

A group of people, mostly men, are pushing a large, rotating metal wheel. The wheel is made of a dark material with a lighter, possibly brass or polished metal, rim. The people are wearing light blue shirts. The background is a blurred industrial setting. The overall tone is blue and industrial.

MOMENTUM BY DESIGN

How Long-Term Planning Creates
Short-Term Energy and Long-Term Growth

Vaughn Troyer | Hummel Group

- Nobody wakes up and accidentally runs a marathon!
- Momentum is not created by speed
- Momentum = direction + discipline
- People admire successful businesses for their momentum when ***they should be studying their habits.***



Momentum is a Byproduct, Not a Goal

The outcome is built before race day.

- *“If your habits don’t reflect your dreams and goals, change your habits.”* Kobe Bryant
- *“...or, change your dreams and goals.”* Urban Meyer
- You are perfectly positioned to be getting the results you are getting



What Athletes know that Business Owners Forget



Would you hire a marathon coach whose training plan was simply, “Run more”?

Is a business plan to “Get more customers”?

Athletes think in systems. Business owners often think in outcomes.

Momentum follows systems!

What Athletes know that Business Owners Forget

Here's the Plan

Bart Yasso's race-tested intermediate marathon-training program

Handwritten notes above the table: Tues, Mon, Thursday, Fri, Wed, Thurs

WEEK	MON Rest	TUE Easy	WED Hard Work: Hills, Speed	THU Rest	FRI Easy or MP	SAT Easy	SUN LSD	WEEKLY TOTAL
1	Rest	Easy 4 miles	6 miles hills	Rest	Easy 4 miles	Easy 4 miles	7 miles LSD	25
2	Rest	Easy 4 miles	6 miles hills	Rest	Easy 5 miles	Easy 5 miles	9 miles LSD	28
3	Rest	Easy 3 miles	6 miles hills	Rest	Easy 5 miles	Easy 5 miles	12 miles LSD	30
4	Rest	Easy 4 miles	6 miles hills	Rest	Easy 4 miles	Easy 4 miles	10 miles LSD	28
5	Rest	Easy 4 miles	7 miles hills	Rest	Easy 4 miles	Easy 4 miles	13 miles LSD	32
6	Rest	Easy 7 miles	8 miles hills	Rest	Easy 6 miles	Easy 6 miles	2-mile warmup, 5-K race, 1-mile cooldown TOTAL: 6 Miles	34
7	Rest	Easy 4 miles	7 miles hills	Rest	Easy 5 miles	Easy 5 miles	16 miles LSD	37
8	Rest	Easy 5 miles	HILL REPEATS: 8 miles (total)	Rest	Easy 4 miles	Easy 4 miles	14 miles LSD	35
9	Rest	Easy 3 miles	MILE REPEATS 2-mile warmup, 3 x 1 mile @ 10-K pace, w/ 400-meter recovery, 2-mile cooldown TOTAL: 8 miles	Rest	1-mile warmup, 7 miles @ MP, 1-mile cooldown TOTAL: 9 miles	Easy 3 miles	18 miles LSD	41
10	Rest	Easy 4 miles	YASSO 800s 2-mile warmup, 6 x 800 meters w/ 400-meter recovery, 2-mile cooldown TOTAL: 9 miles	Rest	1-mile warmup, 8 miles @ MP, 1-mile cooldown TOTAL: 10 miles	Rest	20 miles LSD	42
11	Rest	Easy 4 miles	Easy 7 miles	Rest	1-mile warmup, 8 miles @ MP, 1-mile cooldown TOTAL: 10 miles	Easy 4 miles	20 miles LSD	45
12	Rest	Easy 7 miles	MILE REPEATS 2-mile warmup, 4 x 1 mile @ 10-K pace, w/ 800-meter recovery, 2-mile cooldown TOTAL: 10 miles	Rest	Easy 7 miles	Easy 8 miles	15 miles LSD	47

What Athletes know that Business Owners Forget

Here's the Plan

Bart Yasso's race-tested intermediate marathon-training program

Handwritten notes: Tues, Mon, Thursday, Fri, Wed, Sun

WEEK	MON Rest	TUE Easy	WED Hard Work: Hills, Speed	THU Rest	FRI Easy or MP	SAT Easy	SUN LSD	WEEKLY TOTAL
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MARATHON RUNNER

- Goal: Run 26.2 miles.
- Plan: Follow a 16-week training plan.
- Measures: Track weekly mileage, pace, long runs, and recovery.
- Routine: Run whether motivated or not.

BUSINESS OWNER

- Goal: Double revenue.
- Often lacks a written plan.
- Often lacks milestones.
- Often lacks a scorecard.
- Often lacks a consistent review process.

The Hummel Business Plan

WHY: preserve local, private ownership and enable next generation perpetuation

Revenue targets, by department

Growth assumptions

Hiring needs

Acquisition opportunities

Production expectations

A realistic annual goal, 10% growth

The most valuable part of the plan wasn't whether every number came true.

