

Ep #37: Becca Coaches Live: The Key to Scaling Your Business



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With Your Host

Becca Pike

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Hey guys, what is up? Today might be my favorite episode of all time. I sit down with Dal Barrett. Dal Barret lives here in Lexington, Kentucky, and he has been a CPA accountant for 20 years. He came to me about six months ago. He wasn't feeling amazing in his company. He wasn't getting the volume of leads and the volume of clients that he wanted. He knew that he was really good at accounting, but he had this story that he wasn't good at the business side of things.

About six months ago he joined Three More, and he showed up to every call. He did all the homework. He was like A+ student. We pushed him really far out of his comfort zone. Today six months later he comes to me with the problem that he's maxed out. He has too many clients. He doesn't know exactly the next steps on how to scale and where to go from that. How he can increase his ceiling so that he can see more clients.

We just had the most joyful down to Earth fun conversation today. I coached him on what to do next, where to go next, and just kind of the heebie-jeebies that you get as you start scaling. It ended up being just honestly one of my favorite conversations. So I'm excited today for you guys to experience Dal Barrett. This is episode number 37. I am your host Becca Pike. It is time for your weekly dose of Hell Yes Coaching. Let's go.

Hey, guys. I'm Becca Pike and welcome to *The Hell Yes Entrepreneur* podcast, the number one show for entrepreneurs looking to create their first six-figure year. If you've got the drive and you know how to hustle but you're not sure where to channel your energy, we've got the answers. Let's dive into today's show.

Becca: Hi, I'm glad we could do this.

Dal: I need this. When you had the opportunity, I jumped on it.

Becca: Yeah, for sure. Well tell me what's going on. What's going with your business? How's it going?

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Dal: Actually things are really good. It's more I need to discuss scaling or what to do. I'm sort of at the point where I've got enough clients right now. It is either scale or change to just charging more for fewer clients or whatever. Business is good is what I have to say.

Becca: What do you think has happened? Because when I talked to you about six or seven months ago, you wouldn't have said the same thing. What has changed?

Dal: Going through Three More honestly.

Becca: Yeah, do you think that's it? I wasn't fishing for that compliment, but if that's what you think.

Dal: No, no, no. I mean I have thought that for several months. I can point back to that time. The model is, I don't do the model as far as writing it down. It's always going through my mind and just thinking my thoughts. Just being out there. I think John learned this from you, but I certainly have learned it from you too. Just being bold and doing insane things that I wouldn't have said before to people. Just very casually, but I've said.

Just a matter of fact I was talking to a client yesterday. He asked me if I would do something for him. I said no, I don't do that anymore. You know. That's something I wouldn't have said a while ago.

Becca: Yes. Aw that makes me so happy.

Dal: Yeah. So those two things are the big things. I was thinking about a few weeks ago what was my thing last year? I'm like, I just was bold, you know. So just learning to say what you want to say, and you can still be nice about it.

Becca: Yeah Three More has a way of pushing you out of your comfort zone, right. Which is at 90% of the problems that people have when not being able to acquire clients is they can't access that part of themselves that can hold themselves accountable enough to push themselves out of their

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comfort zone that far, right. Then we're like welcome to Three More. You're going to go and tell everyone what you do. You're going to have boundaries and not hold back.

It's been really a pleasure watching you go through it because like I said, just six/seven months ago you weren't the same person that's sitting in front of me right now. You're beeping right now. So I'm excited to talk to you about the success you're having and what you want to do from here. So are you maxed out?

Dal: I am maxed out. I truly am.

Becca: Okay.

Dal: With it just being me. I am maxed out. Part of it is that I work basically 40 hours a week, but it's a strange 40 because my wife is a physician and she's on call. So I'm the one going to get the kids and what all. So that up and down kind of thing during the day. I can't just always sit and finish things or whatever. But I'm maxed to where I am in life. Let's put it that way.

Becca: Okay. Do you have a waitlist happening? People that want to work with you that you've had to turn away?

Dal: No because I've sort of turned off the faucet I guess you would say. You're not seeing me on LinkedIn right now. I'm still doing BNI. Really that's the only networking I'm doing right now. I'm not reaching out to connect with anyone else. So I've sort of turned off the faucet to be very honest.

Becca: Yeah. Something I try to teach you guys is the ability to turn on and off the faucet when it comes to sales. The beauty of scaling and growing your ceiling literally is that you never have to turn off the faucet. Because right now you're at a place where you have to turn off the faucet. You have no choice. You don't have anywhere to put new clients. The problem is that you're leaving a ton of money on the table. People need accountants every day, and you have turned our faucet off and are saying no.

