

FREE PLAYBOOK · @ANDYWALKERHQ

The \$1M/Month Agency Roadmap

5 frameworks I use to scale. The same ones that took my agency from \$0 to \$1.4M in a single month, in under four years.

One customer

The offer

Sales continuum

Hiring

Firing

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Four years ago I was wiping butts for \$50K a year.

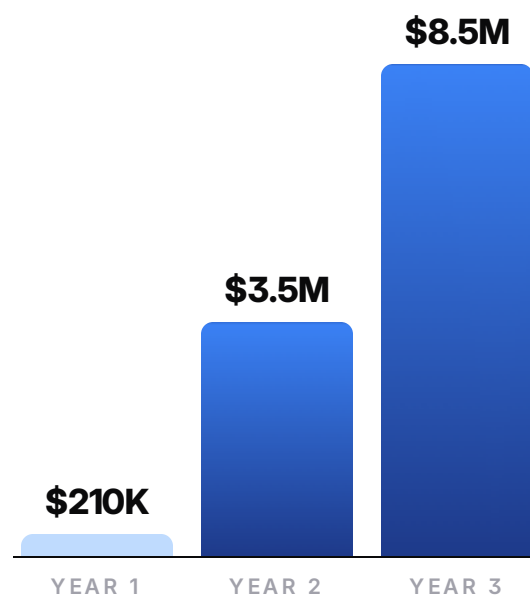
I was a physical therapist assistant in a nursing-home dementia unit. No business background. Nobody where I grew up was building anything.

On January 1, 2023, my partner Bodhi and I committed to 12 months, even if we hit November without a single client.

5 AM alarm. Work until 7:45. Drive to my job. Build client websites in a closet on my lunch break. Work again until 9 PM. Sundays too. **Eleven months straight.**

Month 5: \$10K a month recurring. Month 11: \$30K a month, double my salary. I quit.

I made basically every mistake you can make. These five frameworks are what I'd hand the kid I used to be.



700+

active home-service clients

60

people on the team

100%

retention. The only people who left are the ones we let go.

"I've really never seen somebody work really hard for a really long period of time and not have some level of success."

ANDY WALKER

Five frameworks. One \$1M month.

None of these are theory. Each one fixed a bottleneck that was holding my agency back. The tag on the right is when it matters most.

01

One customer. One avatar.

FROM DAY ONE

Pick one buyer and one product so marketing, sales, and fulfillment all get easier.

02

The offer

\$10K–50K/MO

Sell outcomes, not hours. Make the value so obvious the price feels cheap.

03

The sales continuum

EVERY STAGE

Why selling is hard, and how to move from “hard to sell” to Goldilocks.

04

Hiring

\$100K+/MO

The #1 skill in business. Stallions, buying experience, and a real hiring system.

05

Firing

\$100K+/MO

Culture first. Fire fast. Know the difference between a mistake and a misfit.

“You can really only accomplish one to three big things a year. Don’t lack focus.”

ANDY WALKER



FRAMEWORK 01 · MATTERS MOST FROM DAY ONE

One customer. One avatar.

Pick **one** type of customer and sell them **one** product. Everything (your marketing, your sales calls, your fulfillment, your margins) gets easier when you do the same thing for the same people.

MY STORY

I was the agency owner at \$30K a month with my hair falling out because I was doing too many things for too many people. Google Ads, Meta ads, SEO, then I'm in their CRM. It doesn't scale.

When I started I was broke. I'd take anything. That was fine then, but I'm paying for some of those mistakes today. Even at \$1.4M a month, we work only with home services, and I'd still like to be further niched: just HVAC, plumbing, electrical, roofing, pest control.

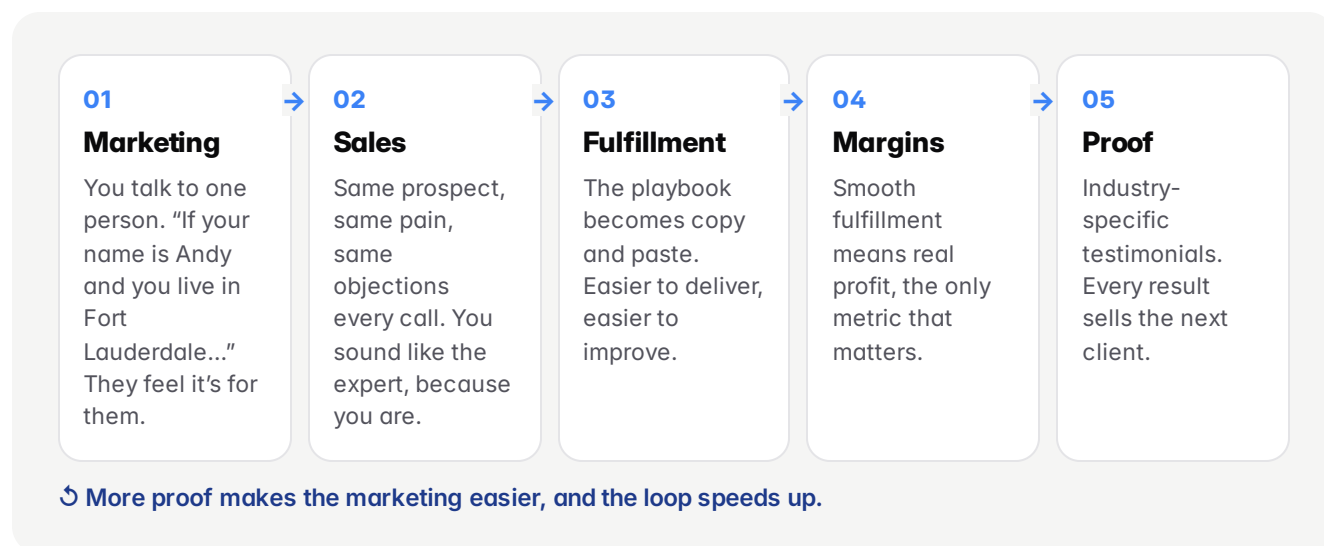
If I restarted from zero, this is the first thing I'd decide: who do I want to sell to, and what do I want to sell them?

