

Jillian Flodstrom (00:06):

Ernesto Mansky is the CEO of cpd advisors with a degree in systems engineering. And over a decade of developing technology solutions at companies like Deloitte Consulting, Myers, us usa, the and the Palm. Ernesto is an expert in designing systems to help leaders scale their organizations. He helps early stage founders transform their operations by designing business systems, utilizing his proprietary six p playbook. Outside of his work with founders, Ernesto is passionate about building the sustainable entrepreneurship community. Please welcome Ernesto to the show. How are you

Ernesto Mandowsky (00:41):

Feeling? Great.

Jillian Flodstrom (00:43):

Good.

Ernesto Mandowsky (00:43):

Good. You're excited.

Jillian Flodstrom (00:45):

I know, I'm so excited. You know, I love to talk about scaling, hence scale your small business. I feel like you and I are like in the same, we're in the same mental head space, so let's dive into it because there's so many things that we can learn from other people's perspective. So for you, where do business owners get stuck in trying to scale their businesses?

Ernesto Mandowsky (01:11):

I think the, I think as a business owner, we're balancing so many different things that we rarely take the time to step back and slow down and see where the biggest bottleneck or where is the biggest challenge. And because we're always caught up in the hustle, caught up in moving, in, serving the client like that is the first obstacle. Like just being in the rat race. Being in the rat race, like fulfilling, fulfilling, like serving, serving the, the day's urgency is, is the first place people get stuck. I dunno if, if you experience that with, with your clients or

Jillian Flodstrom (01:59):

All too often, and I think some of the things that I've learned from not only my own business but other businesses, is you're so right about we have to slow down to speed up. I mean, there's so many times where people are like, oh, I wanna focus on this, this, and this, but you're like, right, we'll get to that. But you've gotta do this part first before you can That is that your experience too?

Ernesto Mandowsky (02:21):

Yeah, yeah, yeah. A lot of people, no, we were talking about visionaries before the episodes. Like the visionary is living in the land of tomorrow or living in the land of three months from now and they're like, oh, I wanna be here. And it's like, yeah, but, or yeah, and no but, <laugh>, you know, there's five things to do before that. Right. you know, and sometimes there's, there's a problem with that cuz you know, sometimes we, we wanna be there and we're not, sometimes we feel guilty or shame or like, there's a lot of like mindset that like really goes into feeling confident with where you are in this exact moment.

Jillian Flodstrom (03:02):

Absolutely. Now, when you're sitting down with a business because they know they need systems, they know they wanna scale, where's the first place that you look when you're designing a system to help them scale?

Ernesto Mandowsky (03:16):

The first question that you always ask, and I think this is similar with like any service, it's what are your goals? You gotta ask them what their goals are. Do they want to double the amount of clients that they're serving? Do they want to do they want to have more conversations? Like what is, what's the goal? Because that really derives everything that that follows after that. You know, I I will say like if the first, if the goal is do you wanna double sales? I'll ask, well, can you actually, can you actually satisfy twice as much in sales? Like, forget the systems, can you actually satisfy? Do you have enough manpower? Do you have enough time in the day to, to do that? Because the answer to that, like, forget even systems, like maybe you have to hire more people or maybe you have to implement tech or, or maybe you have to, you know, it really depends on, on what the goals are. So asking goals is always the first place.

Jillian Flodstrom (04:15):

Do you feel like there's like a through line with most businesses that you work with? Like, is it always like, you know, we want to double our client list? Or is there something that you notice with each business that you're like, this is something that applies to every single business that we work with? Or do you feel like they're all individual depending on, you know, which vertical they're in?

Ernesto Mandowsky (04:40):

I think all businesses have the same core operational challenges and the through line for my clients at least is that they're ambitious and they're either they're tech founders or they're young service providers and there is this pressure or desire or whatever urgency. Where do you want to use to, to scale, to, to be, to grow five x in a very short amount of time, whether that's one year or three years. And that often creates pressure and chaos and anxiety. But that, that's, that's kind of where the systems come in. That, that, that's kind of, that's like ripe for systems for innovation and, and how you get work done. Now, I'm not really interested in working with someone who wants to increase by 3% next year cause there's no there's no revenue for them to justify investing in systems. Cause you know, you don't want a 3% change that you can do that without systems.

Jillian Flodstrom (05:46):

Right. We're looking for companies that want to take it to the next level. They know that they wanna scale, but are unsure how to do that. What rule or responsibilities you think we as leaders in our businesses play in developing those new systems? Do you think that's something that we can shift to our team? Or does it really start with us?