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Dal: Yes.

Becca: So yes you're in the right mental place as far as like okay, it's time to scale. Now what does that look like to you? Have you considered and thought about is that hiring out more accountants? What does that look like?

Dal: That's where, and John and I have talked about this. It's not an ego thing. But where I'm just offering CFO services, I'm going to find it harder at least in my thought process right now, find it hard to find more me's. Does that make sense?

Becca: Yeah. What if I told you that that is an ego thing?

Dal: Okay. Then it is.

Becca: Let's just lay that on the table.

Dal: Okay. All right.

Becca: Let me ask you a question. True or false, there are more CFOs in the world?

Dal: Absolutely, yes.

Becca: True or false, there are talented good CFOs?

Dal: Yes.

Becca: Okay. You're capable of finding them if you want to.

Dal: Okay.

Becca: Okay. Is that a yes? True or false.

Dal: I can find them if I'm, yep.

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Becca: Okay. Now true or false, is it a new skillset to be capable of allowing someone into your company and trusting them enough with your clients? Is that a new skillset that you haven't honed yet?

Dal: Yes.

Becca: Yeah, true. Are you capable of learning new skills?

Dal: Absolutely. Everyday.

Becca: Yeah. This is one of those skillsets that you want to learn. You want to hone in. I have people all the time. They're like, "My company's killing it, but it's because I'm killing it and I'll never be able to replicate myself." I used to say that at Massage Strong. I used to always say that. I'm like nope. I'm the only one that knows kinesiology based deep tissue injury therapy. I'm the only one that's gone through as much schooling as I've gone through. Nobody's going to be able to replicate it.

Guess what? I was so wrong. There are so many amazing massage therapists out there. Massage therapists that are better than me. It wasn't until I started hiring them that I was like oh, I didn't know that or I've never done that. Like wow your stretching technique is way different than mine and probably more effective. You're going to find that too. That's what's so exciting.

Dal: Yep.

Becca: Okay so what would that look like? Let's say it is true. There are more CFOs. There are people that are ready to work with you. Then what?

Dal: Trying to decide. Because I mean I've sort of started this business to be virtual, but it's really not. So if I'm meeting the client and making the deal with the client then pushing it off and saying, "Okay you're not really going to be dealing with me. You're going to be dealing with someone on my staff." So overcoming that is another something I've thought about.

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Becca: Yeah, let me ask you this. When you and I met, I said, “Yeah welcome aboard to Hell Yes Coaching. Here’s John. He’s going to be the one coaching you in Three More.” Did that take away the quality?

Dal: No, not at all.

Becca: What did it make you think about my company? Did it bring up any thoughts for you?

Dal: That you had grown enough to need someone else.

Becca: What if you gained more respect because you had someone to hand off to? What if your company exploded because of that exact thought that you're concerned with?

Dal: It could and should for that matter.

Becca: Yeah. Statistically more people would find your company more reputable if you have more than just yourself.

Dal: Sure.

Becca: So I don’t know about you, but whenever I'm hiring a CFO, if it’s just a one man show, to me there's a lot of room for error. There's a lot of room for if this guy gets sick, I'm out of a CFO. If he goes on vacation, what does that mean? It brings up a lot of insecurities for me. As opposed to if I hire a CFO that has a right hand man or like a backup woman or whatever. Even just a staff of one person would make me feel more comfortable hiring a CFO.

Dal: I can see that. It’s just a matter of jumping out there and doing it and sort of learning that skill of hiring the right person or the right people. I've just never done. I've never had to do that in any place that I've ever been. So learning to do that.

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Becca: Why aren't you in 30 More? What are you doing? In 30 More I teach you guys how to hire, how to train, how to manage the people, how to fire them if you have to.

Dal: Yep.

Becca: You know the worst part of being an entrepreneur is firing people. How to build your team, how to scale. I want to see you in there in July.

Dal: I actually had my first \$10,000 month in November.

Becca: Heck yeah. Congratulations.

Dal: So I'm basically there at your \$50,000 mark now.

Becca: Yeah. For sure. Man \$10,000 month, how does that feel?

Dal: It was cool. It really was.

Becca: Man. I don't know what it is. I've coached so many people and I still get just gleefully excited when it is tangible. Looking at you through the camera right now like how fun this must be, just this growth period. Because you've been a CPA or a...

Dal: I'm a CPA as far as credentialing, but as far as like really what I'm doing is it's more of like a CFO.

Becca: CFO. Yeah because you've been a CPA for how many years?

Dal: 25.

Becca: 25 years and you're just getting started right now this year.

Dal: Absolutely.