"Selling one service to the same prospect every single time makes your life and business way easier."

ANDY WALKER

The niche flywheel.

Choosing one avatar isn't about being small. It compounds through every part of the business.



WHY PROOF HAS TO MATCH

"Let's say you're talking to a roofer and you're showing them pest control testimonials. They don't care." Even if it's the same playbook, the prospect wants to see results for businesses that look exactly like theirs.

With one niche you can say: "Here are 15 other pest control businesses. Here were the results. Call them, talk to them." Objections handled.

THE MODEL TO COPY

Hormozi with Gym Launch: he found the playbook that scaled his own gyms, ran it for other gyms, and eventually sold them how to do it. Same playbook every time, improved over time. Extremely high margin.

Home services is a big enough pond for us: new businesses start every day, and there are hundreds of thousands of them.

Then go deeper, not wider.

When you only serve one type of customer, you start to see their other problems. That's where the real wealth is built.

What you start to notice

"I'm getting them leads, but they're missing phone calls. They need automated text follow-up. They need reputation management, Google reviews. They need CRM automation."

Vertical integration

Build those solutions around the same customer. You handle more for them, so your price goes up, your fulfillment cost doesn't rise as fast, and your margin expands.

WHY IT MATTERS: CHURN

"As an agency, people churn. You could be delivering great results and they're still going to cancel because they want to try something new, they get bored, or they're low on cash this month." I hired a director from a company that vertically integrated one niche through software and sold for a billion dollars. Software made them sticky, cheaper to fulfill, and churn went down.

"One customer, one product, sell it based on outcomes, then vertically integrate around their business."

IF I RESTARTED TODAY

THE HONEST TRADE-OFF

Your business will grow slower at first. That's why most people won't niche, and why I didn't. But past \$300K, \$500K, \$1M a month, churn is the problem, and most agencies get stuck at \$100K–300K because they can't overcome it.

[ANDY: How did you and Bodhi land on home services in the first place? One or two lines here would make this chapter land.]

Mistakes, steps, checklist.

COMMON MISTAKES

- × **Taking anything that pays** because you're broke, then paying for it later.
- × **Selling five services** (ads, SEO, CRM work) to five kinds of businesses.
- × **Showing the wrong proof:** pest control wins to a roofer.
- × **Writing marketing for "business owners"** instead of one specific owner.
- × **Quitting the niche** because growth is slower at first.

STEP BY STEP

- 01 Answer two questions:** who do I want to sell to, and what can I actually get them results with?
- 02 Pick one avatar.** One trade, if you serve home services. Write it down.
- 03 Pick one core product** and say no to the rest.
- 04 Rewrite every ad, video, and page** to speak to that one person and their exact problems.
- 05 Collect niche-specific case studies** from every win, with permission to call them.
- 06 List their next problems** (missed calls, reviews, follow-up) as your future product suite.

CHECKLIST

- | | |
|---|--|
| ☐ My avatar fits in one sentence | ☐ I have case studies from the same niche |
| ☐ I sell one core product | ☐ My fulfillment is a repeatable playbook |
| ☐ My marketing names their trade and their problem | ☐ I know the 3 next problems my customer will hit |

A photograph of two men sitting at a desk, looking at a smartphone held by the man on the right. The man on the left is wearing a dark t-shirt and the man on the right is wearing a white t-shirt. The background is a plain wall.

FRAMEWORK 02 · MATTERS MOST AT \$10K-50K/MO

The offer.

Most people think they have a marketing problem or a sales problem. It almost always comes back to the [offer](#). "If I put out an ad that said I'll give you \$100 to book a call with me, everybody will book a call."

WHERE I AM RIGHT NOW

We grew to over a million dollars a month on warm, organic traffic: people who already followed us and trusted us. We never needed a cold-traffic offer.

