

SEASON ONE



Visionary CEO **PODCAST**

LISTENER'S GUIDE

About The Listener's Guide

You've heard the podcast. Now it's time to put it into action.

In Season One of the Visionary CEO Podcast, Breanne & Jill took you through their proprietary system for creating an infinitely scalable business while freeing yourself up to be the Visionary CEO.

Inside this Listener's Guide, you'll find an episode-by-episode breakdown including exclusive insights about how the lessons from each episode change depending on your business' current growth stage.

Finally, every episode also includes additional reflection questions—most of which come straight out of our Academy program—to help you apply the lessons directly into your business.

Hey—we're Breanne & Jill, hosts of the Visionary CEO Podcast.

As you probably know, we started the podcast to help you scale your business while freeing you up from the day-to-day grind ...

But there's only so much we can do in each episode! That's why we created this guide: to help you go one step further in helping you apply the lessons from the podcast to YOUR business.

We hope you love it!



Breanne Dyck & Jill Joevenazzo
Co-Founders,
Visionary CEO Academy

Stop Bottlenecking & Start Scaling

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You can't scale if
you're constantly
recreating the wheel.

~ Jill Joevenazzo

What would happen to your business if you suddenly had **10, 20, or 50** new clients wanting to work with you?

Could you take an **unexpected leave** for a few days and your business will carry on perfectly?

Does your team **get things done** without you having to manage every little thing?

If you answered 'no' to any of these, you're not alone. In fact, you're like most of the online business owners and entrepreneurs we talk to every day.

That's why, in this episode, we're looking at the top three challenges that prevent business owners from scaling—and revealing what the solutions are to each.

As you listen to this episode, we want you to consider how you'll put what you're learning into action. Remember to share your answers with us on social!

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What's your biggest **TAKEAWAY** from this episode?

O

What **OBSTACLES** could prevent you from acting on that insight?

D

What **DECISION** can you make so that obstacle doesn't stop you?

O

What **OUTCOME** do you expect as a result of that decision?

Questions to Consider

1. Which of the three bottlenecks is currently the biggest challenge for you?
2. If you were to add 2X as many clients to your business next week, what would break first?
3. To what extent do your customers buy because of your expertise, versus your proven process?
4. What area of your business do you currently spend the most time in "air traffic controller" mode?

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How It Scales

In Episode 1, we discussed three major bottlenecks that affect online businesses as they scale:

1. Trying to scale an **“unscalable offer”**
2. You (as the founder) **“being” the product**
3. Getting stuck in **“air traffic control”** mode

However, the nuances of how these

show up (and how you address them) will shift, depending on where your business is at:

When you're at **\$250k - \$1M**, your #1 priority should be on reducing the amount of time and energy you spend working “in” the business.

That way, by **\$1M - \$3M**, your priority shifts to getting at least 50% of the company able to run entirely

without your intervention.

Once you start hitting the **\$3M - \$5M** mark, you'll then start being the bottleneck in management and will start needing to put leadership structures in place as well...

So that at **\$5M - \$10M+** you can focus on being the Visionary, with a full leadership & management team in place under you.

”

I needed to go through
an evolution of having
the business be
something that is not
me being the business.

~ Breanne Dyck

Growing a successful business is not without its roadbumps.

That's why, in this episode, Breanne and Jill invite you to hop into their time machine as they take you through their journey from corporate jobs in higher education to co-founders of the Visionary CEO Academy.

From the importance of structure, to the danger of unclear expectations, to transitioning from “being” the business to “owning” the business ... we share **some of our hardest-won lessons, so you can save yourself some of those same headaches.**

(Plus, you'll hear *all* about the time when Jill made Breanne sign a contract about what it means to “make a plan” ...)

This is one episode you WON'T want to miss.

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Questions to Consider

1. What resonates most with you about Jill & Breanne's story?
2. Where can you apply the lessons Breanne & Jill shared about *clear communication* to your business?
3. How do you feel about the difference between "being" the business and "owning" the business? Which are you doing right now?

