

FIX THIS NEXT



BY MIKE MICHALOWICZ

**MAKE THE VITAL CHANGE THAT WILL
LEVEL UP YOUR BUSINESS**

BOOK CLUB GUIDE

Welcome to the **FIX THIS NEXT** Book Club!

Entrepreneurs often find themselves buried in urgent issues, putting out fires, and unsure what to fix next to move their business forward. **Fix This Next** provides a clear, simple system to identify the **one most important thing** to fix right now—before tackling anything else.

This guide will help you explore the key concepts, reflect on your business challenges, and apply Mike's **Business Priority Pyramid (BPP)** framework to **break through bottlenecks and level up your business**.

How to Use This Guide

This guide is structured to help you:

- **Read with purpose** – Follow along with chapter summaries and discussion questions.
- **Reflect deeply** – Apply key concepts to your business.
- **Take action** – Use the **Fix This Next** framework to identify and fix your business's **biggest bottleneck**.

About The Book



Book Summary

Business owners often **focus on fixing the wrong things**. They get stuck in survival mode, treating symptoms instead of identifying and fixing the **core issue** holding their business back.

In **Fix This Next**, Mike Michalowicz introduces the **Business Priority Pyramid (BPP)**, a diagnostic tool that helps entrepreneurs pinpoint their **Vital Need**—the **single most important issue** to address next. By following this **four-step process**, business owners can systematically eliminate bottlenecks and create sustainable growth.

Welcome to the **FIX THIS NEXT** Book Club!

About The Author

Mike Michalowicz is a bestselling author and business expert known for *Profit First*, *Clockwork*, *The Pumpkin Plan*, and more. His mission is to **eradicate entrepreneurial poverty** by helping business owners take simple, actionable steps toward stability and success.

LEARN MORE AT
MikeMichalowicz.com



INTRODUCTION:

STOP FIXING THE WRONG THINGS

KEY TAKEAWAY:

Business owners often get stuck in **firefighter mode**, addressing symptoms instead of solving the **root problem**.

QUESTIONS:

1. Mike argues that entrepreneurs often focus on what **feels urgent** instead of what's truly important. Have you experienced this in your business?

2. How do you currently decide what needs to be fixed in your business? Do you have a system, or do you go by instinct?

3. What problems have you repeatedly tried to fix, only for them to **keep coming back**?

CHAPTER 2:

THE BUSINESS PRIORITY PYRAMID (BPP)

KEY TAKEAWAY:

The **BPP framework** helps business owners determine what to fix first. Like Maslow's hierarchy, **businesses must fix fundamental needs first before moving up.**

QUESTIONS:

1. What level of the BPP do you **think** your business is currently operating in: SALES, PROFIT, ORDER, IMPACT, or LEGACY?

2. Looking at the five core needs in each level, which ones does your business struggle with the most?

3. Why do entrepreneurs often **skip foundational business needs** and try to solve higher-level problems first?

CHAPTER 3:

FINDING AND FIXING THE RIGHT PROBLEM

KEY TAKEAWAY:

Business problems form a **chain**, and the weakest link **always** determines how far you can go. Fixing the **wrong link** won't move your business forward.

QUESTIONS:

1. Mike introduces the **“Fix This Next” diagnostic tool**. Have you ever felt paralyzed by too many problems at once?

2. What's one business challenge you thought was the problem, but later realized wasn't the **real** issue?

3. How can you apply **measurement and tracking** to ensure you're fixing the right problem?

CHAPTER 4:

SALES – ESTABLISH PREDICTABLE REVENUE

KEY TAKEAWAY:

A business's **first priority is cash creation**. Without **consistent sales**, you cannot move forward sustainably.

DISCUSSION QUESTIONS:

1. Have you ever been in a situation where your **business had plenty of sales but still struggled** financially? What happened?