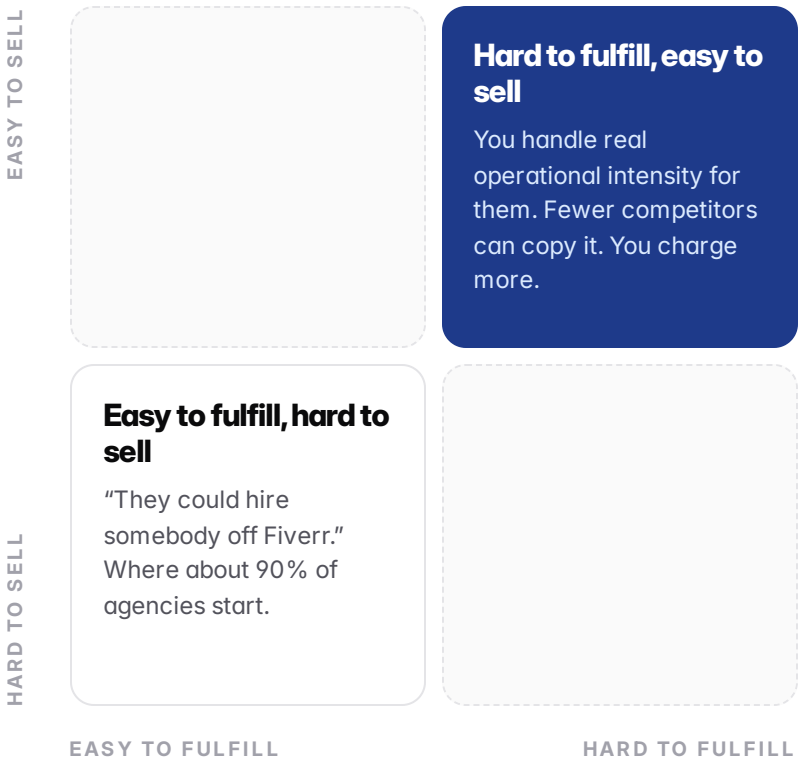
Cold traffic is different. They don't know who we are, they're highly skeptical, and they've probably been burned by an agency before. So right now I'm rebuilding our offer to convert people who've never heard of us. Everything in this chapter is what I'm working through myself.

"A good product or service sells easy. It flies off the shelves."

ANDY WALKER

Hard to fulfill. Easy to sell.

Map your offer on two questions: how hard is it to deliver, and how hard is it to sell?



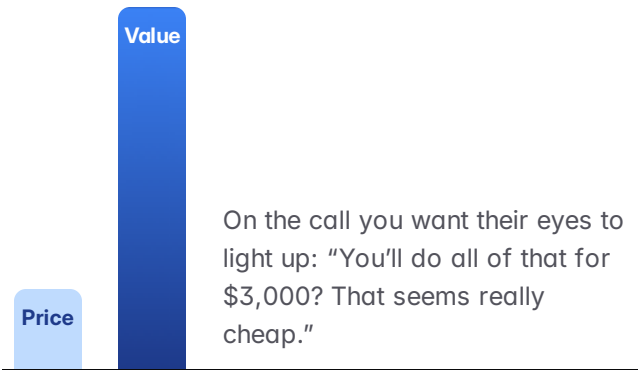
HOW TO READ IT

If anyone can do what you do, the buyer looks at it and thinks “I could do that.” Either it really is too simple, or you’re not communicating the value.

The harder the thing is to do, the more valuable it is to them. And the faster you can do it, the more valuable still.

The full journey from bottom-left to top-right is Framework 03.

THE PRICE-TO-VALUE GAP



I’m on the other side of this too

I paid a recruiting agency \$18,000 to place two closers. Finding, screening, background checks, mock calls: it’s hard and it eats my time. So it was an easy buy. I texted their rep: “Happy fat stack Friday. I got money for you.”

Four levers make an offer great.

This is straight from Alex Hormozi's *\$100M Offers*. I re-read it every 8 to 12 months. Here's how I apply it to our agency.

↑ INCREASE

Dream outcome

Describe their goal so vividly it sounds like you know it better than they do.

↑ INCREASE

Perceived likelihood

Proof. "We show them 50 businesses in the same position, same issues, similar markets. You can call them."

↓ DECREASE

Time delay

How long from paying you to getting value. The hardest lever to pull, and where I'm spending my time and money.

↓ DECREASE

Effort & sacrifice

How much they have to do. Even our onboarding form can trip up a busy contractor.

FLIP THE TABLE FAST

A mental model from my mentor Jeremy Haynes: when a client pays you, you're winning. Your job is to flip that so they're winning, as fast as possible. They pay \$5K and expect \$10K back in 30 days? Get it to them in 15.

I'm covering \$10K a month of ad spend for three pilot clients (\$30K a month in testing) to cut our time delay on the new offer.

PROMISE 14. DELIVER 7.

Expectations decide happiness. If a project takes us 7 days, we might say 14. When it lands in 7, they think "these people are so fast." We didn't lie. We under-promised and over-delivered.

THE BUYER'S-REMORSE WINDOW

Right after they pay, they're still deciding whether they made the right call. If effort goes up or value is slow, distrust and refund requests follow.

Sell the outcome. Expect year one to hurt.

SELLING TIME

"I'll manage your Meta ads for \$1,000 a month."

Thinking like a lawyer billing hours. You're one of a million options, with zero differentiation.

SELLING OUTCOMES

"15 qualified appointments per month for your pest control business."

Thinking like a business owner selling results. They don't care about your hours. They care about the outcome.

Markets get more sophisticated and buyers get smarter. Ten years ago you could sell Meta ads as a service. Now you might get a client or two, but you won't scale it. Competitors will promise "top 3 in 30 days" or "60 calls in 30 days." Could it happen? Sure. Is it probable? Absolutely not. Your job is to educate.

YEAR ONE OF A NEW OFFER SHOULD HURT

When you launch something hard to fulfill, your team will feel it. You'll be stressed. You'll probably mess up and refund customers. That's fine. It's hard, so nobody else is willing to do it.

"If we mess up, have your money back right away, no questions asked. I don't care about a couple thousand bucks. I care about reputation."

