CHOOSE YOUR ENEMIES WISELY

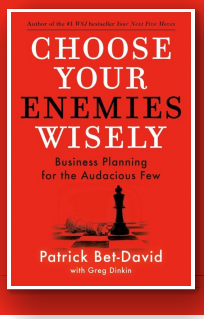
Business Planning for the Audacious Few

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*"The most critical element for success in business planning is **choosing your enemies wisely.**"*

A yearly method: look back, pick an enemy that moves you, fill twelve building blocks (six emotional, six logical), course-correct every quarter. *"Emotion reminds us why we do it. Logic tells us how to do it."*



PART ONE · THE 12 BUILDING BLOCKS

THE AUDACIOUS FEW

VISION	CAPITAL
CULTURE	TEAM
DREAMS	SYSTEMS
MISSION	PLAN
WILL	SKILL
ENEMY	COMPETITION

◂ EMOTION LOGIC ▸

The enemy is the foundation. Once you badly want to beat it, *"what you once saw as annoying tasks you start to see as tools for winning."* Fill all twelve, even with a few sentences. A plan must be simple enough to want to write, fuelled by enemies, and logical, for you, your team and investors.

THE ANNUAL MAP · REPEAT EVERY YEAR

1. **LOOK BACK AT THE PREVIOUS YEAR.**
2. **CHOOSE YOUR ENEMY.** A year without urgency usually had none.
3. **DURATION, DEPTH, MAGIC.** No writing: imagine twenty years out. *"Long-term thinkers place value over profit."*
4. **COMPLETE THE OTHER ELEVEN BLOCKS.**
5–7. **Q1, Q2, Q3 COURSE-CORRECT,** as thoroughly as you wrote the plan.
8. **Q4 FINISH STRONG;** look back, then graduate to a new, more powerful enemy.

> *"Those who don't look at their business plans after February didn't write a business plan; they wrote a wish list."*

STEP 1 · LOOK BACK BEFORE YOU PLAN

Judge last year by the share of goals that became real:

100% too easy; often the wrong enemy	**UNDER 60%** effort or strategy; usually effort

Highlight last year's plan: what you hit, missed, failed to anticipate, and why. *"New mistakes are okay. Old mistakes are not."*

CUT THE FAT

List five to ten events that consumed your mind (a bad review, a three-day problem that took three weeks, unreliable vendors). What could weigh you down? What can you clear, and how? **What must I eliminate from the previous year?**

RATE YOURSELF 1–10 · APPENDIX A

Health, family, spouse, finances, learning, faith; business goals, leaders, revenue, systems, operations, cash flow. Study trends month to month and quarter to quarter; list missed opportunities and what you failed to anticipate.

