

## **SUMMARY**

Partnership failures and recoveries are the theme of my entrepreneurial journey. Business is easy, people are hard!

In my first venture, the branch office, I learned that a partnership is only as good as the people agreeing to be partners. A 38-page operating agreement can be violated and anyone with a few dollars and a bad attitude can sue you. I learned that court is a game of chance and I do not like games of chance. I also learned that failure is fertilizer for the next adventure.

In my second launch and first start up from scratch, I learned that family members do not always make good partners and sometimes the family complications can be overwhelming. I learned that money and stuff are just money and stuff, even when the numbers get large. I learned that money is an amplifier and if your partner has certain tendencies when the numbers are small, those will be magnified when the numbers get bigger. Going from zero to ten million in revenue (profitably!) in four years does not remove the stress of a bad partner. It was fun being recognized as Kansas City's Fastest Growing Company and having a team grow from 2 to 90 in four years was exciting. That did not overcome the family issues. I learned that timing can be everything and I resigned from the company on September 10, 2001. The next day the world changed, and it put everything into perspective. Prioritizing my family was critical in surviving the exit.

In my third launch and second startup from scratch, I used the fertilizer of my past failures to structure better partnerships and maintain alignment. Starting in October of 2001, the economic climate was challenging to say the least. I realized that a positive attitude could overcome just about everything. Starting over for the third time was humbling. Starting when everyone seemed to be paused or shrinking was also a challenge. It was slow going but we hit a million dollars in revenue our first full year and never looked back. When the recession hit in 2008 and 2009, we chose not to participate and grew over 40% each year. Growing the brand and growing the team was slower the third time around but having a clear vision and sticking to our core values created consistency. I had multiple partners pass through the business successfully. I sold the majority interest in 2017 and learned that I can be a minority owner with the right partners. We doubled the business in 4 years and sold it again in 2021. I wrapped up my journey after 20 years and I'm excited for the next adventure!





I have learned that business is hard. If it was easy everybody would do it! I learned that failure is not final and starting over can be a blessing. I learned to focus on the things I could control, like my attitude and to ignore the external forces like the economy. I learned that having a foundation of faith makes all the difference when things get rocky.



I have been blessed with business success and I did not accomplish that alone. I've been actively involved in a CEO peer group for over 25 years. I'm excited to use that experience and help others achieve their potential.



## **ABOUT ME**

I am a Christian, a husband to Jill, a dad to Gracie, Cooper and Lucy and an unintentional serial entrepreneur. Over a 25 year period I launched the first branch office of a Chicago services firm, and founded two multi-million dollar service businesses from scratch. I learned a ton about creating successful businesses and even more about partnerships along the way.

I was recognized on the Inc. 5000 list multiple times, as Kansas City's Fastest Growing Business and twice as a Best Place to Work. I am most proud of raising an amazing family with my wife Jill and I also ran two and a half marathons!