ON REFUNDS

In year two I fell for a phishing email. Someone got into our ad account and turned a client's spend from \$50 a day to \$10,000 a day, in the middle of the night. About \$1,000 got spent. I sent the client \$1,000 right away.

WHEN TO OPEN A SECOND DOOR

For years we had one doorway: Google Maps SEO. Now we're adding Google Ads (and other channels like Meta and LSA) so more home-service owners can walk in, then meet the rest of our product suite.

Think Apple: the iPhone alone would be huge, but the MacBook, AirPods, and Watch are all entry points too.

Timing matters. At \$500K a month, a second offer would have been a distraction. We added it when the first offer clearly couldn't triple us in 12 months.

The average agency's customer lifetime value is probably \$8K–15K. The best agencies I know are at \$100K–300K. That's the gap a bigger product suite closes.

Mistakes, steps, checklist.

COMMON MISTAKES

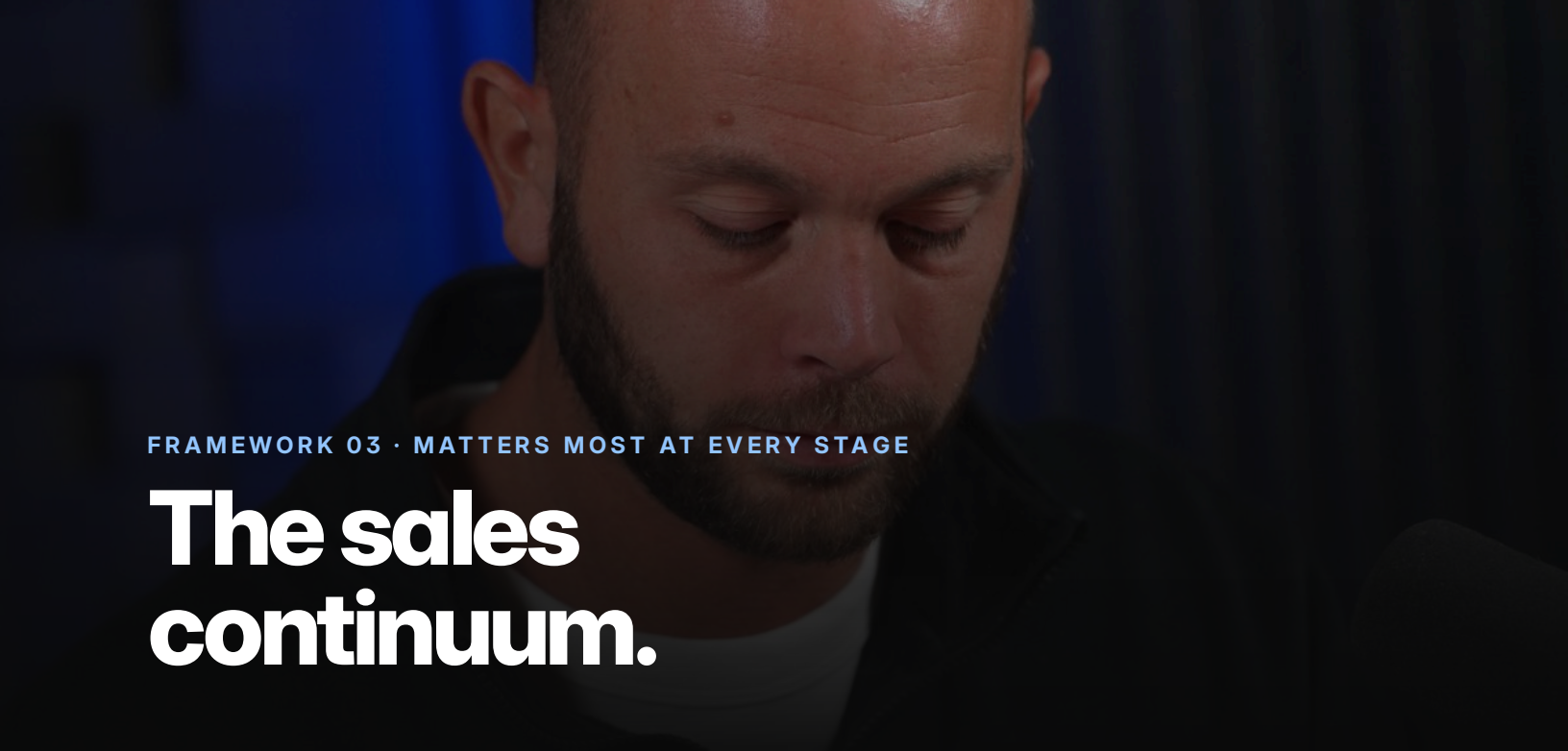
- × **Selling deliverables or hours** instead of an outcome they care about.
- × **An easy-to-fulfill offer** that anyone on Fiverr could copy.
- × **Matching competitors' crazy claims** instead of educating with proof.
- × **Slow onboarding** that opens the buyer's-remorse window.
- × **Arguing over refunds** instead of protecting the brand.
- × **Adding a second offer too early**, before the first one has stalled.

STEP BY STEP

- 01 Write the dream outcome** in your customer's words, as a number and a time frame.
- 02 List every hard problem** around that outcome you could take off their plate.
- 03 Gather proof** from the same niche: case studies they can verify and call.
- 04 Map the first 15 days** after payment. Find your fastest real win.
- 05 Quote timelines with buffer**, then beat them.
- 06 Cut onboarding effort**: fewer forms, more done-for-you.
- 07 Set a refund rule**: if we mess up, money back, no questions.