PART TWO · FILL THE BLOCKS IN PAIRS, ONE CHAPTER EACH

	EMOTION · THE WHY	LOGIC · THE HOW
1	**ENEMY** who you want to beat Grade enemies by the emotion they create, outside you (doubters) or inside (ego, fear of success). His top pick: people beating you because their vision is greater. Ask why you must win and what the reward is; drop rivals you have passed. *"Outside enemies unify and inspire a team. Internal enemies tear apart a team."*	**COMPETITION** market analysis List direct, indirect and unseen competitors: interest rates, customer habits, technology that makes you obsolete, legislation, paradigm shifts. Be the detective: call rivals as a prospect and hear how they sell against you. Where are they strong (concede), weak (attack)? Bids: over $1,000 get two, over $5,000 three, over $25,000 four.
2	**WILL** need to succeed, heart Say *will*, never *want*: *"No one ever achieved anything with wantpower."* Write the three words you never want said about you (his uncle was *Mister Seventy Percent*) and the three you want. Name your patterns and limiting beliefs, and who will help you break them.	**SKILL** knowledge, expertise Start with identity: **who do I need to be to hit next year's forecast?** Pick three skills; read at least six books and take one training on each, deep not wide. On his Performance vs. Trust Matrix, choose less skill and higher trust; invest in high-will, high-trust people. Delegate or recruit the rest.
3	**MISSION** the problem you are correcting Recruit it alone, quietly: what moves you, what are you sick of, what sets you off? What cause, injustice, crusade? What do you love, hate, what bothers you? Then delete *just*, write *I'm on a mission to … because …*, and say it aloud, in the mirror, to others. A mission has no end date.	**PLAN** detailed set of actions SWOT, personal first: leverage strengths; build skills, delegate or mitigate weaknesses (his leaks); ask what if about opportunities; *cultivate a paranoia mindset* about threats. Watch key topics and people. Calendar all twelve months, a quarter ahead. Crisis plan for seven scenarios: *"If we get sued, what are our first three moves?"*
4	**DREAMS** for yourself and family Speak the dream language at least 20% of the time: *Imagine if one day …* Turn dreams into goals: specific, measurable, with a deadline and a reward chosen in advance (a rep who never celebrated a $72,000 month made $5,400 the next). Make them visual; live them as a *future truth*.	**SYSTEMS** protocols and analytics Swap *we need a solution* for *we need a system*. Track monthly and quarterly records, revenue, profit, new customers, and read the trends. Automate (the Jiffy Lube sticker). Know your hourly value; delegate what costs less. Each season, calendar two personal and two business actions.
5	**CULTURE** want to run through walls Culture is rituals and traditions, your mission come to life, set by the leader: *"More is caught than taught."* Choose its word; a book of the month; an initiation ritual; every candidate reads a book and writes a one-page paper. People must feel part of something, cared for, making a difference, having fun, recognized.	**TEAM** key people **Running Mate Scorecard:** character, trust, work ethic, vision buy-in, competency, contacts, 0–10 each, out of 60; inner circle: high on trust, five people at most. Look back: who proved they don't belong, who earned a bigger role, who buys back your time. Pay rock stars well above market.
6	**VISION** values, principles, future Dreams are personal and end; a vision outlasts you. It says what you will create, its impact, and your priorities; name the non-negotiables. Picture yourself at ninety with regret. Set values and principles at a monumental event: a meaningful place, every key stakeholder, twelve at most, one visual posted everywhere.	**CAPITAL** raising money, valuation One pitch recruits, wins suppliers, banks and investors. Answer his seven why questions. Elevator pitch: problem, solution, core differentiator, numbers, in thirty seconds. Then a 15-slide deck (problem, solution, timing; market, competition, timeline; team, financials, ask) in your own voice.

PART THREE · ASSEMBLE

"Less is more. Simplicity wins." Three pages: a cover page (**The Year of** _____, a __-year run, last year's takeaways), then the twelve blocks. Swamped staff use the **One-Page Business Plan**: three habits, three goals in six areas.

ROLL IT OUT · NINE MOVES

1 one trusted outsider reads it · **2** polish, rehearse aloud · **3** stakeholder meetings, off-site · **4** present why, then how · **5** KPIs and goals · **6** rewards decided together · **7** calendar the year, assign owners · **8** make it visual · **9** regular course-corrects. *"You are enrolling them in your plan."*

HIS TEAM CALENDAR · EXAMPLE

OCT 1 announce event	**DEC 6** CEO call
NOV 15 2-hour training	**DEC 15–16** workshop, off-site
NOV 22, 29 office hours	**DEC 29** visuals, to-dos due
MAR · JUN · SEP 29 accountability calls, course-corrects	

Use it Monday

- Score last year: share of goals hit; one thing to eliminate.
- Name an enemy for you and one per business; set the celebration.
- Play the *if* game: three scenarios, first three moves each.
- Score your five key people on the Running Mate Scorecard.
- Book course-corrects: end of March, June, September.

For our business CFC · HALCYON · AVIOLOGY

- **Outside enemies only,** never a colleague: for CFC, dropouts before the flight test; for Halcyon, AOG days; for Aviology, failed written exams.
- **The *if* game on real risks:** top instructor quits in peak season; an aircraft AOG for a month; the AME who signs releases off sick; an audit finding.
- **Calendar a quarter ahead:** flight-test bookings, slow-weather months, AMO manual reviews, course launches.
- **Everyone writes a plan:** instructors, engineers and dispatch on the One-Page Business Plan; invest in high-trust people first.

Read with care

- Shame and button-pushing are his tools: *"Only cowards quit when things get hard."* In cockpits and hangars, fear of ridicule hides errors.
- His firms run intense, *"often lacking in work-life balance"*; fatigue is a safety hazard for us.
- Figures and quotes often rest on blogs, tweets and YouTube; one study is secondhand, via a podcast.
- Opinions stated as fact (remote work, media, politics); his competitor calls used made-up stories.

HOW THIS PAGE WAS MADE. Read in full from Anna's 127 screenshots of her e-book copy (Libby), transcribed word for word; every quote checked word for word against that transcription by script. No gaps found at any page break; one screenshot is a duplicate, and one chapter-opening song lyric was left out on purpose. Cover cropped from her screenshot. For our business is our application, not Bet-David's.

*"The right enemy can drive you **in ways an ally never can.**"*

PATRICK BET-DAVID