



MAXIMUM RESULTS FROM MINIMUM EFFORTS: Operating At Peak Performance to Get the Highest/Best Results from Everything You Do

Panelists (in order):

**Dan Millman
Michael Masterson
Tom McCarthy
Kathy Kolbe
Marshall Thurber
Josh Waitzkin**

Jay: Hello everybody. This is Jay Abraham. I'm here with my partner Rich Schefren. Hello Rich.

Rich: Hello Jay.

Jay: Here we are on our next panel interview session. This is a doozy. I like that word – it's a doozy. I think every one of you is going to want to evolve and transform yourself to this state. The title of today's session is provocative. Here it is: *Maximum Results from Minimum Effort*. The subtitle is *Operating at Peak Performance to Get the Highest and Best Result from Everything you do*.

We're going to power through very quickly the introduction to our panel of superstar experts. I will start and we'll tell you a little about them and we're going to get right into the nitty gritty of becoming a maximum performer and a peak performer at all times.

So, our first panelist is Dan Millman. He's a very, very famous person for teaching more enlightened thinking that lets you really free yourself of a lot of the baggage that holds your thoughts and your actions down. His most important works are the "Way of the Peaceful Warrior," "Wisdom of the Peaceful Warrior," "Journeys of Socrates." He is renowned in the country and the world for being able to teach peak performers how to stay in peak mindset at all times. Rich?

Rich: Alright, I'll take the next two just because that will then put us in line with who we know best.

Josh Waitzkin is a – really is an enigma. He has really mastered two totally different fields. First, he mastered chess and if you've ever heard of the book or the movie "In Search of Bobby Fischer" it was based on Josh.



Then after he decided to move on from chess, he then started studying tai chi and became the world champion in tai chi. So, first chess then tai chi. He wrote a book about what it takes to really master anything whether it's physical or mental and he's the guy you want to write a book like that because he's done it both and climbed to the top ranks of both fields. The book is called "*The Art of Learning*." Now Josh is paid an enormous amount of money to come into hedge funds, venture capital funds, elite private organizations to work with their top talent so that he can help them unleash the highest potential of these high performers. When the stakes are high and they're trying to squeeze out every ounce of talent that a high performer has, they bring in Josh.

Let me also tell you about Kathy Kolbe because Kathy Kolbe is the developer of the Kolbe index and that's something we use here at my company. She really developed the whole index and the wisdom that surrounds the index which is that after 20 years of researching and testing, to measure one thing and that's human instinct. That has tremendous power because when you can measure human instinct it tells you what you should be spending your time on and what's always going to be difficult for you. It also tells you as an entrepreneur when you're looking at a perspective person to hire, it tells you is this person going to do a good job based on just their natural way of doing things or is it always going to be difficult for them to do a good job. She's written four different books and she's been honored by the White House. She's been written up in *Time Magazine*. The four books are the "*Cognitive Connection*," "*Pure Instinct*," "*Powered by Instinct*," and "*Leadership Analytics*." I will turn it back over to you Jay.

Jay: Thanks. Okay, the next is a very dear friend of mine and somebody who I think is as Tony Robbins talks about it a phenomenon of nature. His name is Marshall Thurber and he is a grand exulted master of an integrated process of putting optimization and innovation together. It is very difficult. Optimization is maximizing what you're always doing. Innovation is really making everything you're doing obsolete and replacing it with something really cutting-edge – superior. Marshall has been the chief protégé of both W. Edwards Deming, the father of process improvement and Buckminster Fuller, the father of innovation and the creator of the Geodesic Dome. The greatest quote I've got about Marshall is that Fuller said, "Marshall is an evolutionary event in our time." He understands – he's masterful at understanding things like network science, getting other people to really leverage their relationships. He's masterful at understanding positive deviancy, the super-performing few within an organization or an industry category. He reads five books a day



– five very deep books, processes, distills, integrates it. He is a real trip to be around for a day. He’s going to be a real experience for you to hear his perspectives here today. Do you want to do the next, or do you want me to?