CHECKLIST

- | | |
|---|--|
| ☐ My offer names an outcome, not a deliverable | ☐ Clients see value inside 15–30 days |
| ☐ It's hard to fulfill and hard to copy | ☐ I under-promise every timeline |
| ☐ Prospects say "that seems cheap" | ☐ Onboarding takes minimal effort |
| ☐ I have same-niche proof they can call | ☐ Refund policy protects the brand |



FRAMEWORK 03 · MATTERS MOST AT EVERY STAGE

The sales continuum.

If you're having a hard time selling, it might be the sales continuum. **Easy to fulfill means hard to sell. Hard to fulfill means easy to sell.** Your job is to work your way to the rare point where they balance.

I WAS HERE TOO

Really hard to sell, really easy to fulfill. When we got a customer, it was excellent. It was just really hard to get the customer. About 90% of people are in this position, and that's okay. We all start here.

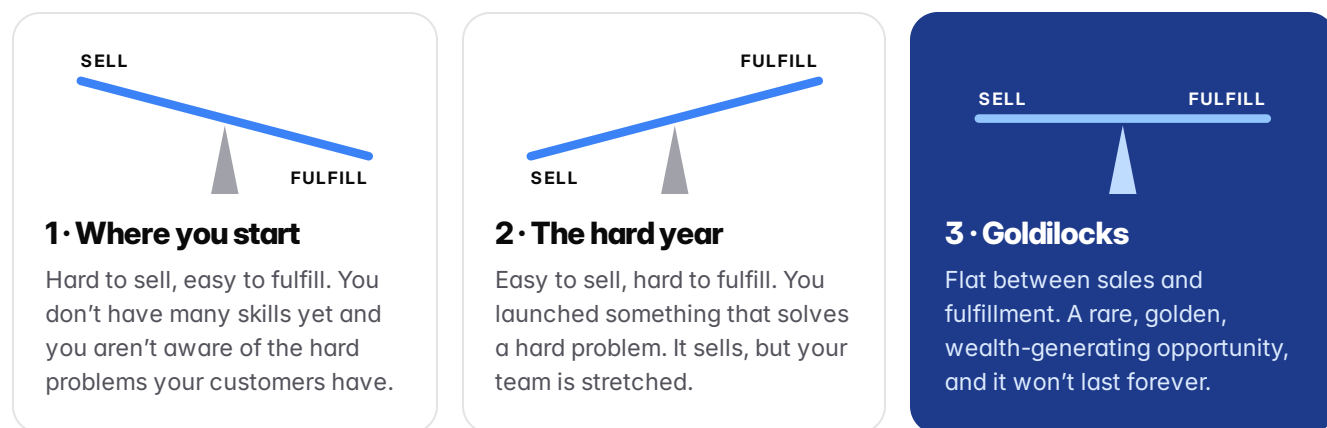
I didn't know about the harder problems a year ago, or two, or three. It takes time in the game. I keep becoming more aware of harder problems to solve so we can move up-market, sell to better customers, and land big private equity groups as clients.

"This is a very rare spot to find. It only comes to people who are in the game."

ANDY WALKER

Three positions on the seesaw.

The raised end of the seesaw is the hard part. Most agencies move through these in order, and it takes years, not months.



1

HARD TO SELL

WHAT IT FEELS LIKE

Every client is a grind to land. Prospects look at what you do and think they could do it themselves in a couple of hours. Probably they can't, but it seems too simple.

WHAT TO DO

Get closer to your customer. Find the harder, bigger problems they have. And make sure you're communicating the value of what you already do.

2

HARD TO FULFILL

WHAT IT FEELS LIKE

"Your team's going to feel it. You're going to be highly stressed. You're probably going to be refunding customers." This might last 12 months, but you're making good money and making progress.

WHAT TO DO

Don't quit here. This is where most people get stuck. Refund fast when you miss, protect the brand, and keep building systems until fulfillment catches up.

3

GOLDBLOCKS

WHAT IT FEELS LIKE

Easy to sell and you can deliver it. Rare. It only comes to people who are in the game 24/7. That's how Alex Hormozi got there.

WHAT TO DO

Ride it hard while it lasts, and start building the next, harder offer before the window closes.

Building the harder thing on purpose.

"I'm building a better product that is harder to fulfill. Therefore it will be easier to sell, because it solves way more of my customers' problems." It takes a lot of money, time, effort, and sacrifice. When we launch, I expect to be in position 2, stressed and probably refunding some customers, on the way to Goldilocks.

Timing: year one, you probably won't find Goldilocks. Year two, probably not. It takes a significant period of time, because you're competing with people who sleep and live the game.

STEP BY STEP

- 01 Place yourself honestly** on the seesaw: 1, 2, or 3.
- 02 If you're in 1:** ask your best clients about their biggest operational headaches.
- 03 Pick one hard problem** and build it into the offer.
- 04 Brief your team** that the next 12 months will be hard, and why.
- 05 Track refunds and fixes** until fulfillment is a system.

MISTAKES

- × **Thinking it's a sales problem** when it's a product problem.
- × **Staying in position 1** because hard problems are scary.
- × **Quitting in position 2** when the stress hits.
- × **Assuming Goldilocks lasts.** It doesn't.