2. Which of these five core **Sales needs** does your business struggle with the most?

3. How can you attract **higher-quality** prospects who are more likely to become long-term customers?

CHAPTER 4:

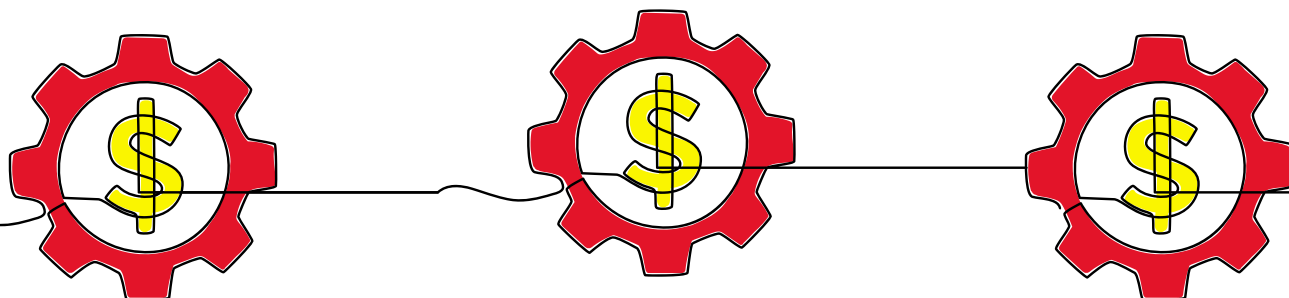
SALES – ESTABLISH PREDICTABLE REVENUE

FIVE VITAL NEEDS AT THE SALES LEVEL:

1. **Lifestyle Congruence** – Does the company generate enough revenue to support your personal needs and goals?

2. **Prospect Attraction** – Are you attracting enough quality leads?

3. **Client Conversion** – Do you convert enough prospects into paying customers?



CHAPTER 4:

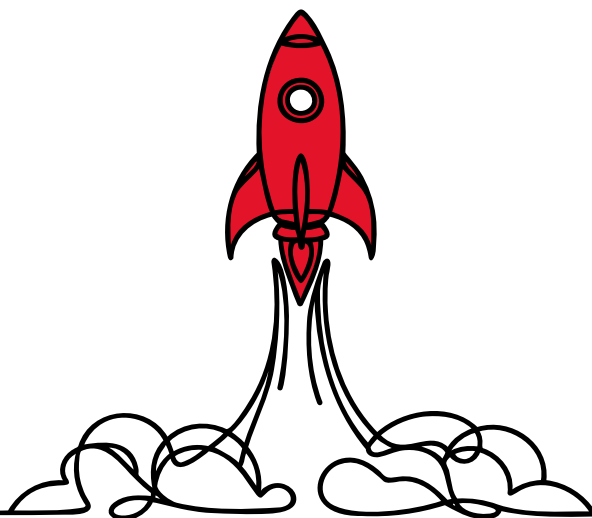
SALES – ESTABLISH PREDICTABLE REVENUE

4. Delivering on Commitments – Are you fulfilling what you promised customers?

5. Collecting on Commitments – Do customers pay on time? Are there unpaid invoices piling up?

ACTION STEP:

Identify **one small sales tweak** you can implement this month—this could be improving your sales process, clarifying your offer, or tightening payment collection.



CHAPTER 5:

PROFIT – ACHIEVE FINANCIAL STABILITY

KEY TAKEAWAY:

Sales without profit is **meaningless**. Once cash flow is established, **profitability ensures financial health and sustainability**.

DISCUSSION QUESTIONS:

1. How do you define a **financially stable business**? What habits or strategies help maintain stability?

2. Have you experienced **the illusion of profitability**, where you thought you were doing well but weren't making money?

3. How can you **improve profit margins** without cutting corners on quality?

CHAPTER 5:

PROFIT – ACHIEVE FINANCIAL STABILITY

FIVE VITAL NEEDS AT THE PROFIT LEVEL:

1. Debt Eradication – Are you consistently reducing debt, or is it growing?

2. Margin Health – Do your products/services generate a healthy profit per sale?

3. Transaction Frequency – Do customers return for repeat business?



CHAPTER 5:

PROFIT – ACHIEVE FINANCIAL STABILITY

4. **Profitable Leverage** – Do your investments (employees, tools, technology) lead to increased profitability?

5. **Cash Reserves** – Does your business have **at least three months of cash reserves** to cover expenses?

ACTION STEP:

Apply **Profit First principles** (if you haven't already). Allocate a percentage of revenue to profit **before** paying expenses.



