

# The Now-Where-How Business Model

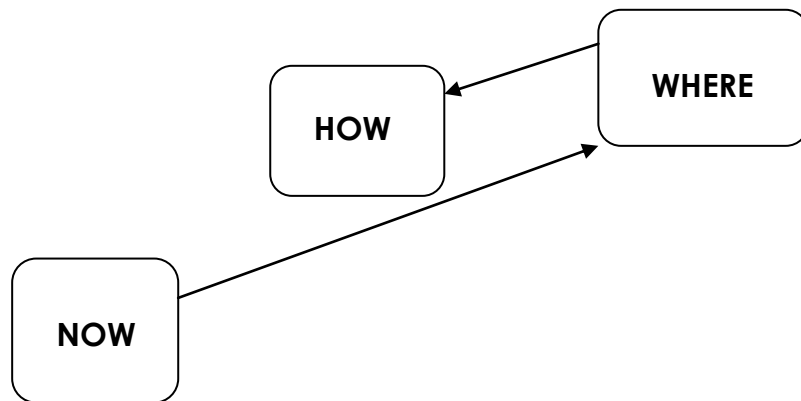
There are three 'spheres' in every business that you must be aware of

**NOW:** This is your business as it stands today, warts and all, including the myriad of issues, problems and opportunities that need to be sorted out

**WHERE:** What is your **vision** for a preferred future? Where do you see your business in this vision? As Covey says: "Begin with the end in mind"

**HOW:** Your **mission** is the plan to take the business from where it is now to where you see it in future. In other words, describe how will you get there?

Picture the interaction of these 3 spheres like this



What are the attributes of those who work in each sphere?

ATTRIBUTE	NOW sphere	HOW sphere	WHERE sphere
<b>Whose domain</b>	Multitudes (staff)	Manager (boss)	Mentor (leader)
<b>Main role</b>	Tactical work	Plans operations	Strategic Planner
<b>Personal goal</b>	Getting the job done	Achieving results	The big picture
<b>Ability needed</b>	Knowledge	Understanding	Wisdom
<b>Basic tools</b>	Hammer & sickle	Map & compass	Telescope & intuition
<b>Control document</b>	Systems manuals	Business plan	Strategic plan
<b>70% of time in</b>	Present	Past	Future
<b>People focused on</b>	Self	Staff	Customer
<b>Owner's time</b>	10%	20%	70%
<b>SWOT</b>	S & W	S & W	O & T
<b>Solomon's wisdom</b>	Proverbs 14:23	Proverbs 27:23	Proverbs 29:18

The reality in most businesses

- \* Owners float between the **NOW & HOW** mostly doing the wrong work
- \* Business plans (HOW) become ineffective when the **WHERE** is not clear  
...So the team and business just drift along for years doing the SOS!

**YOUR reality: sort out these roles and slot yourself in where you belong.**