regarded one-page Rockefeller Habits checklist. Topics covered include:

- **Rockefeller Habits Checklist**—ten essential habits that reduce the executive time needed to manage the business from 50 hours/week to less than 15 hours
- **Meeting Rhythm**—the daily, weekly, monthly, quarterly, and annual meeting rhythm and the specific agendas that make them effective and practical
- **Metrics**—the three types of metrics that drive the business on a daily and weekly basis
- **Priorities**—using daily, weekly, and quarterly themes to drive alignment and focus
- **Organizational Structure**—the three types of organizational charts and how to apply them to keep everyone accountable
- **Themes**—how to use them to make your priorities memorable and add energy to your organization