Rich: You can do the next one.

Jay: Michael Masterson is somebody I’ve known for the better part of 25 years and he is one of the most inspiring and remarkable diverse entrepreneurs I’ve ever met. He’s been a – he started and built – I can’t – I don’t know how many enumerable businesses and gotten them up to as much as I think, \$300-\$400 million dollars. His first love is helping entrepreneurs small-medium even start-up take their enterprises and flourish. He is the editor in chief and probably the publisher of ETR, Early to Rise, which is a really highly respected publication that really counsels and nurtures and coach’s entrepreneurs to higher levels of achievement in a whole broad array of areas. He’s written something like eight books. He can counsel people for two hours a month and turn them into multi, multi-millionaire businesses and he’s somebody with a remarkable sense of really efficient and elegant business conduct who really comes from a very cool place that’s different than any of the people on our panel. Rich?

Rich: Sure. And last but not least is Tom McCarthy. He started out running Anthony Robbins organization for a number of years and then moved on to bigger and better things where he worked with Cisco, Microsoft, Wells Fargo and he really works with the top talent of those organizations, including Marriott. He travels around the world and he basically helps their leaders in all these different high level companies really step up the performance of the entire company. He works one on one with them and then he works as an overall coach to the corporation itself. His results speak for themselves in those companies. He has written a book as well, called “*Fire Up Your Presentations and Fire Up Your Results.*” But really when he’s training and working and coaching with all of these top executives, he’s really working on peak performance and how to raise their game to a higher level. It is a pleasure to have Tom here to distill his knowledge back to the entrepreneurial level where he can be so useful to everyone on this panel who’s attending and really translate what we can do that he’s taught some of those bigger corps that have really embraced his knowledge and have seen tremendous results from it.

Jay: Dan, welcome and thank you in advance for your contribution.

Dan: It’s my pleasure. Nice to be here with you Jay and Rich all your



listeners.

Jay: So, the first question is **what should peak performance mean to the entrepreneurs, professionals, and start-ups that are listening to this all over the world?**

Dan: I hear from many athletes who say...I remember being in the zone. I want to be in the zone all the time. I can't help anybody do that because life is a series of moments. They change all the time. However, we can increase those moments of peak performance - of quality. I intend to kind of weave a path through stories during our time together, through examples and as you say, actionable items we can do in terms of more moments of peak performance.

Now, one of the things that legend has it that the Buddha said before he died, his students were saying can you give us last words of advice. He looked and smiled and said, yes, just do your best. This is what sticks with a lot of us because what is our best? Many of us have heard these stories about going 110 percent or doing 100 percent but these are all abstract ideas. The fact is in real life we do the best we can moment to moment in our daily life. Sometimes it is better than others.

I was a world champion and yet my goal has never been to win. I've been a bestselling author but my goal has never been to succeed. This is different from what most entrepreneurs hear. My goal has always been excellence in the moment. The reason that's very different from saying my goal is to win or succeed is we can't actually control success or winning. I wish I could tell you how to do that. But you know as an athlete sometimes we won and sometimes we didn't. We might have done the best job we could but the other team had a lifetime fantastic performance.

We can control our efforts in life. We cannot control the outcomes. Trying to control the outcomes can be crazy making. The fact is by making a good effort over time, we increase the odds of getting our desired outcomes. I hope that makes sense to everybody.

So, in a sense all we can control is the efforts we make in the moment. So effort is success.

Jay: Thank you, Dan.

Okay Michael, let's hear your take.



Michael: First of all, thank you Richard and Jay for having me on your program. It sounds like a very exciting program and I'm glad to be part of it.