Becca: That's cool.

Dal: I mean I've always worked for someone. I worked 12 years in governmental auditing and then the last 13 years or whatever at a firm. For at

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least 10 years, I've wanted to do this myself. I just never took the leap. I'm glad that I did.

Becca: Yeah. Man I'm glad that you did too. So let's consider this. We know that there are more CPAs, more CFOs that you could hire. Technically you could go out today and start asking around. Do you know CPAs? Do you have people that you can reach out to, or is this something that you'd have to advertise?

Dal: I would have to advertise. I mean I know CPA firms. Yeah I know other CPAs, but they're working for a firm I should say. I don't know any that are just out on their own like me that I could just say, "Hey let's partner together. Hey, how can I bring you on?" Or whatever.

Becca: Let me ask you this. Just because they're working for a firm, do you think that that takes them away from contracting out with you as well part time, like having two jobs?

Dal: Knowing what I know about CPA firms is yeah, this time of year is busy and they're probably booked and don't have any availability.

Becca: Do you know that for sure?

Dal: That may be a limiting thought, but I sort of know the realm. I would be highly doubtful of it.

Becca: Well, I just want to point out that that is definitely an opinion. We don't know that that's true. There's a lot of CPAs out there that want more. They want more money. They're in the pandemic. They're looking for more work, right?

So I would not write that off because you might be able to find that you can organically hire a CPA without having to go into paid ads. You might be able to just reach out to your circle of friends and say, "Hey do you guys know a CPA?" Because for every CPA that you know, you know they know like three other CPAs.

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Dal: Exactly.

Becca: Right. So I'm looking for a CPA. Whether it's someone you know, whether it's someone that they know, whether it's someone their sister knows. I always try to start organically just because it's not necessarily a hassle to go paid ads, but why would you if you can just send like 20 text messages and see what comes up. You know what I mean?

Dal: Sure, absolutely. Yeah. You're getting them from trusted sources, not just anyone that comes off the block or whatever.

Becca: Yeah, absolutely. If that doesn't work, that's fine. I think I hired my first like three or four massage therapists just from asking around and offering a bonus. I gave an incentive. Because some people will receive a text like that and they'll be like, "Oh yeah, I'll think about it. I'll keep my eyes peeled." As opposed to if you're like I'm giving \$1,000 bonus to anyone that gives me a really hard working CPA that sticks with me. If they stick with me for 90 days, then you get the bonus, right.

Dal: Sure.

Becca: I learned the hard way not to pay the bonus before they've been with you for very long. Because I had this situation where people would come in, they'd get the bonus, and then their friend would bounce and they would split it. It was so messed up.

Dal: Wow.

Becca: Yeah, I know. People are whack.

Dal: Yep, they are.

Becca: But I would go organically first. If you have to do paid ads, Indeed is my favorite place to do that.

Dal: Okay.

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Becca: So let me ask you this. If you bring someone on because you're maxed out, let's just play with some numbers. Let's just have a little fun, okay. So let's say there's two ways of having a contractor. You can either keep yourself maxed out and have them take on new clients, or you can disperse like the bookkeeping side of every client that you have to somebody else and you still continue to see more clients.

You get what I'm saying? You're raising your ceiling for more clients as opposed to you keep your ceiling locked out, and you just bring someone on that raises the ceiling of the entire company. You get what I'm saying?

Dal: I do.

Becca: So do you think that you're, because there's no right or wrong. Do you want to keep your clients, do full service for them, and then hire someone else to take on more clients? Or do you want to unload a lot of what you do with each client onto someone else, and you continue to see more clients?

Dal: Unload some of the stuff that I do.

Becca: If you could unload 80% of what you do, how many more clients could you see?

Dal: It depends on the size of the client. I'll have to say that. I have them ranging from now from \$1,100 a month to \$5,000 month. So it would depend, but somewhere between two and five I would say just depending on the clients.

Becca: Gotcha. How many clients do you have right now?

Dal: Six.

Becca: Okay. So you've got six clients. If you brought someone on, you can add another four clients. That's almost doubling your revenue. I know it fluctuates depending on the size of the client, but we're just gonna go with averages here.

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Dal: Sure, sure.

Becca: So for every single person that you bring on, let's say hypothetically it adds four accounts to your company. You would be almost doubling with every person you bring on.

Dal: Doubling gross.

Becca: Well yeah, you're going to be paying them of course. There's going to be increased overhead, but guys I want you to always know the increase overhead when you have contractors is miniscule. Because they're not getting paid unless you're getting paid, right. So if they're bringing in way more room for growth, if they're raising the ceiling that much more, then who cares what you're paying them, right? You're still getting a cut.