CHAPTER 6:

ORDER – CREATE EFFICIENCY & REMOVE BOTTLENECKS

KEY TAKEAWAY:

If **you** are the business, your business isn't truly running efficiently. **The goal of this stage is to remove dependency on any single person (including you!) and establish operational efficiency.**

DISCUSSION QUESTIONS:

1. Have you ever felt like **your business would collapse without you?** How does that impact your ability to grow?

2. What bottlenecks do you notice in your **workflow or team operations?**

3. How can you create **more delegation and redundancy** so the business runs smoothly without constant oversight?

CHAPTER 6:

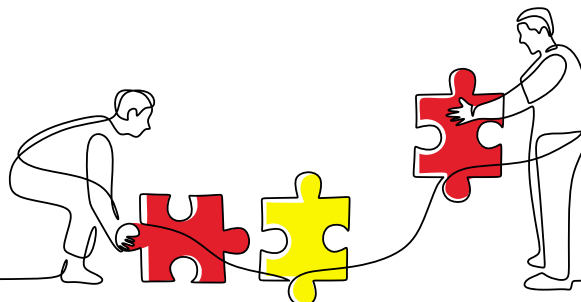
ORDER – CREATE EFFICIENCY & REMOVE BOTTLENECKS

FIVE VITAL NEEDS AT THE ORDER LEVEL:

1. **Minimized Wasted Effort** – Do you actively eliminate inefficiencies in processes?

2. **Role Alignment** – Are employees doing work suited to their skills and strengths?

3. **Outcome Delegation** – Are **the right people empowered to make decisions** instead of everything coming to you?



CHAPTER 6:

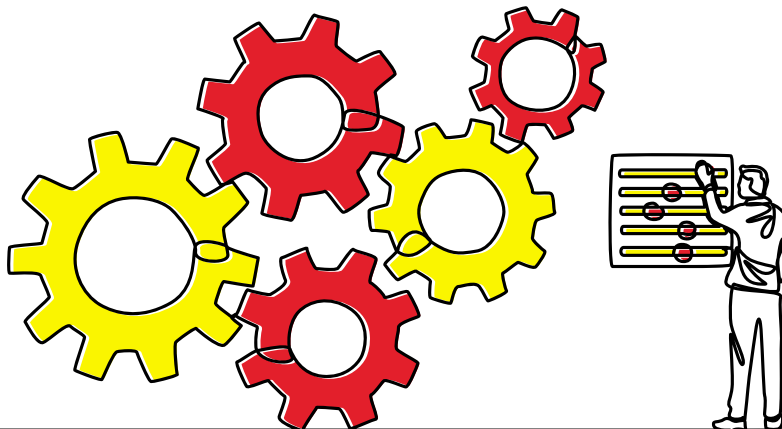
ORDER – CREATE EFFICIENCY & REMOVE BOTTLENECKS

4. **Linchpin Redundancy** – Can the business function if key employees (including you) are unavailable?

5. **Mastery Reputation** – Are you known as an **expert leader** in your industry?

ACTION STEP:

Identify **one area** where you are a bottleneck in your business. **Document the process and delegate it** to a team member or automate it.



CHAPTER 7:

IMPACT – TRANSFORM CLIENTS & TEAM MEMBERS

KEY TAKEAWAY:

Businesses that move past efficiency start **focusing on transformation rather than just transactions**. Your work should **deeply impact customers, employees, and partners**.

DISCUSSION QUESTIONS:

1. What impact does your business have beyond making money?

2. How can your company **provide a transformational experience** for customers instead of just delivering a product/service?

3. How does your company culture **support the bigger mission** of what you're trying to achieve?

CHAPTER 7:

IMPACT – TRANSFORM CLIENTS & TEAM MEMBERS

FIVE VITAL NEEDS AT THE IMPACT LEVEL:

1. **Transformation Orientation** – Are you focused on **helping customers achieve a life-changing result**?

2. **Mission Motivation** – Is your team aligned with a **bigger purpose** beyond daily tasks?

3. **Dream Alignment** – Do employees see working with you as part of their **long-term personal growth**?



CHAPTER 7:

IMPACT – TRANSFORM CLIENTS & TEAM MEMBERS

4. **Feedback Integrity** – Are you open to **honest feedback** from employees, customers, and partners?

5. **Complementary Network** – Do you **collaborate** with other businesses (even competitors) to serve customers better?

ACTION STEP:

Define **one way your company can transform** customers' lives beyond just selling them a product or service.



CHAPTER 8:

LEGACY – BUILD A BUSINESS THAT LASTS BEYOND YOU

KEY TAKEAWAY:

A legacy business is built to last beyond its founder. This is where a business **transcends** the entrepreneur and continues creating impact even after they step away.