I don't often think of peak performance in terms of business. I think of it a lot in terms of sports but I think there's a parallel and for me, peak performance is being in a zone where you're doing what you really want to do, where you choose to do it, while making lots of money. We've all been in and out of the zone and when we're there and things are working well it's a wonderful experience. For me, it means doing the kind of work.... I'm involved in different kinds of businesses as you mentioned. Each one of them has the difficult parts, the pleasurable parts the drudgery parts, the simulating parts and if you develop the right kind of business and surround yourself with the right kind of people you can often find that you can do the fun part that something that you're good at and leave the rest to other people who are better at doing things that you don't like to do as much.

So, when you're in that kind of zone where you're operating a business and enjoying every minute of it then I would say you are in a peak performance mode as far as business is concerned.

Jay: Very good. Tom, take it away.

Tom: Thank you Rich and Jay for having me on the call.

When you look at peak performance what it is going to look like for each entrepreneur that's listening to this call, it is going to be a little bit different. ...and hopefully it will be, but it's probably going to not have this dramatic increase. So the talent is pretty much set and so what really determines performance in the moment is your attitude. There's been several figures that I've seen thrown out - I would say probably 70-80% of your performance in the moment is based upon your attitude.

Here is the trick or the catch to it. Your attitude is not a constant. You can go from a negative attitude one day to another negative attitude or emotions, thoughts, the next day but it's still just a little bit different.

A negative emotion, a negative thought that is experienced while you're doing something, if it's a powerful negative thought or emotion that literally stays in the body for about four to five hours. So it impacts your performance for a long time when you allow yourself to have these negative thoughts and emotions.



It's been shown time and time again that leaders that can control their thoughts and emotions, leaders that have high emotional intelligence, you've probably heard that term, consistently perform at the very top.

Jay: Thanks for that. Alright, Kathy, it's your turn.

Kathy: Peak performance is doing what you do well and enjoying every minute of it, even those high challenging times. In fact that is some of the greatest thrill for most entrepreneurs. It's being yourself, having the freedom to do things your own way and making it work so you reach your goals, whatever those are.

Jay: Great. Thanks for that answer. Okay, Marshall you're up.

Marshall: What I would say is that peak performers have to first, before they start acting is to make sure that they understand the operating theory or theories they're using and don't get started, stop and say what theory is this being used. If you look at what happens when GM used its theory against Toyota -Toyota took the Deming theory of Statistical Quality Control and saw things from a point of view of making the invisible visible and reducing variation. You know where GM is today and you know where Toyota is today. The difference is to stop and say what theory am I using, what prediction am I making and then in what time frame and then see how you're doing. If you're not predicting accurately then you probably have the wrong theory. It isn't about best efforts. As Dr. Deming said, "You don't think the people at Ford are working hard?" Of course they are working hard. The problem is they are working hard with the wrong theory and without the right theory their results are going to be inferior to someone who has the correct theory.

Jay: Very good Marshall. And Josh, hi.

Josh: Hi ya doing Jay, thanks so much.

At its core my answer would be self-expression. I think peak performance is all about being true to yourself and having the core of you being manifest in whatever it is that you do.

Then when it comes down to that climatic moment, for me it has been in a ring with 30,000 fans rooting for me to get my arms ripped off in [inaudible] world championship. Those types of moments if we have swept things under the rug in our learning process and we haven't addressed them, if we haven't really tackled our weaknesses then they come out and destroy



us under pressure in times like this. But, if we've been true to ourselves, if we've taken on our weaknesses and if we've really built our games around our natural strength then I think we can shine and we can keep on flowing in these moments of truth.

In really difficult times, I think that self expression is a really liberating idea because we can just keep on flowing with how we learn every day. This bridges the gap also between the climatic moments and the day to day moments. I think one of the biggest mistakes that I've seen in world class athletes, business people, entrepreneurs, people in finance is that they sit around waiting for that climatic moment that's going to define them as opposed to realizing that it is every moment which prepares them for that moment. It's the everyday learning process.