Dal: Sure.

Becca: So to me it's always like create more space regardless of what the overhead is. Like right now our overhead at Massage Strong is astronomical. Sometimes it's like \$90,000 a month. It's like yeah, I could look at that number and I could be like oh my god, that's suffocating. Or I could look at it and be like oh, \$90,000 a month. For every \$90,000 that I have to pay out, I'm profiting like \$35,000 on top of that. It's almost like a flip that you've got to switch in the way that you look at money going out in your bank account.

Dal: Yeah. As long as the cut that you're keeping is worth whatever extra effort that you're putting in, then it's worth doing.

Becca: Yeah absolutely. I love that. So for every person that you add onto your team, you're going to almost double the amount of people that you can see. Right?

Dal: Because that's what I like doing. That's what I've found that as an accountant, I've found that I'm much more of an extrovert. I really like the part of networking and doing all of that.

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Becca: Yeah.

Dal: So I want to be able to get out more and see clients or network or whatever.

Becca: What if I told you that in the next three months, you could hand off everything that you do to other CPAs. Your soul job is just networking and overseeing the accounts. Would that be good for you?

Dal: I would love it. I would love it.

Becca: Yes. Yes.

Dal: Love it.

Becca: That is the beauty of scaling. That is the beauty of letting go of control. Like letting go of control in your company is one of the hardest things you can do. It's our baby. We've taken care of it since it was an infant. We know the ins and outs, right? Like what you get once you are capable of doing that is tenfold the joy of building the company alone.

You're capable of designing your own life. So you could hand off everything, almost everything, except the parts you love. You could sit and you could take time to journal about what that looks like. If I could build my best future self, what would I be doing Monday through Friday?

For me it's like okay, I would take off Fridays. I only want to work Monday through Thursday. Of those days, I want to network. I want to be available to my staff members, you know. I want to have staff meetings. Other than that I'm just growing the company. I'm just building the business, right?

Dal: One of my goals, my main goal for actually jumping out and doing this is like I said, my wife is a physician. Healthcare is not what it was when she started 23 years ago or whatever. She needs to get out of that or at least have a reduced role in what it is. So I want to be able to replace that. I want her to be able to come and sit down with you and to start a new journey for herself.

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Becca: Yeah. What if that's your goal? We always have revenue goals. What if your goal is to retire your wife from what she's doing by the end of 2022?

Dal: Yeah, exactly.

Becca: Like talk about wanting to get out of bed in the morning.

Dal: Right, exactly. For both of us to want to get out of bed in the morning.

Becca: Yeah. Isn't it exciting to think that you could be in an industry for 25 years and just wake up to the possibilities. Like just start seeing the fruits of your labor. Like man, this is coming together now.

Dal: Yeah. It's taken a while. It's just taken me just getting rid of some fear of failure and just going out and doing it.

Becca: You know what's beautiful is in the last six months, you've been a part of Three More and you've really learned how to sell. You've learned how to acquire clients. Once you have that skill in your brain, no one can take that from you.

So like as you move through your business, as you grow your business, that skill is in your pocket. It needs to be sharpened. It needs to be kept up with, right. You've got to have accountability. You've got to make sure you're still focusing on it like normal stuff. Once you become healthy, you're not just healthy forever. You've got to keep doing things to be healthy, right? Like the hard work is over.

Like you have learned this skill. Now no one can take that from you. As you add more staff members to your team, you just get to keep doing what you've been doing for the last six months that's been working. Not only has it been working, but you're going to get better at it and it's going to happen faster.

I mean this is why the business is such a snowball effect. Because the first year of really putting in to sales and all of those efforts, it's the hardest

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year. Then after that it's like the snowball effect happens. You've got people that you talked to six months ago that are coming on board. They're seeing your growth. They're seeing that you're adding team members. If I were you, I would be very public about adding team members. This is not like a hush-hush thing. This is not like an I don't want anyone to know that it's not me.

Dal: Sure.

Becca: Like no, you want everyone to know that it's not you. Like Dal Barrett CFO Accounting is growing, and we are excited. We take care of our clients, and that's why we're growing, right.

Dal: Yeah. Potentially until about four or five weeks ago, when someone would say how's business, I would say oh it's going well or whatever. But in the last month or so I've been like, "Hey, it's going really well. You know?" Not bragging, but at least letting people know that it's going better than well. You know?

Becca: Yeah. Man, that's so cool. Okay so you're adding staff members. Is there anything that's coming up for you that just feels nerve wracking about adding staff members? Is there anything I can help you with today just moving into that new chapter?