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How It Scales

A common theme in Episode 2 was the importance of **unambiguous, clear communication** between you, as a leader, and your team members.

However, there's a fine line between communicating clearly and micromanaging your team.

So here are some key questions to ask yourself, to help you focus on

communicating the right things:

From **\$250k - \$1M**, you should focus on communicating outcomes. Ask: "How can I give my team complete control over this outcome, in such a way that I'm not required to be involved at all?"

Once you get into the **\$1M - \$3M** range, you should be focused on empowering the managers on your

team by asking: "Who can make this decision instead of me?"

With a business at **\$3M - \$5M**, your team will be big enough to start asking: "How can we simplify the sharing of information?"

And when your business no longer *needs* you to run? At **\$5M - \$10M+** you'll need to contend with: "What is my job, really?"

The Visionary CEO Framework

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Revenue is a vanity
metric.

~ Jill Joevenazzo

Scaling doesn't have to mean sacrificing profit, building a massive team, and hustling harder. It also doesn't have to mean you need to sacrifice results or lose the high-touch along the way.

In fact, achieving true scalability requires the opposite: **you must find a way to maximize profit, client results and your team's effectiveness *at the same time*.**

That means you have to be able to have a **model** that's profitable and gets results; you have to have the right **operations** so that your team is supporting clients in the best possible way; and you need to also have a strong **culture** that ensures your team is profitable and aligned.

This episode digs into the Visionary CEO Framework, which outlines how all of those concepts fit together.

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Questions to Consider

1. What is your red/yellow/green assessment of your business' scalability according to the Visionary CEO Framework?
2. Of the three core pillars (profit, results, team), which do you feel needs the most attention right now?
3. Of the three intersections (model, operations, culture), which presents the greatest opportunity for you right now?

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How It Scales

In Episode 3, we introduced the three key structures that must be kept in alignment as you scale:

1. **Results**
2. **Team**
3. **Profit**

However, the places where misalignments show up (and thus, how you need to address them) will vary depending on the stage that

your business is at.

At **\$250k - \$1M**, you'll be tempted to get yourself out of the weeds too quickly, which can lead to over-hiring (team + profit) and hiring for the wrong things (team + results).

Between **\$1M - \$3M**, your operating expenses can explode quite quickly, leading to a misalignment between results + profit. Beware burning

through your cash reserves; no one wants to run out of money.

By **\$3M - \$5M**, your management team will have grown and if you're not careful, they'll start to burn out. Make sure they're getting the support they need (team + results).

Finally, at **\$5M - \$10M**, your teams may start to silo themselves—which is a big culture (profit + team) risk.

Is Your Core Offer Scalable?

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You want to have a business model which is built around one Core Offer.

~ Breanne Dyck

You know you want to scale your business to seven figures and beyond - but have you ever stopped to think about what really would be involved with delivering to that many people?

One of the biggest challenges that business owners face as they scale is that they keep hitting walls in terms of their capacity to deliver. Unfortunately, **if the solution is to go back to offer reinvention every time you hit the wall, you'll eventually find yourself endlessly spinning your wheels.**

That's why it's so important to put in place a scalable Core Offer: one that not only frees you from the day-to-day headaches, but which will allow you to take on as many clients as you want (and make as much money as you want) while *also* getting amazing results for each and every client.

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Questions to Consider

1. What is the First Victory that you help your clients to achieve?
2. What are the 4-8 stages of your First Victory, in the order that you take clients through them?
3. When you compare all the things you've currently been including in your work with clients versus the list of themes / stages required to get a client in your First Victory, what comes up for you?

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How It Scales

Episode 4 was all about making sure you have a scalable Core Offer.

There are two elements to this: first, knowing what your Core Offer *is*, and second, knowing *how it scales*.

Later episodes of the podcast will address the second point in great detail, so let's talk briefly about the things that will most threaten your ability to scale your Core Offer at

each revenue level:

At **\$250k - \$1M**, the hardest thing is saying “no” to new ideas. But the truth is, you can't scale if you're constantly creating new things.