CHECKLIST

- ☐ I know where I sit on the continuum
- ☐ I know my customers' 3 hardest problems
- ☐ My offer handles real operational intensity
- ☐ My team knows what the hard year will feel like
- ☐ I'm already working on the next harder offer



FRAMEWORK 04 · MATTERS MOST AT \$100K+/MO

Hiring.

There's one skill that got my agency past a million a month, and we could have gotten there faster if I hadn't avoided it: [hiring](#). It's the highest-leverage thing you can do.

WHY I AVOIDED IT

It felt boring. Honestly, it was also scary: what if I hire someone, don't have enough work, they don't have a good experience, and they quit? That's expensive.

At \$100K a month I had a scarcity mindset. I hired cheap, always looking for the cheapest people, and it hindered my growth more than anything. I used to hear billionaires say "it's all about the people" and think it was total BS. Then the business got to a point where it is the most important thing.

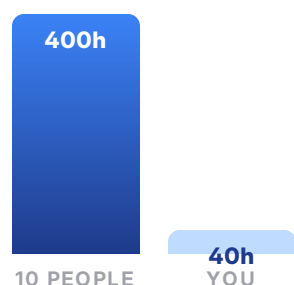
"The greatest form of leverage in service businesses right now is not AI. It's still people."

ANDY WALKER

You have three jobs. Hiring is the one that does the other two.

JOB 1**Generate demand****JOB 2****Develop the product****JOB 3****Hire**

Hire right, and they do jobs 1 and 2 for you.

DEEP-WORK HOURS PER WEEK**YOU BECOME THE DUMBEST PERSON IN THE ROOM**

As CEO you're a generalist. Your executives live and breathe their area every day. Your role turns into a consultant: ask the right questions, help solve problems, change mindsets in one-on-ones, and make sure they hit their KPIs.

I work long hours and never stop thinking about the business, but I probably have about 40 hours of really deep, needle-moving work in me a week. Ten great people have 400.

If you're at \$100K, \$200K, \$300K a month, you're the reason the business got there. You are not going to be the reason it gets to \$1M or \$2M a month.

THINK LIKE CUSTOMER ACQUISITION

If I pay someone \$250K a year and they generate a million dollars of business, the math works. Treat it like CAC: what's the cost to acquire this employee, and what's their lifetime gross profit? It has to be multiples of what you pay.

Donkeys. Camels. Stallions.

A lesson from my mentor Jeremy Haynes. Every person on your team is one of three types.

Donkey

Just bad. Doesn't meet the job requirements. You fire them and nobody even notices they're gone.

CUT

Camel

Extremely important. You need a lot of them. Works hard endlessly. You just have to give direction.

DIRECT

Stallion

Finds the problems you didn't know existed and solves them. You never even hear about it, because they're on to the next one.

HUNT

WHAT A STALLION LOOKS LIKE

Our COO, Jary, started as an account manager. In year two his calendar was open Saturday and Sunday, 8 AM to 8 PM, for client check-in calls, and he took them. Bodhi took sales calls every Saturday morning for years. If a problem shows up at noon on a Saturday, Jary's already on it.

You don't have to be an executive to be a stallion. You can be one at any level.

MONEY ISN'T EVERYTHING TO THEM

Pay them well, but stallions are driven by the work. They like to win, take on problems, and work with fun people. A players don't tolerate C players. Imagine playing at a C level on Michael Jordan's team.

"Do not be cheap with your people. If you have somebody good, pay them well."

ON COMPENSATION

You're not hiring a person. You're buying experience.

I'm the kind of person who pays for coaching and courses to learn faster. Hiring someone senior is the same thing: you buy all of their knowledge in the form of salary.

Director of paid media

A 20-year Google Ads veteran who's been at companies way bigger than us. He's launching our Google Ads department, part of our goal of \$3M a month.

Director of marketing

Ran paid media funnels at an internet business and helped scale it from \$10M a year to \$50M a year.

TWO WAYS TO HIRE, AND WHEN TO USE EACH

Develop a culture fit

Our head of sales, Andrew Gummo, was a high school teacher. He had the right personality and treated people with respect, so I knew we could train the skills. He started as a setter on about a \$1,500-a-month base, took a massive pay cut, and now runs the sales department.

Use for: roles where skills can be taught.

Hire someone who's done it

For executive roles (\$130K–250K a year, with bonus upside that could reach \$400K–500K), they need to come in and figure it out now. Impact within 90 days.

Ask: have you done the exact thing I'm trying to accomplish? If not, it won't work.

"Every new hire should be a net positive. This person should be smarter than me and teaching me things. That's how you know it's a good hire."

THE BAR FOR SENIOR HIRES

Predictable customer acquisition needs predictable employee acquisition.

I saw it at an HVAC and plumbing company in Richmond while waiting out a hurricane: dorm rooms where they housed, fed, and trained new hires to their standard. People are the backbone of a service business.

STEP 1

Find

- Treat it like finding customers: where do they hang out? Job posts, network, headhunting, cold outbound.
- The best people already have jobs and are only on the market for a couple of days.
- Pay for speed. \$18K to a recruiting agency placed two sales reps in about a week.
- Pitch them like a customer: culture, benefits, and upside.

STEP 2

Interview

- Screening, then technical, then culture. We used to only do "do you fit the vibe?"
- Ask the hard technical questions. "You're about to pay them. You're not a charity."
- About 80% on technical is enough. Failing on culture means no offer.
- Be transparent: "I've never built a business this size. I'm making mistakes too."

