

*FROM 50 TO 500*

# MEDIA KIT

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# FROM TO 50 500



Mastering the Unique  
Leadership Challenges  
of Growing Small Companies

**Bonus**

Includes exclusive access to tools to assess your leadership capabilities

# THANK YOU

for your interest in interviewing our authors.

*This media kit contains direct links to articles, websites, and content areas.*

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# BOOK INFORMATION

## Title

*From 50 to 500: Mastering the Unique Leadership Challenges of Growing Small Companies*

## Author Names

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## Related Websites

www.From50to500.com  
www.AlaricPartners.com  
www.JonathanDapra.com

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# DESCRIPTION

In *From 50 to 500*, the authors identify key characteristics of small companies with the potential for rapid growth. Using this perspective, they present a highly relevant, easy-to-understand and actionable model, defining the motivators, capabilities and potential derailers unique to small business leaders. Readers are then invited to explore the distinct business challenges two typical leaders face over a business cycle. Opportunities to evaluate each leader's decisions and outcomes provide valuable insights into their effectiveness and impact, and tools are provided to strengthen leadership effectiveness and achieve improved organizational results.

# KEY DIFFERENTIATORS

## 1. Written for Small Business Leaders

Most leadership books take a one-size-fits-all approach to the topic. *This is problematic.* Leadership is contextual. To be relevant, leaders must be viewed within the context of the nature, size, and challenges of their organizations. Leader studies, models, and solutions have long-often been based on information, experiences, and observations of executives in large organization. *From 50 to 500* argues these approaches do not work for leaders of fast-growing small to midsize companies. To be effective, small business leaders must demonstrate unique skills & abilities that lead to business success.

## 2. New Understanding of Small Companies

Ninety-eight percent of companies worldwide are classified as *small business*. The only agreed on standard for defining a small company is "a firm with less than 500 full-time employees." Until now, no one has taken the time to understand the range of companies existing within this definition of small – *and that's a problem*. The authors of *From 50 to 500* have created a unique approach to segmenting the range of companies thought small—The Potential for Rapid Growth model (PRG). The PRG enables readers to better understand the challenges and opportunities facing companies as they grow.

## 3. Clear, Relevant and Results Oriented

*From 50 to 500* recognizes effective small business leaders must demonstrate a unique set of capabilities needed to successfully grow their companies. The High Impact Leadership model represents a simple, relevant, and actionable approach for identifying Motivators, Capabilities, and Derailers critical for the success of small to midsize business leaders.

## 4. High Impact Leadership Experiences

*From 50 to 500* represents a unique and engaging approach to familiarizing and applying the High Impact Leadership model. Readers experience the challenges two prototypical small business leaders face over the course of a year's business cycle. Through the eyes of the authors, the reader assesses and rates both leaders' behaviors and decisions in each scenario. In addition, the reader is encouraged to exam their choices and actions in comparable situations.

## 5. Powerful Self-Assessment Tool Included

*From 50 to 500* enables readers to apply the High Impact Leadership model to themselves, resulting in a heightened self-awareness, the ability to look at one's self in the mirror, assess capabilities, and change one's behavior. This is accomplished through the application of a self-assessment tool that empowers the reader to reflect on their most current leadership behavior, resulting in an in-depth profile of their Motivators, Capabilities, and Derailers.