From **\$1M - \$3M**, you need to start trusting your team in a much bigger way. You're going to need to let go of control of the product in a much bigger way, and that can be *hard*.

By the time you get to **\$3M - \$5M**, chances are you are going to start to get *bored* with your current product and message. And fewer things are a bigger risk to your Core Offer than a bored founder!

And at **\$5M - \$10M+**, you're at a major inflection point. How corporate and how big do you want to get? Your Core Offer's evolution will depend on those two questions.

How To Identify Your Bottlenecks

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Outlining the route will help you determine that the steps you're taking are actually the ones that will lead you to the first victory.

~ Jill Joevenazzo

Identifying your bottlenecks is a critical step to building a scalable business.

In this episode, Breanne and Jill introduce the Value Map: a practical exercise you can use to analyze and isolate the key points in your workflows that hold up your process.

The first step in this exercise is to **dig deep into the way you currently engage with clients**, so that you can assess what's actually going on in detail rather than at a high level.

We strongly encourage you to not just *listen* to this episode, but to actually *do the exercise* as its outlined. That's the only way you'll get real results.

Then, you'll be able to use that information to assess how to optimize your model for scale ... *without* the bottlenecks.

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Questions to Consider

1. What came up for you, personally, as you built your Value Map?
2. What did you notice about your process or the way you engage with clients, that you maybe hadn't seen before?
3. What is the biggest opportunity you have to make your delivery more scalable, based on what you're seeing now?

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How It Scales

Episode 5 was all about digging into how you exchange value with clients. As you do so, you'll undoubtedly start to notice some things that could be better.

As you're evaluating which areas to focus on, consider which of these big bottlenecks you're going to need to address next:

At **\$250 - \$1M**, the biggest

bottleneck should come as no surprise: it's you! You need to reduce the amount of time and energy you spend working "in" the business, stat.

From **\$1M - \$3M**, the bottleneck shifts from execution to planning and strategy. At this point, you need to allow your team to take over some of the strategy—not just the tactics.

The **\$3M - \$5M** level is an interesting one, because it's where your *managers* start to become the bottleneck. Especially if you're still trying to be a manager, yourself.

And at **\$5M - \$10M+**, the bottleneck is becoming the needs of the business itself. Hiring, recruiting, developing a leadership team, and making sure you keep your culture strong as you do so is key.

Infinitely Scalable Delivery

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When it comes to creating scalable delivery, the important thing is to find the unique blend of delivery methods that will work for your business.

~ Breanne Dyck

Traditional scaling methods in the online business world present you with two options:

1. Create an agency
2. Leveraged curriculum (membership, group program, etc.)

The truth is, **online businesses exist on a continuum**, with agency-style done-for-you services (where everything is bespoke and done 1:1 with each client) at one extreme ...

And DIY-focused educational programs (where everything is templated, based on a fixed curriculum, and done in groups) at the other.

But if you **quit staring at the ends of the continuum and focus on the middle**, you'll be able to experience the best of both worlds: increased scalability, profitability *and* results.

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Questions to Consider

1. When it comes to the overall mix of value to the business versus value to the client, where have you tended to land?
2. What are some low-hanging fruit that you can do differently in order to make your process more scalable?
3. What more substantial changes may you want to make to your delivery over the next 3-6 months?

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How It Scales

One of the beautiful things about the three dials is that once you get them “set” in your business, they shouldn’t need to change very much as you scale.

That’s the idea of infinite scalability: that as you grow from **\$250k to \$10M+**, your delivery structure can remain relatively constant.

So rather than outlining how your

delivery will look at various stages (as we have for previous episodes), this time, we want to invite you to do something different.

Start by figuring out how many sales of your product or service you would need to make, in order to generate \$10M per year.

Now, ask yourself: if we had \$10M+ per year in revenue, what sorts of

things would we want to put in place that maybe we feel like we can’t do right now?