STEP 3

Onboard

- The first 30, 60, and 90 days work like a new client: quick wins and great communication build trust.
- Define what winning looks like before day one.
- Build real training so new people hit your standard fast.
- Tell them: "If I'm holding you up, tell me."

EVERY TOUCHPOINT MATTERS

Nick Saban told everyone at Alabama, janitors and front desk included, that every touchpoint speaks for the program. For one Google Ads account manager candidate, Jary built a custom slide deck with her name, our offer, and the benefits. "Nobody has ever done this for me before."

BUY THE KNOWLEDGE

I hired Frank, a former director of recruiting at Acquisition.com who hired around 100 people there, to help fill our director of marketing role. Really I was buying his systems so I could run a proper process myself.

[ANDY: Anything you'd add on interview questions, scorecards, or your first-week onboarding?]

Mistakes, steps, checklist.

COMMON MISTAKES

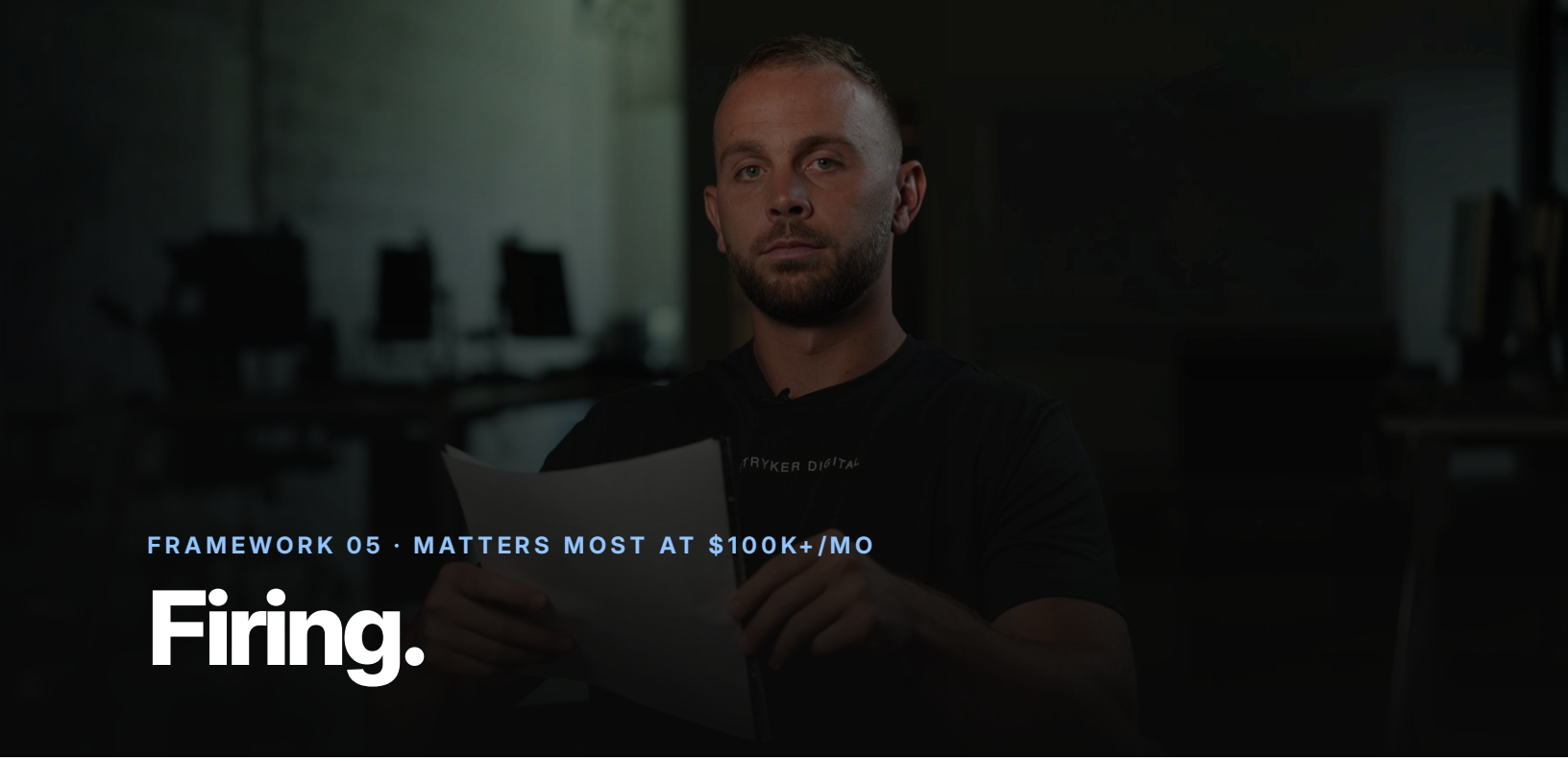
- × **Hiring cheap.** "\$2,000 a month for somebody who barely gets the job done."
- × **Waiting until it's painful,** then rushing the hire.
- × **Hiring for where you are,** not where you're going.
- × **Skipping the technical interview** to be nice.
- × **Giving responsibility** without defining what winning looks like.
- × **Hiring a skilled person** who's a bad culture fit.