Ernesto Mandowsky (06:07):

It really starts with a leader. Sometimes people call me a business systems robot, like, you know, like mechanical, like I'm only thinking of like, you know, the nuts and the bolts and the processes and the automations. But you know, what leaders bring, what the visionaries bring to an organization is a lot of like the heart, the soul, the spirit. And if, if leaders don't inject that enthusiasm and that spirit into following the system, then no one's gonna listen. If a leader's not gonna listen, then why is anyone gonna

listen? And it's hard for leaders because we're, we're a little all over the place. Like we want to be the visionary. You want to move forward and you still can be that, but there's an element of, of, of consciousness or awareness that the leader needs to say, Hey, I am designing a process so my entire team can be aligned and on the same page, so I'm gonna lead by example and I'm gonna build that system. Eventually you got, yes, the team operates the system, but, but the leader does have to embody the intention of the system.

Jillian Flodstrom ([07:25](#)):

And on the flip side of that, how do we get our teams on board? If we're like, okay, me as the creative, me as the visionary, I know that we need these systems. How do we get our team on board with using those new systems? Because of course there's growing pains with anything that we start new. What are, what are some suggestions that we could use with our teams?

Ernesto Mandowsky ([07:47](#)):

The first things first is you gotta enroll them into it. You gotta like light them up. You have to like get them to realize, because you know, a lot of CEO says, do this. You know, a lot of resentment will start to build like, ah, why is this important? But as leaders or, well, you know, when the, the change management team comes in, the first thing that that you do is you really enroll people into a new possibility of, of what a system could do. Like if I ask you Jillian, today, like what is your biggest challenge with running your podcast? Let me ask what, what, what do you

Jillian Flodstrom ([08:26](#)):

Believe? I mean, I think it's definitely the scheduling of guests. I mean, that is one thing because everybody's schedules are so different,

Ernesto Mandowsky ([08:33](#)):

Right? So if, so I, I would basically get you get you to articulate how having a system could move the needle forward, could free up your time, could reduce the anxiety and okay, maybe you're, you're the CEO of scale, your small business podcast, but you can even speak to the entry level marketing coordinator and say, hey, like what are your challenges? And through them like little venting, sharing the challenges, like real active listening there, you say, Hey, it sounds like you're having a challenge with this. If you could, like what would be your dream scenario if you kind of enroll them into like match the system with the dream scenario, if you create that association, people are like, wow, I love systems. Or like, this is gonna free up my time, or this is gonna help me feel calm when I'm on the beach with my family. People will be really bought into to this new red tape compliance system. It's really like a, an elevation tool.

Jillian Flodstrom ([09:39](#)):

It's interesting because it's like we as business owners oftentimes think like, how is this gonna affect my time? Give me more time. But it's also giving our employees, our teammates, it's giving them their time back too, which allows them to be more efficient. And what's more annoying than being like, why are we doing this step seven times? Like we don't need that much redundancy. We could do it once and be done with it.

Ernesto Mandowsky ([10:05](#)):

Right? Right. And how we opened up the, the episode today, it's like, you know, we're so stuck in the busy, we're not even realizing that we're doing the same steps seven times because we're just so in the race something I teach my clients, so we have the six P playbook and the six P is planning and planning is all around like the daily cycles, your weekly cycles, your monthly cycles, your quarterly cycles. And there is similarities, but very different distinct questions that I have clients ask themselves. So on a monthly basis or quarterly basis, a question at the end of the month, it's like, hey, where have we spent so much time? Where are we spending so much time doing the repetitive activities? And through like articulating the answer to that, like there's an o there's an opportunity to eliminate, to automate, to delegate. Like there's the opportunity right there. And if you don't take the time out of, if you don't slow down, speed up on a monthly or quarterly basis, like you're never gonna identify, this is an opportunity to to, to do something to free of time.

Jillian Flodstrom ([11:14](#)):

Absolutely. And you know what, I think the best part about this, and this is something that we talk all the time on the podcast about, is that engaging your team members, asking them questions. They're not just bean counters, like they see where the breakdown is at and they can really help you in moving your business forward. You just have to be open enough to say

Ernesto Mandowsky ([11:38](#)):

Open

Jillian Flodstrom ([11:39](#)):

Where, where are things falling apart here? Like, how can we make this better? They might even have the solution for you, right?

