Theresa: Throwing money and people at the problems in your business will only continue to keep you stuck. I know a lot of people think the opposite, that the more you just spend more money on ads or you spend more money on people, or you just consistently invest in things that eventually you are going to make more money in your business and you're going to solve the problems that you have. Well, here's the thing. And you may have heard other business experts say this, that all you need to do is just spend more money on Facebook ads or spend more money on print ads or make sure that you're running more coupons, make sure if you just increase people's salaries or offer signing bonuses, that it will solve your problems. And while some of those things may work, they are not going to solve the problem, especially if it is a systemic problem in your business.

Theresa: And I know for myself early in the days, even when I was still working in my small business slash corporate job, that was always the philosophy. Is the more money we spend on something, someone, the more it's going to solve the problems that we have. And it's just not the case because if you think about it, if you're just throwing money at a situation, a problem, and you don't really understand what the underlying root cause of it is, you're just going to continue to put band-aids on it and put band-aids on it and put band-aids on it with the band-aids getting ripped off and the wound opening up again. So what I always tell people is, in order to resolve or solve the problem in a business, you really need to get to the underlying situation, the underlying cause, the underlying ailment that is happening.

Theresa: And this goes for people. If you're having difficulties with employees or challenging, I can't speak today, challenging situations in your business with between teams, between departments, between people, whatever that is. Or if you're having breakdowns in communication or processes, or whatever that is, you always want to get to the root cause. I heard something the other day, I was actually at my dentist, and I was talking to the dental hygienist and somehow we got on the topic of different businesses and places that she had worked in the past and places that I had worked in the past and different things that she noticed. And the reality is, is that there are many business owners or leaders, managers, that don't necessarily lead or manage or run a business in the best possible way that they can.

Theresa: And probably because either they just don't know to do it any different or that's kind of how they grew up in the industry so they continue to do that. And I've seen that time and time and time and time again. And the other thing is because of that, because you have of these people, I know way back when, I was always told, and I've talked about this on the podcast, I was always told, or I always used to say that I would never let someone fail. I would do whatever I had to do, bend over backwards, sacrifice myself in order for someone to not fail. Well, I know now that that's not necessarily a healthy thing to teach, preach or to implement into your department. But because you have these people who came up through any business industry with a certain mindset and a certain methodology and believing that they needed to a manager just manages tasks instead of leading people, they put that out into their departments and then eventually it trickles down.

Theresa: So as you are running your business and you put certain people in place and you put certain processes in place, well inevitably, I know I've seen it a lot where you get people who, instead of looking at the process, now this could be the business owner, it could be the manager, it could be the leader, it could even just be employees within the business. Instead of looking at a situation happens and you have a problem in the business, problems with customers, problems with patients, whatever it is and they look at it and they always want to blame a person. Or they want to blame each other instead of looking at it and saying, okay well, collectively it's all of our responsibility and maybe we just have a broken process here. So people look at situations like that and they just blame each other.

Theresa: And I hear this a lot, we don't have enough staff. I hear that a lot. So what do we do? We throw money at the problem. We get another piece of software that we never use. We hire people that don't really fit a role before we even define what the role is. We don't have proper training procedures and policies and practices and processes in place so we expect someone to do this Herculean effort and they don't really know what they're doing because they really haven't been fully trained. So we just want to throw money or throw people at a problem instead of getting to the core issue of what the problem really is.

Theresa: And how do we do that? Well number one, is looking at it and saying, okay, and this is kind of taking a step back and looking at the problem and saying, okay, what really created the breakdown here? If it's a breakdown in communication, is it because people take things personally? Or is it because someone didn't have all of the information. Or is it because you have the wrong people in positions? I mean, that happens a lot where, and we used to kind of joke around about this but, you have really good salespeople, they're amazing at selling and then we take them out of the field and we put them into a management role and they're terrible at managing because that's not their strength. Their strength is selling and being out in the field.

Theresa: So again, looking at the core of the problem and saying, okay, where did the breakdown happen? Is it a lack of information? Is it the wrong strengths in the wrong position? Or maybe it's even a lack of resource and a lack of understanding of really what we need to do with marketing or what we need to do with a promotion or what we need to do with inventory.

Theresa: So it really requires you asking yourself some questions and really understanding and being willing to be vulnerable, to understand, okay, what is that the core problem here? What is the core it emotion that is coming from underneath all of the drama and the finger pointing and the blaming and the whatever it is, what is underneath all of that? We pull back all the layers of the onion, what is at the core of it? Because once we define what the core issue is, one of my clients, they kept running into this issue of they've never had clear financial reports. They never had financial reports period. And they kept saying, well we have the wrong person in the accounting role. We have the wrong person doing this. We have the wrong person.

Theresa: And what it came down to was the underlying really core piece was they had the wrong system in place. They had a system in place that had a huge learning curve, was not in alignment with their business. And really, the small amount of processes that they did have set up plus they had a person in a role that was expected to produce these financials that had no understanding of the system. And when I say system, I mean software. So in that case, they kept saying, we don't have financials, we're not able to produce financials. So what do we do? We buy a piece of software that's been promised to us that is going to be able to produce financials. We don't understand all of the ins and outs of the software, so what do we do? We just throw more money at it. And we think we need to throw more people at it. But getting to the core of the issue, the issue ended up being it was the wrong piece of software. And it didn't align with many things in the business, including the person that was expected to use it.