Dal: Just moving into that, and I think it's more of that I need to have a clear vision, to cast that vision for whoever I hire. That they just are out there doing things like I would do them. Or at least maybe not do it the very same way, but at least have the same attitude towards the clients and how they treat the clients. Sort of the soft skills I guess you would say. If someone were to use a spreadsheet in one format versus another, I don't care. That doesn't matter. It's the way that they treat people and that they show up and do what they're supposed to do.

Becca: Yeah. Let me clean that up for you. Basically what you're saying is their approach doesn't have to be the same, but their standard does.

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Dal: Correct.

Becca: Right? So what I learned is in all the people I've hired in both companies, everyone has a different approach than me. It would be silly of me to try to find someone that replicates me. Like think about John Richardson. He is like the right hand man of Hell Yes Coaching. Are we anything alike? We are literally like polar opposites. So he compliments the brand really well.

So you want that. You want someone that kind of has a different brain than you. So their approach is going to be very different. As far as standards go, they should be the same. With that, as the CEO you are always in control of the standards of your company.

Now with that being said, hiring someone requires a grace period. It requires patience. It requires training someone and teaching them and helping them understand over and over and over again. But you are always in charge of whether or not the standards are being met and what you're going to do about it. It's comforting. It's really comforting.

A lot of people think about building a staff group as if they're going to be spiraling out of control. Like it's not going to be within their control anymore. But really you've never been more in control in your life. You've never had more control than you do as you grow.

Dal: As part of that and the hiring process and then after you have them on, I suppose I could almost bet that Hell Yes Coaching has values that you're just constantly talking about. Is that what you really need to be able to get those that here's the standard. Having a set of values that's constantly communicated to staff members?

Becca: Yeah, I think that having values is fantastic. My companies have values. To me, it's more about just being available to them day to day. So it's probably going to look a lot more—My brain's trying to use the word sloppy, but I don't feel like sloppy is the right word or unprofessional is the right word. It's going to be a lot less put together than your brain might think

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in the very beginning. You're going to end up hiring someone. You're going to be talking to them daily as you're helping them know the process that you want them to do.

The more that you're capable of communicating your own standard and the expectations of them, they're going to catch on. Most people, 99% of people want to do a good job at work. They want to like their job. They want their boss to like them. They want to feel good.

Just knowing that through and through that my staff member's intentions are always good, knowing that in your body is going to help you become a really good leader. Because you're going to get to the point where you're like oh, they want to do well. I got to make sure that I'm communicating the standards really well.

So having values in phenomenal. You should have them. You should pen them to a document or whatever. The way that you show up as a leader and the way that you verbalize the expectations is going to really be the engrained value that they're receiving on the day to day. It's going to help them understand.

So I have clients that own businesses and they have staff members that don't show up on time. They're like, "Suzy's been late 15 minutes every day for like three weeks." Their brain wants to blame Suzy. Suzy should know better. Suzy should do this. They always hate the coaching that I give them because I'm always like listen, this is your fault.

Humans do what we get away with. If she has been capable of coming in 15 minutes late for three weeks, then the standard hasn't been set, right. It doesn't have to be mean. It doesn't have to be rude, but no one has said anything to her. So of course she's going to keep doing it because it's not a problem. Why is it a problem? No one's saying anything. Not a big deal. This is how human's brains work, right?

Dal: Yeah.

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Becca: So like as long as you are capable of having hard conversations. “Hey Suzy listen. We show up on time here. We all get working at 9:00 a.m. sharp. Is there anything I can do to help you get here on time? Is there a problem?” What's this look like? What's happening? As long as you are capable of saying the hard things, things that make you feel uncomfortable for the sake of the business, you're going to be golden. Your staff members are going to kill it.

Dal: Yep. Then having some of that empathy in there, like you were saying. Is there anything I can help you do? Is there something going on?

Becca: Yeah of course. We want to treat people like humans, you know. If you find out that, this is going to be a super off the charts example. I'm just being exaggerative to show you the example properly. If you start talking to Suzy and then you find out she's like, “Yeah, six weeks ago I started chemo. I didn't tell anybody.” You know like you're going to want to approach things as a human, as delicately as you can. You never know what's going on.

Now with that being said, your boundaries are super intact. If Suzy continues to show up late then you have a process in place. This is something I talk about in 30 More is having a process for consequences. Then knowing that beforehand so that you're not just acting out emotionally. You're not acting out of frustration or the opposite, you're not acting out of just letting things slide.

You've got to have kind of a process in place for consequences. This is what happens when you show up late. This is how many writeups you get. This is when you get let go. Having all that set in stone beforehand is going to be really helpful.