How would we level up the client experience, if we were a \$10M+ company?

Then, ask yourself how you can profitably begin to bring those elements into play today, in one form or another.

Structuring A Scalable Delivery Team

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If you're putting yourself in the position of being an order-taker, you are giving away your authority.

~ Jill Joevenazzo

So your delivery is scalable in theory ... but if *you* are still doing way too much of the day-to-day, that theory will never become reality.

In order to solve that problem, **you need to find a way to have others deliver your entire product or service for you, while still keeping customer results high.** And since cloning yourself isn't an option, that means you're going to need to assemble a team of people who are **better in aggregate** than you were on your own.

That's where the Billion-Dollar Team exercise comes into play. By imagining how your business could look at \$10M or \$1B in annual revenue, you'll be able to envision a different structure for your team:

One that can truly free you up from the day-to-day.

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Questions to Consider

1. What roles would be part of your Billion Dollar Team?
2. How can you scale down your Billion Dollar Team to reflect the size of team your business can support right now?
3. What are the pros and cons of using cohorting in your business?

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How It Scales

In this episode, Jill and Breanne talked about dividing up the workload on your team so that it doesn't all depend on you.

In particular, they focused on the Product Operations side of the business: making sure that the development and delivery of your products and services is top notch.

Often one of the challenges that

people run into is figuring out how to divvy up and then re-combine the roles. They don't know how many positions to create, and whether or not they'll end up overhired.

So here's a quick outline of a typical team size, based on revenue levels:

From **\$250k - \$1M**, you're looking at the equivalent of 3-5 full-time

Implementers, and possibly a Manager (in addition to yourself).

At **\$1M - \$3M**, you'll grow to 10-12 Implementers being managed by 2-3 Managers. By **\$3M - \$5M**, your team could include 15-20 Implementers, 3-5 Managers, and potentially a Leader.

And from **\$5M - \$10M** and beyond, things will just continue from there!

The Visionary Pyramid

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There's no right or
wrong way to be a
Visionary.

~ Breanne Dyck

It's almost impossible to grow and scale your business just by being the one holding it all together. And while removing yourself from the day-to-day tasks of delivery (as discussed in the previous episode) may help relieve some of the pressure, it won't remove you from being the key bottleneck.

That's where the Visionary Pyramid comes into play. By learning how to give your team more substantial decision-making power and authority, you'll be able to focus on the strategic elements that exist outside of the day-to-day fray.

In this episode, Breanne and Jill dig deep into the different types of decisions that your team members could be making, and discuss the roles that align with each of those decisions. From Implementers and Helpers to Managers, Leaders and the Visionary, understanding the Visionary Pyramid is a key piece of creating true scalability in your business.

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Questions to Consider

1. Where are you spending most of your time on the Visionary Pyramid?
2. Have you assembled a team of mostly Helpers or Implementers?
3. Which functional area do you see wanting to give up control of first: marketing & sales, or client delivery & IP development?

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How It Scales

One of the biggest challenges in building your team according to the Visionary Pyramid is to know who to hire, when.

The truth is, if you hire too quickly, you can quickly end up running out of cash. But hire too late, or focus on hiring for the lower-levels of the pyramid when you should be hiring Managers and Leaders is a fast-track to burnout. Here's a quick

breakdown of who you should be hiring at each level:

From **\$250k - \$1M**, you'll mostly be hiring Implementers. Avoid hiring Helpers if you can, and focus on building your own Management skills rather than hiring a Manager.

At **\$1M - \$3M**, it's time to hire your first Manager. This may be someone on your existing team that

gets a promotion, or it may be someone new entirely.

From **\$3M - \$5M**, you'll be hiring more Managers and *they* will be hiring more Implementers and Helpers.

And by the time you've got 2-3 Managers in place, you'll be ready to hire a Leader. That usually happens around **\$5M - \$10M+**.

Building A Culture That Works

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Lead your clients
through your
experience, through
the process, and
become a trusted
leader.