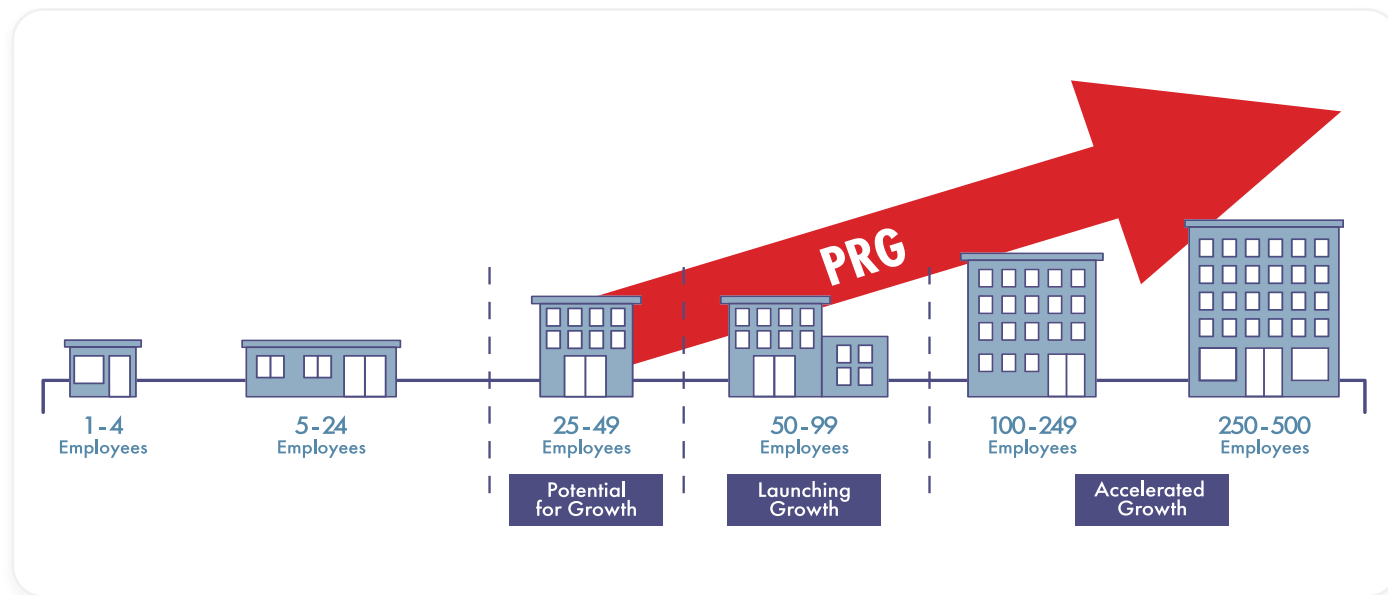
## 6. Action-Oriented and Results Driven

*From 50 to 500* enables leaders to target specific areas within their leadership profile in which they wish to improve. The book explains different ways a small business leader can develop their capabilities using resources inside and outside of their organization. A personal development planning tool is also provided to encourage leaders to commit to a process of continuous improvement.