Ernesto Mandowsky ([11:46](#)):

Oh yeah, they're on the front lines. I mean your team, your team, your team really becomes an extension of you. And unfortunately, many leaders are so caught in the busy that they don't realize they don't realize how powerful and how, I dunno the opposite, powerful in positive and negative way. You know, they can be amazing, conscious, elevated leaders that have this attitude. It could also be dictators that are micromanaging and ultimately leads to the, the great resignation in their company. Absolutely it's upon the leader.

Jillian Flodstrom ([12:36](#)):

Well, and I think we've all worked for that <laugh> one boss, as someone's popping up into my mind right now, <laugh>, where you're like, oh my gosh, if you would just be open to feedback, I could really help this situation and to be shut down. I mean, that's probably part of the reason why we have this entrepreneurial spirit and why we went out on our own to create these things because we're like, we can do it better because we were those people that were potentially shut down employees. Not always, but maybe Totally,

Ernesto Mandowsky ([13:07](#)):

Totally, totally, totally agree.

Jillian Flodstrom ([13:10](#)):

Do you

Ernesto Mandowsky ([13:10](#)):

Think that shut them many times.

Jillian Flodstrom ([13:12](#)):

Yeah. Do you think that businesses are more successful when they, you know, obviously you're meeting with the leader of the company. Do you find that it is more successful when team members are included in that process? Or is it better for them to relay all that information to the leader and the leader to sit down with you? What do you think is the best way to have everybody on the same page?

Ernesto Mandowsky ([13:35](#)):

Yeah, so there's two things. Well, I'll start with the story. I built my career in restaurants and there is an expression that I picked up from the industry or society has picked up, but when there are too many cooks in the kitchen, the meal does not taste as good. So you know, when I have sessions with clients, it's never a full team. It's always, you know, the, the, the sponsor, the leader of, of the company, and then the respective point of contact. So if we're talking about the fifth p fourth P promotion, I'm meeting with the marketing team. I'm not really meeting with the client service team. But on top of the leader, I mean, there's definitely the leader of the company that is more of the sponsor, not necessarily the, the driver or the implementer of, of, of the work that we do. I work, I usually partner with the head of operations or the person who's like running the company because there's the leader, there's the visionary, there's the spirit, and then there's, there's the, the manager of the company. And really like that manager is the one who has like the ticky tack little details that, that we really need to consider. The leader has other details that we also consider, but it's really like a partnership between both of them.

Jillian Flodstrom ([15:04](#)):

Where is the best place for people to connect with you if they are listening to this podcast and thinking, you know what, I'm in the operation space. I know that we can be doing better, or, I'm a leader and I know that my business needs to scale, we need to work on it. It's something that I have in my plan Yeah. For next year. Like where's the best way, way that people can connect with you?

Ernesto Mandowsky ([15:26](#)):

Yeah, well, people can come to my website. I have a personal website, but when working with clients, I always invite them to free systems call.com. Pretty straight to the point free call all on systems where we'll talk about, you know, what their goals are, what are the challenges, we'll kinda like start putting together some quick wins for them so they can take things on and yeah, we'll figure out how how we could support them.

Jillian Flodstrom ([15:54](#)):

And on your website too is the best place to find the six P playbook, right?

Ernesto Mandowsky ([16:00](#)):

Yeah. So on, on free systems calls, have some information on the six P playbook. And then I might, it's not out yet or it might be when we release, but I'm launching a YouTube channel, which will have some

like micro videos with like different elements of, of the six p playbook as they can integrate into their business.

Jillian Flodstrom ([16:20](#)):

Well, and I'll be sure to link all those links, especially the YouTube channel too, because I think that micro content is so easy to digest and it's just quick and easy wins that people can use. So I'll definitely link all that in the show notes. Thank you again for being here. I have one last question for you. What is one piece of advice that you would give to a small business owner?

Ernesto Mandowsky ([16:42](#)):

Oof, choose only three goals at a time. Only three. And that's it. In brand builders he says, diluted focus, diluted results. I say, you know, you put your head in a million places, you'll lose your mind, burn out and then quit. That's not too pithy or to the point, but it's, it's, it's all too true. It's all too true.

Jillian Flodstrom ([17:10](#)):

Absolutely. I couldn't agree with that more. I think that's one of the things that we as entrepreneurs struggle with because there's so many cool things we wanna do, but there's only so much time and those ideas will still be there once we get back to them. Totally. Yeah, totally. I agree with you on that three goals. Well, thank you again for spending time with us today. I really appreciate it. So many good things that we talked about. And if you're listening to the podcast through one of the podcast apps, make sure that you either check out the YouTube channel or check out the blog to get the show notes article so you can get those quick links. Thanks again.