~ Jill Joevenazzo

So far this season, our focus has been on the Visionary Pyramid and how your teams can realign with your delivery methodology so you can take a step back from the day-to-day decisions about how things get done.

In this episode, Jill and Breanne take a step back to discuss how your Culture acts as the guiding force that holds your Visionary Pyramid together.

It is crucial that you intentionally design a business culture with systems, behaviors, and practices that align with your values to empower your team and grow your business. That includes focusing on Strategic Communications, Hiring, Assessment, Reward and Progression.

These five essential elements are crucial if you want to scale a progressive, profitable business to seven figures and beyond.

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Questions to Consider

1. To what extent does your business currently have a SHARP culture?
2. Which of the five SHARP elements is your greatest opportunity for improving your team & culture?
3. How can you express your values intentionally, through the way you communicate, hire, assess, reward and progress team members?

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How It Scales

In episode 9, we talked about how *culture* is ultimately the thing that holds your business together. It's the thing that builds trust, helps you give up control, and empowers your team.

But while your values and cultural systems probably won't change much as you scale, the practices you use to express those values will need to adjust and scale with you.

Here's what that might look like, using the example of Strategic Communications:

At **\$250k - \$1M**, you essentially operate as one team which means that all of your planning is done on a business-wide level and everyone is likely to be involved.

At **\$1M - \$3M**, you will have started building out different departments.

As such, your Managers will start to be responsible for making their own departmental plans, while you focus on helping them devise a cohesive strategy.

This continues through the **\$3M - \$5M** mark, until you start hiring Leaders at **\$5M-\$10M+**. It's at this point that you'll be able to focus fully on the Vision, while your Leaders & Managers run the rest.

It All Comes Down To This

”

Leadership is about looking at the people on your team and seeing how you can help facilitate their accomplishing the goals and outcomes you've set for them.

~ Breanne Dyck

At the end of the day, all the scalability in the world won't make any difference if *you* aren't able to step out of your own way.

That's why truly becoming the Visionary CEO of your business is about more than just having a fancy High-Value Hybrid; it requires more than having a strong team; and even designing a great set of cultural systems and practices won't get you there.

Not without *you* being willing to step into your own leadership, and actually make it all happen.

In this episode, Breanne and Jill discuss the three types of leadership that Visionary CEOs need to be able to apply consistently, to truly be able to achieve their goals and dreams.

Because at the end of the day, only *you* can choose to #BeTheVisionaryCEO.

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Questions to Consider

1. Where do you most need to exercise your leadership, in order to grow your business?
2. What are the most likely places for you to get in your own way?
3. What action will you take *today* to ensure that you don't mess this up for yourself?

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The Final Word

You've reached the end season one, which means you **now know what it takes to take to become the Visionary CEO of your business.**

The question is, what will you *do* with this information? Do you have the skills and experience to be able to put it into place for yourself?

If so, then all that's left is for you to put the time on your calendar to

make it happen. But if you're feeling like most of our clients, **you probably worry about finding enough time to put this into place** ... and you know that it would be a lot faster and easier with some help.

If that's the boat you find yourself in, then we created the Visionary CEO Academy to help you do just that.

Our expertise is in helping you get out of the day-to-day, free up your time, and step into the leading role of your business.

And yes, this program is specifically crafted to work for the busiest CEOs. You need it most!

To get more info, or to apply, just head on over to:

visionaryceoacademy.com/apply

Join The Academy

We offer the ONLY program dedicated to **progressive online business owners** who are on track to make \$300k - \$1.5M this year ...

Who want solid, operational strategies to save them time NOW ...

Who believe that **Black Lives Matter**, love is love, women's rights are human rights, and that **equity (not just diversity & inclusion) is mandatory** ...

And who are ready to promote themselves out of the overwhelm, 50+ hour work weeks, and the day-to-day of their business ...

... **while profitably scaling their business in accordance with those values & principles.**

Apply Now

"I wish I had known you 3 years ago. I would have a multiple seven-figure organization by now." - Jason Van Orden