# BOOK FRAMEWORKS

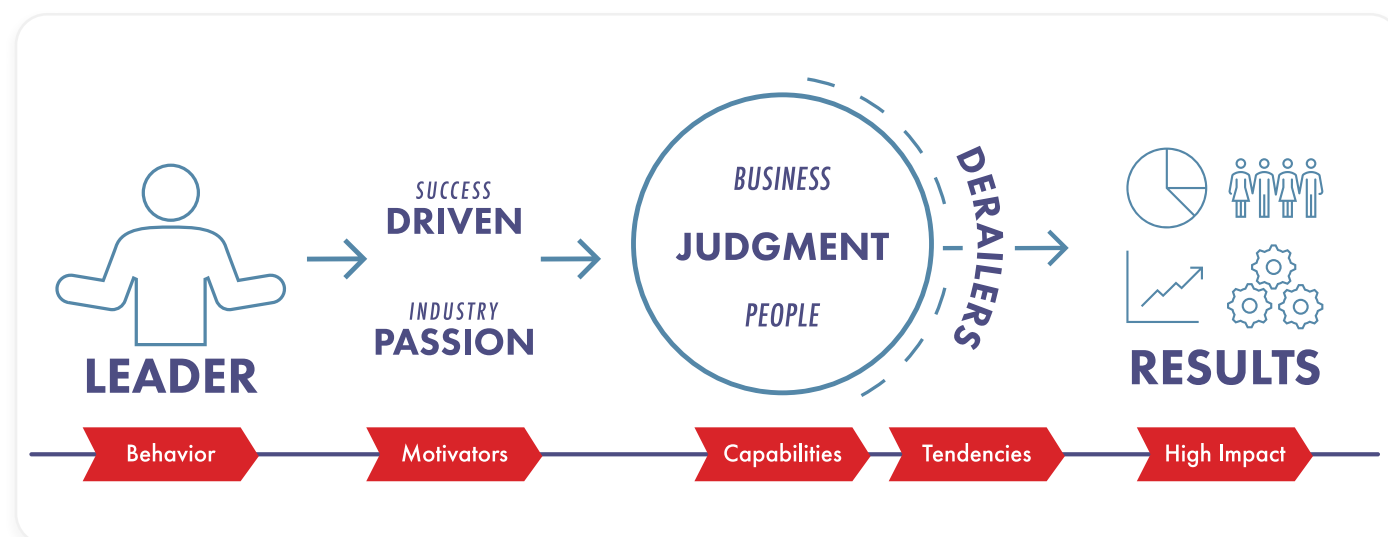
## PRG Model

The Potential for Rapid Growth Model™ is the authors' approach to segmenting the range of small businesses and focusing on a distinct group of companies most frequently misunderstood and underserved by academics and practitioners.



## High Impact Leadership Model

This graphic represents a comprehensive picture of those leadership elements required for a PRG leader to be successful. The model is based on the authors' research into the requirements and challenges of leadership in the PRG environment.



# MEET THE AUTHORS



## Jonathan Dapra

Jonathan has spent his lifetime working in and with small businesses. In his research he has sought to not only better understand how to segment the range of small companies and their needs but also identified the first small business leader Success Factors© and Derailers©.

He has over 20 years of diverse experience as an executive, entrepreneur, trainer, and coach. Jonathan began his career at Dun & Bradstreet. He started firms in the tech and gaming industry and helped build the Photoshop special effects company AutoFX. He was part of the leadership team at Dynamic Graphics, president of Pandromeda3D, and founded the gaming middleware company Meta4 Interactive. He later joined The Early Start Fund. Jonathan has significant academic and instructional design experience, working with Education Management Corporation, The Art Institute of Pittsburgh, and currently, as the E.B. Rosenblum Endowed Professor of Business at Plymouth State University. Jonathan earned a Doctorate of Business Administration and an MBA in strategy. He is an avid reader and admits to binge-watching Doctor Who with his Chinese Shar-Pei, Gracie.



## Jonas Akerman

Jonas has been a life-long entrepreneur. Early in his career, he was charged with building a U.S. presence for the Swedish leadership and development firm, BTS Group. During his 24 years, he grew BTS USA from just one to over 200 professionals. He worked with executives and leadership teams in over 200 global Fortune 500 companies such as Coca-Cola, Microsoft, and Citi.

Later, he returned to his native Sweden to become CEO of a housing development company with nearly 100 employees and contractors. When not working with small business leaders, Jonas enjoys his family of four kids and lovely wife and sailing in the Stockholm Archipelago.



## Richard Dapra

Richard's introduction to leadership was as an officer in the U.S. Marine Corps. He holds a PhD in Learning & Motivation. His first post-doctoral job was with Development Dimensions International (DDI), a fledgling assessment and leadership development company, where he was one of four employees. In three years, DDI employed 50 people and now 1,100 associates.

He then turned his sights to his own assessment company, Resource Analysis and Development where he stayed until one of his clients, Pitney Bowes, lured him away. He spent nearly 30 years working with other Fortune 100 companies including Aetna and Liberty Mutual. His focus was working with CEO's and business unit heads on the acquisition, assessment, and development of talent. Later, he joined Jonas Akerman at BTS and built the now global assessment practice. Until his passing, Richard enjoyed spending time with his children and grandchildren as well as playing golf, fishing, and volunteering with several veterans' organizations. *He is greatly missed.*

# FAQ's

## 1. Who should read this book?

Leaders running companies nearing 50, 100, and as many as 500 full-time employees who are interested in maximizing their impact on the success and growth of their organizations. Also, small business leaders who aspire to grow their companies to 50 and beyond. Finally, those interested in understanding how small business leaders differ from executives running large enterprises. Angel and early-stage investors will find *From 50 to 500* valuable for assessing the leadership teams of potential investments.

## 2. How is this book unique?

It provides a unique small business perspective. *From 50 to 500* employs an easy-to-understand and actionable leadership model that readers experience through the eyes of two small business leaders. The book provides insights and a self-assessment that enables leaders to understand their current leadership profile and use it as a tool for continuous improvement.