Dal: Sure. It's learning the process that I've got to do and do it and trust and know that this is the best thing, to be able to continue to grow. Because the only other way, the only other thing I can do is stay where I am

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and charge a little more. That's not really what I want to do. I know there is a lot of business out there, and I need to go and get it.

Becca: Yes absolutely. There is a lot of business to be had. There's a lot of people that need what you've got. By not growing, you're not helping them, right. Just remember too like as you're growing, there's going to be lots of things that you're not going to want to continue to do. So you're going to hire someone, and you're going to be like, "I didn't ask this really important question in the interview. Next time I do an interview, I'm definitely asking this question."

Or like I trained this person, and I feel like I didn't train them very well on this one thing. Now I have to go back and cleanup my mess. Next time I train someone, I'm going to definitely spend more time on this. The compounding effect of those little things over and over and over again is how you become really great at managing teams and hiring people and growing, right.

So like I have hired, at this point, like I don't know. Like 80 people or maybe 100 people between Massage Strong and Hell Yes Coaching and my personal life and all of that. It's like I'm still learning, but a lot of what I do is very processed. I know exactly what I want to ask. I know exactly what I want to do.

It's not because I read it in a book. It's not because my coach told me how to interview people. It's because I've interviewed people. I've not liked the way it turned out. I should have changed this. I can tweak this. I can tweak that. Overtime, you're going to become really good at it.

What I want to get at is allow that to happen. Like the first person you interview, they're only there to help you prepare for the second person you interview, right. They're going to be the best trial. Like I hate that your first person has to be a trial, but they do. They are. They're a trial.

Dal: Yep. Absolutely. That's nerve wracking in and of itself, but it is. It's a learning process. I have learned that in the last year and a half.

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Becca: Yeah because think about the first client you ever had as a CPA. You probably do things differently now.

Dal: Oh yeah.

Becca: Exactly.

Dal: Having that first conversation with them and whatever. Absolutely. It's easy now because I've done it enough. It's still not great, but it's certainly easier than that first conversation.

Becca: Yes. That's beautiful. So let me ask you this. What did you make in 2021 and what's your goal in 2022?

Dal: I made \$48,000 in 2021. I'd like to be up to \$135,000 I think is what I set as my goal. That's basically with not a lot of growth. That's not factoring in because business really started cranking in September.

Becca: You want to know what's fun? I could see you at \$200,000 this year.

Dal: It's doable. My thought process is totally different than it was before Hell Yes. It really is.

Becca: Man that's so cool. I love it.

Dal: Yeah. Yes. It's scary, but I know it can be done is the thing.

Becca: Right.

Dal: Because of the abundance mindset versus I don't know if I'm going to find it. That in and of itself is probably worth a million dollars to anybody. If they learn that early in their life, it's worth a million dollars to someone.

Becca: Yeah, I completely agree. I tell people. I'm like listen, you're going to be scared. Like welcome to entrepreneurship. You're going to be scared. There's a running joke right now in 30 More. We were in Miami and they were like, "I just want to throw up. We want to throw up so bad." We're

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breaking down their business and we're looking at all the things that they need to get rid of, that they need to do, that they need to put themselves out there. Like on another level that their brains have never even allowed them to understand, right.

I'm in Miami. They all just started talking about how much they wanted to just throw up. I'm like listen guys, so do I. The amount that I'm moving my business. I want to throw up all the time. I'm super sick. I'm scared. I'm nervous. It is scary putting this much risk and money on the table in hopes of achieving your goals. I tell them listen guys. Would you rather be not sick or would you rather be rich? Which one? You get to choose.

Dal: Yeah, yeah.

Becca: Would you rather be a little pukey all the time rich or safe and broke?

Dal: Yep.

Becca: They're like, "Yeah, I get it."

Dal: The other thing from Three More. I was trying to think of the other thing I wanted to tell you that was great is the sprint week. Just doing that one thing, there are other things, but sprint week was certainly one of those things. It's something that I did a couple other times after Three More.

Becca: Yes.

Dal: It just gets the faucet going and well.

Becca: Yeah. Sprint week is the best. Sprint week is when people start really panicking but also like exploding, right. My favorite is after sprint week is over. That first phone call after sprint week is over where everyone is like I was so scared, but look what I did. Look what happened. Look at all these consults I've got. Look at all these clients I've got.

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Dal: Yeah. You just have to put yourself out there. That's what I've learned more than, like I said, be bold and put yourself out there.

Becca: Beautiful. I love it. All right is there anything else? Anything else that you need before we go?