DISCUSSION QUESTIONS:

1. If you stepped away from your business today, would it continue to operate successfully? Why or why not?

2. What steps have you taken (or could you take) to ensure your business has a lasting legacy?

3. How does your company contribute to the community and the industry in a meaningful way?

CHAPTER 8:

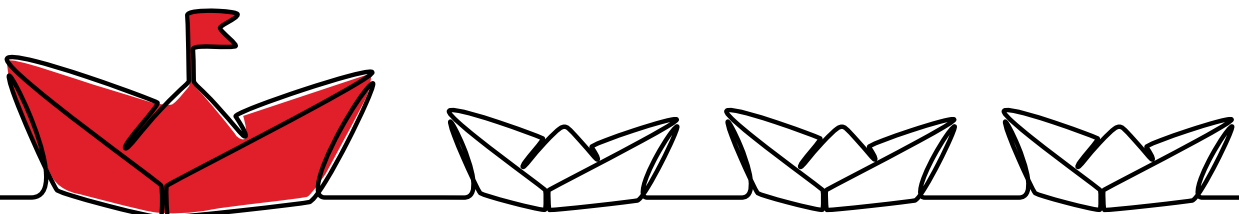
LEGACY – BUILD A BUSINESS THAT LASTS BEYOND YOU

FIVE VITAL NEEDS AT THE LEGACY LEVEL:

1. **Community Continuance** – Do customers and employees **advocate** for your business even when you're not present?

2. **Intentional Leadership Turn** – Is there a **clear leadership succession plan** in place?

3. **Heart-Based Promoters** – Do people **organically** promote your business because they truly believe in it?



CHAPTER 8:

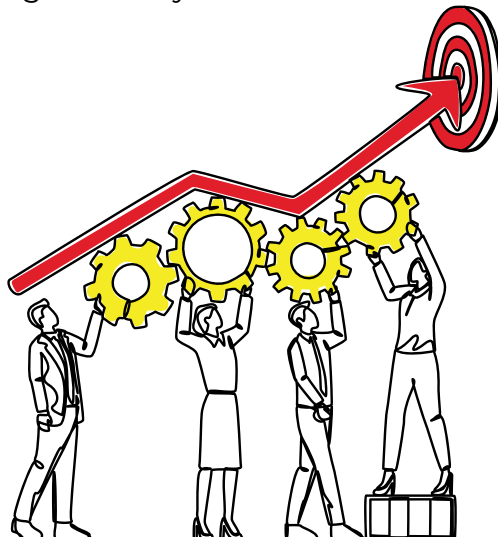
LEGACY – BUILD A BUSINESS THAT LASTS BEYOND YOU

4. **Quarterly Dynamics** – Does your business have a **clear vision for its future** that it adjusts regularly?

5. **Ongoing Adaptation** – Can the business **continuously evolve and improve** without you?

ACTION STEP:

Identify **one area of your business that needs to be systemized or documented** to ensure it can continue running without you.



TAKING ACTION

USE THE FOLLOWING STEPS TO PUT *FIX THIS NEXT* INTO ACTION:

STEP 1: Use the Fix This Next Diagnostic Tool

- Go to [FixThisNext.com](https://fixthisnext.com) and take the **free evaluation** to determine your biggest business bottleneck.

STEP 2: Identify & Fix Your Vital Need

- Find **the weakest link** in your business and **devote resources to fixing it** before moving on.

STEP 3: Measure & Monitor

- Track **specific, measurable results** to ensure your fix is working.

STEP 4: Repeat the Process

- Once the **Vital Need is resolved**, go through the **Fix This Next** system again.

STEP 5: Share Your Progress!

- Email Mike at mike@mikemichalowicz.com with the subject line “I’m Doing FTN!”
- Join the **Fix This Next** movement—share your results online using **#FixThisNext**.



BONUS RESOURCES



Free business evaluation tool.

FixThisNext.com



ENTRE@RENEURSHIP
SIMPLIFIED

Deep dives into business growth.

[Watch Mike's Videos](#)

FINAL THOUGHTS

The biggest problem entrepreneurs have is that **they don't know what their biggest problem is**. *Fix This Next* is your **business compass**, helping you identify and solve the right problem, at the right time.

Now go out there and **FIX THIS NEXT!**