## 3. How many small companies are doing business worldwide?

At over 61 million, the number of U.S. small businesses is huge—they represent the bulk of the U.S. and international economies. Yet their leadership teams are lacking resources specific to these small companies' and leaders' needs and challenges.

## 4. Why did you write this book?

The authors recognized there exists a significant gap in small business-specific leadership knowledge. As a result, the resources available to leaders of small companies was dramatically restricted.

The authors wanted to close that gap and provide readers with an experience in which each could better recognize their individual leadership needs and take actions to address those needs using highly relevant tools, frameworks, and insights.

## 5. What are small business Derailers?

*From 50 to 500* not only describes the behaviors and capabilities that results in high impact small business leadership, but introduces *Derailers*—actions and mindsets that get in the way of a leader's progress, inhibiting them from reaching their full potential. The authors identified four small business-specific Derailers: demonstrating *Formality-Structure Disconnect*, being *In the Weeds*, a reliance on *Informal Influencers*, and relying on *Oversimplified Decision-Making*. Leaders can learn to identify these tendencies and avoid sabotaging their performance.

## 6. What is the value of the included access to self-assessment tools?

Experiencing the components of the High Impact Small Business Leadership model throughout the book results in reader fluency with the Motivators, Capabilities, and Derailers that drive great leadership. The authors wanted to ensure small business leaders had access to a professional tool for assessing individual leadership performance. The \$49 online assessment is available at no charge for readers. It provides an easy-to-use format for evaluating the different components of the model and presents the user with a highly-focused leadership profile from which they can begin the process of self-development.

# SAMPLE INTERVIEW QUESTIONS

- Small Business: just what does that mean?
- How do you conduct a leadership self-assessment?
- What leadership capabilities do you need to move from 50 to 100 employees?
- What are small business derailers and how do you watch out for them?
- What skills are vital to lead more than 250 people?
- What behaviors need to change to grow from 50 to 100 employees?
- What kind of leadership development is needed at various growth stages?
- How can you help yourself make the mindset shifts to lead larger organizations?
- You talk about people judgment. Can you talk more about what that is?
- What are motivators?
- How do you define high-impact leadership?
- What does great leadership look like?
- What is growth?

# TOPICS AUTHORS CAN DISCUSS

- Experience running successful, large, small businesses (up to 50 people)
- Igniting your passion to lead
- The #1 complaint associates have about small business leaders
- Thinking like an owner
- Moving from doer to leader
- Building a distinct culture
- Small business strategy
- Becoming the leader of leaders
- Building your bench
- The truth about leadership styles
- Success factors of small business leaders

# ENDORSEMENTS

“Before becoming a Fortune 100 executive, I experienced both success and failure in creating and running small companies. I wish then, as a young entrepreneur, I had the benefit of *From 50 to 500* – an easy-to-read, practical guide with insights for the long run.”

– Thomas Ramey, Director at Axis Capital. Honorary Trustee of the Brookings Institute, and former Chairman of Liberty International - Liberty Mutual Group

“I wish this book was around when I was building and leading my small company. There is not a thing that did not resonate with me – it put words to my experiences.

As a small business entrepreneur and an organizational psychologist, the High Impact Leadership Model is a perfect framework to articulate what it takes to be successful, not just for me but for my leadership team. The three Development Domains and the self-assessment tool have just the right level of insight and practicality to be used by the novice and experienced leader alike.”

– Sandra B. Hartog, Ph.D., Founder of Fenestra Inc.

“We found ourselves nodding our heads in acknowledgment of the challenges inherent in founding and growing a business. The authors have hit on many familiar problems and agonizing decisions. Reflective and honest readers will certainly benefit from the insights offered in these pages.”

– John Nury, Founder of Circle R Safety David Nury, Leader of Circle R Safety, D&D Leasing, LLC, and Beth's Barricades Circle R Safety (founded in 1982) was acquired by private equity in 2017.

“As a small company grows, it faces distinct challenges. A new form of leadership is critical for success. This is the first book I've read that speaks directly to those leaders – explaining the most important moves these leaders must execute. A must-read for leaders of growth businesses.”