Theresa: So, once you can get to the core of what's happening in your business and say, okay, we have someone in a role who needs to be detail oriented and they're not a detail oriented person, so what do we need to do then? So once we get into that core and we have that understanding of what is underneath everything. Once we remove the emotion, we remove the drama, we remove the judgment, we remove all of that, what is at the core? What is the facts as far as what's going on with this situation? Because from there, we can start to set an intention as far as what is it that we really want to do? Okay. With that example that I just gave about the financials, what is it that we really want to do? Well, we need to be able to produce correct financial reports in a timely fashion every month so we can manage the business better.

Theresa: So then from there, once we're able to set... And intention is everything. I mean, so many people say it just with life in general, but it shows up and it's so key, in so many different areas. So from a business standpoint, having the right intention behind your actions, behind the things that you put into place, the things that you want to do. When you have that right intention, you're able to accomplish I mean, anything you really set your mind to. So if we say, okay, our right intention in that example was to get a piece of software so that we're able to, or the intention was to be able to produce correct financial reports on a monthly basis so that we could, in a timely fashion so that we could manage the business better. Okay. There's our intention.

Theresa: So then from the intention, we can start to set some goals and say, okay, what is it that we need to do? Well, we need to find a different piece of software that will align with our processes. And maybe we need to define some processes as far as what we're looking for. But then we also need to define the role of the person that we need in this accounting position. And maybe the person that we have there, isn't really the right fit but maybe there's something else that they can do in our business. Or maybe they're just not the right fit and we're setting them up to fail and to not be successful in their role because they just aren't a right fit for what we need. So once we're able to, we get to the core of trying to figure out what is happening, where the breakdowns are in our business. Okay.

Theresa: And doing that, all it requires is us getting clear, either looking at it ourselves as a business owner and entrepreneur, or maybe even bringing, if you have a management

team, bringing your management team together and saying, where did, or how did the breakdown happen? Or why did the breakdown happen? There is no blame. And I like to say to people, it's not that, oh, well, she's solely responsible. We all share in that responsibility. And doing that, sitting down and having those conversations that enables us to understand what we need to do in a better way or even bring light to solutions that were there all the time, we were just missing them. And when we're able to do that, that's how we can really clearly define what is the intention behind this. So we can then set goals.

Theresa: A lot of people want to just throw an extra person at it. They just think it's a people problem. So let's just hire more people or get more freelancers before we really understand who it is that we really want in that position. What does that role even look like and clearly define it. But then also have a clear understanding of who we want in that role. Or people just want to throw more money at doing more random marketing. I see this all the time, more random marketing. I mean I have clients all the time that I work with one-on-one who send me Theresa, I got this advertisement for this piece of software. Do you think we should get it? It's like, okay, you're not even using other three pieces of software that do the same thing. So my answer to your question is no.

Theresa: But I see it all the time. People just want to throw... This promises that it's going to bring 20,000 people through our door. Do you think we should get it and spend a thousand dollars more a month? No. Not until you have a clear understanding of what is it, what is at the core of where the breakdowns are happening? Or what is at the core of where the problem is? And once you're able to do that, then you can start taking the right actions to course correct, or to start solving these problems, helping people to do their job better, helping people to take responsibility for the work that they're learning and even have a higher level of understanding about their job just in general. And instead of just putting money into a problem, just throwing money randomly at it, you're able to see where you've always hindered, where the growth is being hindered, and then putting some right things in place.

Theresa: So potentially you can even save money, but at the same time, have more profitability, have a happier, healthier environment, and also really start to move the business forward. When we just throw money random at stuff and believe me, I am guilty of this too. I mean I'm not exempt from this, but when we just throw money at stuff, that's when we get stuck. That's when we just keep digging our hole even deeper. And we're not able to really put our focus into what really needs our focus and really fix the foundation so that we can really build on it and move forward.

Theresa: When I talk about my business resilience blueprint, this is a big thing that we really dig into are the seven pillars of resilience, so that you don't have to throw money, just keep throwing money and just pretty much just lighting a match to it and just letting it burn, but just keep throwing money at random stuff, or keep throwing money at what you perceive as a problem and really, you might think it's a people problem, but you realize no, it's actually a systems problem.

Theresa: So in my business resilience blueprint, we talk about this a lot, as far as understanding what the seven pillars of resilience are so that we can start to get the first part of a three-step process, which is to build stability into these areas. Which allow you to have a stronger foundation so that you don't have to just throw money at stuff and you have a clear understanding of, okay, these are the things that need to be fixed in my business. These are the things that are working really well and we're just going to keep running with those and do them even better. But these are the things that have some weaknesses that we need to focus on and make sure that we put the right things into place so that we have that super rock solid foundation that we can build on.

Theresa: So the next time you think to yourself, well, we just need to just spend more money on ads, or we need to just hire more people or let's do a signing bonus, I hear that a lot now. Think to yourself, what is at the core of this problem that we're trying to solve, or this problem that we're having? And then from there redefine what your intention is, as far as what you're doing and why you need to do what you need to do, and then how you're going to fix it so that you can then, part three is set some goals with some deadlines so that you can move whatever this is forward and get to a solution faster. So I hope this episode helped you. It is a common problem. I've seen it so many times and I've given you a couple examples in this podcast episode.

Theresa: So hopefully you had some key takeaways that if you have something in your business that you're really struggling with, remember, try and get to what is the underlying issue, that core. What is at the center of it so that you can heal it from the inside out. Make sure also that you check out, I have a new quiz if you really want to understand what's holding you back, make sure that you check out my new quiz at theresacantley.com. You can take the quiz and figure out... Some people think it's one thing that's holding them back, some people think it's another thing, which is why we end up throwing money at stuff randomly. But once you take this quiz, you'll understand what is really going on but also what you can do to fix it so that you can start moving your business forward. And again, start building your business from the inside, out. So until next time, have a great rest of your week. And I will see you soon. Take care.