Dal: No. This was a short hour and a half, but this was really what I needed. I just needed to be able to give myself permission to go out there and to hire and to learn a new skill. That's what this is. The way you approach it the very first time, you've got to learn a new skill.

Becca: Yeah. You know I was telling someone the other day. They were apologizing because they were wanting coaching, but really the coaching they wanted was just permission. They already knew what to do. They just kind of felt like they needed someone to tell them it's okay. She was like apologizing about it.

I was like listen. One of the best ways to know that you are growing is that you're getting out of the how greed. When you're a beginner, when you're an entrepreneur in the very beginning, you're in this what I call chihuahua energy right where you're obsessing over the how. How do I do it? How do I grow? How do I talk to people? How, how, how, how. Obsessing over this howness.

I think it's a big sign of growth when you go to your coach and you say, "This is what I'm going to do. I've already decided on my own. This is what I'm going to do. What do you think?" Permission? Permission granted? That is a sign of big growth, right.

Dal: Yep.

Becca: As opposed to if you had gotten on here and you said, "I think I want to scale, but I don't know. I'm scared. How do I do it? How do I do this? How do I interview? How do I do? How, how, how?" Like that is a totally different energy than what you came with. You came with, "I'm going to scale. What do you think?" Right?

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Dal: Yeah. Yep.

Becca: It's so fantastic.

Dal: Yep. Cool. All right. I've just got to do it now. I've got to find the time to do it is sort of the thing. I've got some tax clients that I just kept last year knowing that I wasn't going to keep them long. So I've got to find someone to push them off to. Now push them off to but to...

Becca: Push them off. I'm just kidding. Let me coach you on something. Our brains tend to think that things take a lot of time, more time than what we think. For instance, I just recorded, I wrote out all of the videos for 30 More. This was like a few months ago. In my brain I kept thinking that it was going to take me literally like six months. I was like okay. I'm going to do this, and I'm going to give myself from November to May. It's just going to be recording videos and writing them out, and it's going to be like a big deal, right. It's a lot of videos. It's more videos than what are in Three More.

Anyway I put it off and put it off and put it off because it was a six month project in my mind. Just spoiler alert, I made that number up completely. I just took it as truth, and it wasn't. When I finally ripped off the band aid and did it, I did everything in like six days. From writing it to recording it to sending it off for editing. All of that stuff six days max. That was like in between doing all my normal stuff too, okay.

Dal: Yep.

Becca: Then I was like oh, I made that a way bigger deal than it needed to be. So I just heard you say I'm going to have to take the time to do it. I want to position it this way. So like you reaching out to people in order to see if you can do this originally, that might take 15 minutes. Let's say that it doesn't work organically. Like you have to go Indeed. That's going to add maybe another 15 minutes, but let's just say it doesn't.

Let's say you do 15 minutes, and then you have three or four people that reach out. Then you're going to do four phone interviews, okay. You should

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probably do phone interviews before in-person interviews because you can learn a lot about someone on the phone that will help you decide if you want to take the time to meet them in person.

So let's say that you do four 30 minute interviews. That's two hours. So let's say that you do two in person interviews for 30 minutes. That's one hour. Okay. Then let's say that you decision who it's going to be. A decision takes a half a second. You can decide in no time. Then you can train them.

Let's say that you go hardcore where you take a full five days to train them. That's a big training. Five days is a big ass training. Let's say that you take five days, and then you're able to release them onto your accounts. So in five days, three hours, and 15 minutes, you can double your ceiling. You can double your sales.

Dal: Yep.

Becca: I just want you to be really clear of how much time it doesn't take to hire someone.

Dal: Yep. Basically in two weeks, it can be done.

Becca: It would be completely done in two weeks. Like case closed, bow is on the present. It's tied, it's wrapped, it's under tree. You're done. Someone was saying the other day, it wasn't you. It was somebody else. I can't remember who it was. They were saying, "I don't have enough time to hire someone." Kind of the same thing you were saying.

She went into this whole thing about how she doesn't have time. She was also talking about how much time it was going to give her back when she did hire someone. I was like I just want to say what you're saying out loud. I want to say it back to you. Like you're telling me that you don't have enough time to make more time. You're telling me you don't want to carve out the time to give yourself more time.

Dal: Yeah.

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Becca: It's kind of like whenever people are like, "I want to come into Three More, but I'm terrified of giving up the money." I'm always like really? Because you're going to learn how to make quadruple the money in there. Like you're afraid to get \$1,500 in order to make \$8,000, right? Like you're kind of saying the same thing, or she was saying the same thing.