– Henrik Ekelund, Founder & CEO of BTS Group, an international strategy implementation and leadership development company

“The authors pretty much challenged every leadership “guru” and said: You don't understand small business leaders; they are not like execs of large companies. The PRG model is unique and makes all the sense in the world—allowing one to think very specifically about their organization's growth potential. What a great perspective. *From 50 to 500's* leadership model and development tools speak to me as a small business leader and will help readers to dramatically improve their leadership impact.”

–Ryan S. Chadwick, Founder of Fathom Brands

“*From 50 to 500* represents a comprehensive, highly functional toolbox for the small business leader. The book is loaded with valuable insight, relevant business cases, and motivation to learn, grow, and succeed. Small businesses function and execute best as a team, and teams are best led by intelligent and adaptive leaders. Leaders willing to learn and evolve. The book's well-thought-out success narrative serves as a blueprint for positive change management. I strongly encourage people considering a new venture, developing a new business, and scaling an early-stage company to buy this book! Once you do, dog-ear the pages, take notes, and enthusiastically apply the tricks and tools the authors generously provide for the reader. If you do, you will achieve new heights, and your employees and customers will thank you!”

– Marty Strong, Navy SEAL officer (retired). CEO and Chief Strategy Officer at LGS Management Group. Author of *Be Nimble: How the Creative Navy SEAL Mindset Wins on the Battlefield and in Business*

“This book should be on the shortlist for anyone at the helm of a business who feels that most leadership content skews too entrepreneurial or too corporate to be in touch with the intricacies of a rapidly budding organization. *From 50 to 500* brings to life the oft-overlooked leadership needs of growing from a small business to a medium enterprise; and does so in a relatable way that encourages self-reflection, awareness, and improvement.”

– Roy Amin, Managing Partner at REVPAR VENTURES

“We see entrepreneurs and small companies build and develop America's downtowns and main streets. How exciting to see a book that speaks to those business leaders! Without doubt, this is the formula for success—how owners of small companies can grow their organizations and build long-lasting companies that drive our economy.”

– Randy Lewis, Executive Director of Main Street Martinsburg, accredited by National Main Street Center

“Although we are technically buying stock in companies, venture capitalists are really investing in human capital—the founders and management. We would rather invest in an “A” leadership team with a “B” plan than a “B” team with an “A” plan. This book should be required reading for leaders of fast-growing startups or small companies and their teams.”

– Andrew Zulauf, Executive Director of West Virginia Jobs Investment Trust

“There are plenty of business books out there, but few that truly get the challenges of what it is like to grow a small organization into a much larger one. The authors have clearly been in those shoes—the case studies and the year in the life of two leaders were profoundly valuable and practical. I would recommend this book to any leader with an ambition to aggressively and sustainably grow their business.”

–Rich Berens, CEO and Chief Client Fanatic at Root Inc. (an Accenture company)

“This book is carefully crafted to reach the management of companies having more than fifty people and on a growth path to increasing that number. The authors set forth for guidance via a High Impact Leadership Model that includes parameters for Business and People Judgment that are the keys to success. Quarterly reviews focusing on the challenges and decisions of two hypothetical business leaders coupled with authors' insights on the quality and impact of their decisions represent a great universal education for every business manager. Since small businesses do not have the funds to hire people like the authors, this is a great alternative.”

– Paul Dean, Economist, Investment Banker, and Founder of Collateral Guarantee

# ALARIC

The *From 50 to 500* authors, also Alaric's founders, saw a gap in leadership development specifically for small business, those companies that drive over 98 percent of the world's economies.

The authors founded Alaric because they recognized leaders of small-to-midsized companies have never had the attention, insights, programs and solutions, or support that is readily available to executives in large organizations—until now.



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### Purpose & Mission



Alaric is a leadership assessment and development company uniquely focused on leaders of companies with up to 500 employees.



Alaric focuses solely on small business and has considerable experience and expertise in establishing, running, and partnering with small businesses.



Alaric is the partner leaders work with to develop leadership capabilities and enhance strategies that propel small business growth.