STEP BY STEP

- 01 Ask: who do we need to triple in 12 months?**
List every role.
- 02 Run the CAC math:** cost to hire against lifetime gross profit.
- 03 Decide per role:** develop a culture fit, or buy experience.
- 04 Source like sales:** post, network, outbound, or pay a recruiter.
- 05 Interview in three passes:** screening, technical, culture (culture can veto).
- 06 Write the scorecard first:** what does winning look like at 30, 60, and 90 days?
- 07 Make every touchpoint premium,** from first email to day one.

CHECKLIST

- | | |
|---|--|
| ☐ My next 12 months of hires are listed | ☐ My process has screening, technical, and culture stages |
| ☐ I know which roles are camels and which need stallions | ☐ I pay well enough to attract A players |
| ☐ Senior hires have done the exact thing before | ☐ New hires get a 30/60/90 plan |
| ☐ Every role has a written definition of winning | ☐ I'm the leader I'd want to follow |



FRAMEWORK 05 · MATTERS MOST AT \$100K+/MO

Firing.

I don't like confrontation. Nobody enjoys firing people. But **one person who isn't contributing costs everyone around them**, and that cancer spreads. So now I fire fast.

THE BOSS WHO WANTED TO BE LIKED

At \$100K a month I tolerated underperformers. I was the nice boss, the one who wanted to be liked. I'd go home and tell my wife about all the people who weren't doing their jobs.

Then I spent a day with Alex Hormozi and watched him with his team. He doesn't tolerate anything average. He's not a jerk. It's just: "I pay you, you have job requirements, and they need to be met at a high level."

Now I don't tolerate underperformance, I pay people well, and I demand more. And I go home and tell my wife how great everyone is.

"Anybody who is underperforming and not contributing to the larger goals of the business has to go."

ANDY WALKER

Mistake or misfit? Four questions before you decide.

Fire fast doesn't mean fire for every mistake. Built from my rules, in this order.

01**Did I set them up to win?**

Did I define what winning looks like? Did I give them what they need?

If not, **fix me first**. Most of the time an employee didn't succeed, it was my fault. "I wasn't ready for you."

02**Is it a mistake they owned?**

Something went wrong, they raised it, and they want it fixed.

Shine a spotlight on it, don't yell. Find what broke, make everyone aware, and get ownership so it doesn't happen again.

03**Is it hidden or repeated?**

"The only bad mistake is if you try to hide it and it happens again."

That's no longer a mistake. **It's a standards problem**.

04**Is it attitude, or not contributing to the goal?**

A bad attitude, or someone who isn't a net positive to the team, the clients, and the goal.

They have to go. No tolerance, no matter how talented they are.

"One bad attitude can crush the culture of the business. It spreads like a cancer."

ANDY WALKER

Think of a sports team: one teammate shows up negative and pessimism spreads fast. You walk into a room optimistic, see one person like that, and they bring the whole room down.

"If you're a sales rep that can close at 100% but you're horrible for the culture, you're gone." Allen Iverson was an amazing player who couldn't win championships.

60 families depend on this.

The mindset flip that made firing easier: Stryker Digital feeds 60 families, and we owe a quality service to every single client. Anyone not contributing to the goal is taking from all of them.

"A players do not like working with C players. They don't tolerate it." Your clients deserve more, and the other people in the company deserve more.

BUT STAY THE LEADER THEY CAN COME TO

When a client was lost to a two-day response delay, I was furious. But I don't yell at the team. If people know you'll react, they hide problems until they blow up, like a kid with a parent who gets mad easily.

In front of the team, stay neutral and confident, like a coach who shows up strong no matter how the season is going.

[ANDY: How do you actually run the conversation? Warnings or a PIP first? Notice or severance? Who's in the room? Two or three lines here would make this chapter complete.]

"Every single person in the company is required to be at a standard and raise the bar."

ANDY WALKER

That goes from the person who cleans the floors and answers the phones all the way up to the CEO. Hold yourself to it first: if you expect early mornings and weekends from your team, they need to see you doing it alongside them.

Mistakes, steps, checklist.

COMMON MISTAKES

- × **Wanting to be liked** more than wanting a great team.
- × **Tolerating underperformance** that started with a cheap hire.
- × **Firing someone you never set up to win.**
- × **Yelling about mistakes**, so people hide the next one.
- × **Keeping a talented person** with a bad attitude.

STEP BY STEP

- 01 Sort the team** into donkeys, camels, and stallions.
- 02 For each concern, run the four questions** in order.
- 03 Write down the standard** and share it, if it isn't already defined.
- 04 Spotlight mistakes as lessons**, without blame.
- 05 When it's attitude or not contributing**, act this week. Don't wait.

CHECKLIST

- | | |
|---|--|
| ☐ Every role has a clear definition of winning | ☐ My team brings me problems early |
| ☐ I know who my donkeys are | ☐ Nobody stays with a bad attitude, no matter their numbers |
| ☐ Mistakes get spotlighted, not punished | ☐ I hold myself to the standard first |

"You have to be somebody they can be comfortable going to and bringing these problems, so you can help solve it."

ANDY WALKER

A million-dollar month isn't the finish line.

"The jump from \$1M a month to \$3M a month is only a triple. But you and your business have to get a thousand times better to make it."

WHERE I'M AT RIGHT NOW

THE FIVE FRAMEWORKS

01

One customer,
one avatar

02

The offer

03

The sales
continuum

04

Hiring

05

Firing

YOUR NEXT STEP

[ANDY: CTA headline + offer. What should a reader do next?]

[ANDY: link / button text]

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