The Hummel Business Plan



ALIGN

the team



PRIORITIZE

the work



DECIDE

what to say yes to



PROTECT

what to say no to



MEASURE

actual vs. expected

The momentum didn't create the plan. We created the plan and momentum followed.

Momentum = Direction (a plan) + Discipline

Four Planning Disciplines that Create Momentum

1

THINK LONGER

Where should the business be in 2030 or 2033?

2

IDENTIFY MILESTONES

This may be annual goals, quarterly, staffing

3

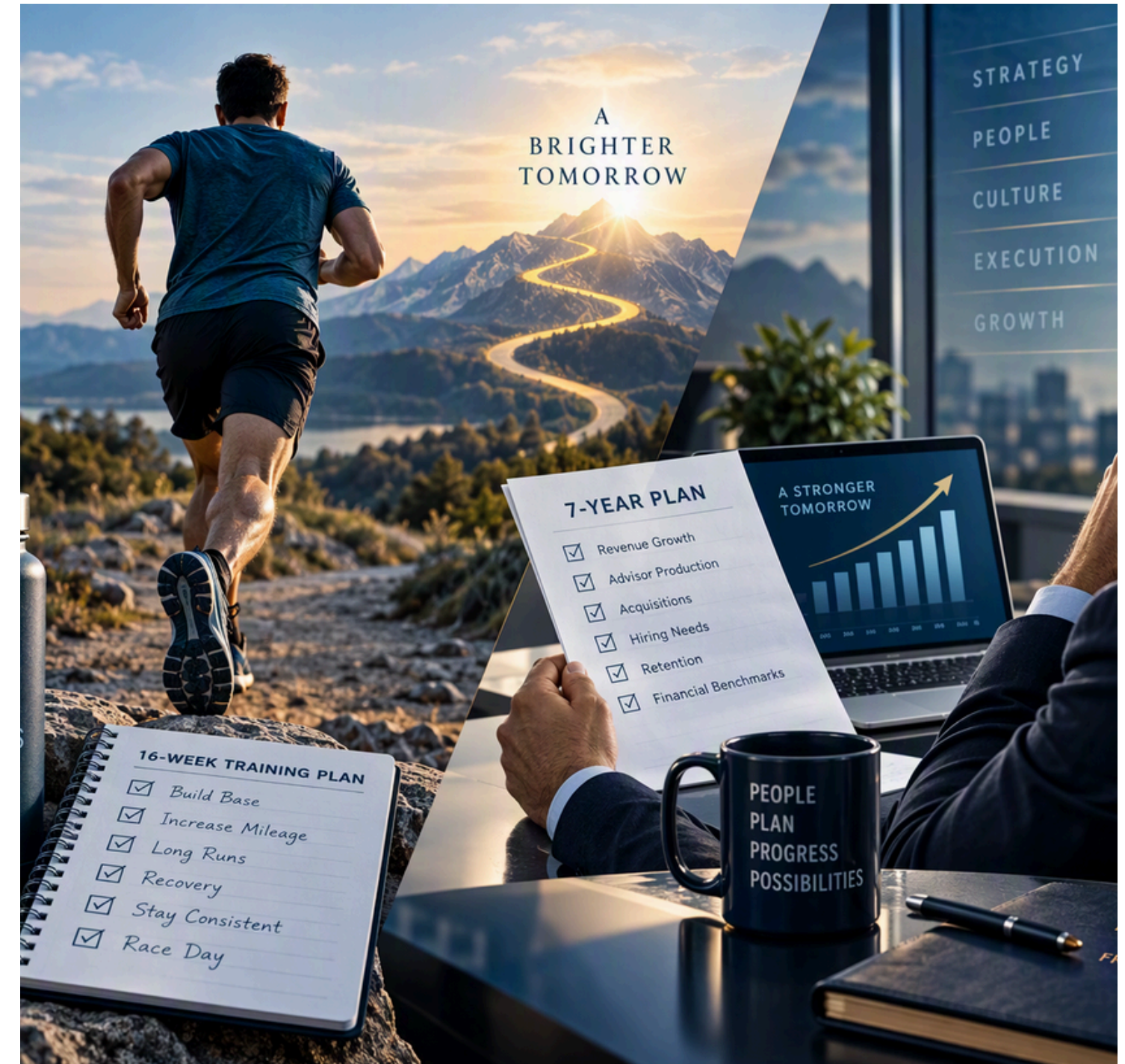
REVIEW RELENTLESSLY

Revisit performance and adjust the plan. KPI's

4

CELEBRATE SMALL WINS

- Make progress visible. Celebrate achievement of the milestones
- Momentum grows through visible progress. People need evidence



The Race is Won Before Race Day

- Momentum is not something you chase,
Momentum is something you build.
- What is one seven-year goal for your
business? **BUILD A PLAN!**

BECAUSE MOMENTUM STARTS TODAY, NOT SOMEDAY.