So I want you to understand that like you could literally have someone onboarded fully in one week, in five days and three hours and 15 minutes. That's with a big bunch of training. Like you probably don't have to train them for five full days.

Dal: Yeah, no.

Becca: You could train them in two hour increments for five days and they would be golden.

Dal: Those are the kind of things that whenever I step back and look and use the model. I use the model in my head. Like I said, I barely write it down. When you sit out and think it through, that's exactly what comes out is those kind of things. So yeah.

Becca: Yeah. So what I'm seeing is you've got everything you need. You're set to go. You're going to have a staff member this time next week. You are going to double your overhead this time next week. Then once that person gets cozy and they get good at what they're doing, maybe a month, you get to do it again.

Dal: Yep.

Becca: And again and again. This is how people create million dollar companies. This is how you hear about people that are like, "Oh, my company revenue'd six figures this month." This is it. This is how you do it.

Dal: I get to go out there and do more networking and talking to people, which I've sat behind a desk for so long. It's what I've told John and some

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others that I knew that I had to do that. I knew and didn't mind doing it. I just didn't realize how much I was going to enjoy doing it.

Becca: Yeah.

Dal: So.

Becca: Yeah. Every second that you spend not networking, every second that you spend bookkeeping or accounting, every second that you spend doing that, you're leaving money on the table.

Dal: Absolutely.

Becca: Because you're doing \$100 an hour work when you need to be doing \$1,000 an hour work, right? So like CEOs, they only do \$1,000 an hour work. That is getting their brain coached. That is meeting with marketing teams, meeting with attorneys. That is adding new staff members. That is \$1,000 an hour work. Sitting there and doing your accounting that another CPA could do, that's not \$1,000 an hour work.

It took me a long time to wrap my mind around that because where I came from, I was very poor. So like making \$80 an hour in a massage was really good money. It was really hard for me to not make \$80 an hour in hopes that one day I could make more than that. Even though I wasn't seeing it at the time, I was like okay every hour that I'm not in the massage room I'm losing money. It took me a long time to be like oh, every time that I'm in the massage room I'm losing money.

Dal: Yeah. How did you, this is a question I've had before. You just started reading business books and everything. How did you decide that hey, that was going to be what you were going to do to move from \$80 an hour work to \$1,000 an hour work? What was it that got you going?

Becca: To be honest, I think that I was just having so much fun with it. It was like my mind opened up to possibilities that I had never entertained. Like I just didn't understand. So you have to understand that like where I

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came from, I was a waitress and I made the most money in my family. I was a waitress, and that was a big deal.

So when I learned that I could go to massage school and I could make \$80 an hour. It wasn't even that actually. I was going to work for a chiropractor and make \$20 an hour, and that was a big deal. Then it was like someone mentioned that I could see my own clients and I could keep all that money and make \$80 an hour. I was like that's the funnest thing I've ever heard of in my life. I'm going to do that. The more clients I have, the more money I make. So why not read a book on how to get more clients I guess?

Then it was like okay, now I'm getting all the clients I need. What if I hired someone, and they made money while I was in this room and they were in another room, right. It was like this what are those little dolls where you open up the doll and there's like a smaller doll inside of it?

Dal: Yep, those little Russian dolls I think they are. Yeah, I know what you're talking about. Nesting dolls.

Becca: Yeah, exactly. I felt like my brain was doing that. It was peeling back the onion of things that I just never even thought of. I'm still doing that to this day. To this day, I'm still making more money that I ever made back then, but I'm still learning like oh. I can invest in that, and I can watch my money grow. Then I can invest in this, and this is a smarter investment.

I think it comes down to just straight curiosity. I just pulled in a lot of books, a lot of knowledge, a lot of coaching because I was just like what do I not know? I feel like I kind of have like a gambling problem. That's a joke, but I love putting my money down and I love watching it grow. It's just fun. It's a hobby. It's not even about the money. It's more like a point system. It's like I'm playing a game.

Dal: Uh-huh, cool. Cool. I've wondered how you went from doing what you were doing and just started reading. What was your motivation or whatever? So that's cool.

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Becca: Yeah. I have a very addictive personality. So business is like a lot healthier than cocaine. So like it works out really good.

Dal: Absolutely. That's right. That's right.

Becca: Oh all right Dal. Well, I'm excited to see what you do with this. Post in Three More. You've got a lot of knowledge today. Like you hit some cool breakthroughs. Give that to your team members. Give it to your group members. See what they can take from it.

Dal: Okay. Will do.

Becca: All right Dal, have a good day.

Dal: All right. Thanks Becca. Good to see you.

Becca: Bye, see you soon.

Dal: Bye.

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