I think it takes an enormous burden off the shoulders to realize that how we realize that how we learn from moment to moment will define how we perform under the worst pressure imaginable. I think at the core of that is self-expression.

Jay: Interesting start to this session. So, let's go to the next question.

Can you break peak performance, based on your body of work and your methodology and ideology, can you break it into predictable and achievable elements, and if so what would some of the key elements be and how should our members, the entrepreneurs listening, go about executing some of these actions so they can get some really enhanced results for themselves and from themselves?

Dan Millman, you're up.

Dan: I try to be very realistic, small steps over time. I recommend to people, it's fine to dream big but start small and connect the dots.

I want to read actually, one of my blogs at my website www.peacefulwarrior.com. I have blogs or commentaries on many different topics on relationships, meditation, on the trying 20s, (we call them that because in your 20s you try this, then you try that, you know). In any case, one of my blogs is called *Dream Small*. Here it is, many young men and women in generation "Y" were raised to believe that they can and should be able to do anything they wish, fulfill their dreams and only accept the best that life has to offer. They're told that they can dare to be great, to shine their light, to aim for success and to dream big. Many of baby boomers who are their parents may agree. After all, we want the



best for them. The problem is not everyone becomes the team captain, valedictorian, science fair blue ribbon or most popular. In the real world, our gifts may remain hidden for years and even those with great strengths also have blind spots and weaknesses. The problem with high expectations is that when these young people are accustomed to instant or at least prompt support and satisfaction collide with job seeking in a world of non-relatives, they many not find their dream castle in the sky at least on their first outing. My solution – dream small. Those with small modest dreams are more likely to achieve them. In the arena of romance, shift your vision from Prince Charming or the head cheerleader to a nice caring person and from a castle to an affordable apartment and perhaps someday a home. You don't need to become a consultant right out of college and get rich right out of the gate. You just need enough to live on as you explore your talents and life options. So, until you find a career, get a job and with it some breathing space.

It's okay just to fit in until you find where you stand out. In the process you may discover that what is really important isn't what you thought it might be. What the hopes and promises and big dreams, the grandiose scheme to arrive and make it and be somebody aren't really what life's about. Enjoy the small dreams, the simple pleasures, the everyday moments.

Jay: Great answer Dan. Michael, your turn.

Michael: I mean, you know blowing smoke if I suggested that you could get into that place right away in business, but I do think there are natural stages in entrepreneurial growth that you have to go through and if you want to think of them in terms of elements I would say there are four stages and this is something I've written about in one of my books. The four natural stages are, that first early stage, the baby stage where you go from zero to let's say a million dollars. That stage has its own specific challenges and opportunities. It has its own skills that you need to have to be successful in that stage - certain things you need to learn and so on.

The second stage is getting from that one million dollar mark to the ten million dollar mark and that's when you have the fastest growth generally in business.

Then the third stage is getting from about ten million to twenty-five million and then the fourth stage is the twenty-five million dollar plus stage. Now that's for a small business, that's not a lot of money. Twenty-five million dollars is a – well, it's a lot more than nothing but small businesses are categorized all the way up to usually a half-billion dollars.



Stage one is that you're working a job that you don't enjoy or you don't have a job or you've just been terminated, which is happening to people all over the place today and you've decided that you don't want to be an employee. You want to be your own business man. You have some ideas about what you'd like to do but you're not sure. The first and most important thing that people need to do in that situation is to recognize that the way businesses look on the outside is never the way that they look from the inside. So, often the things that we imagine would be great businesses to be in, i.e. the travel business, the movie business, the model business, the you-name-it business are usually...because they seem so attractive from the outside, are usually very unattractive from the inside. You end up leading a very different life.

The first thing I would say that somebody in that situation needs to do is to pick a business that's actually fun for them to do, depending on their own inner natural instincts, whether they like to talk or they like to write or they like to be off in their own researching. You've got to figure out a way to pick a business that allows you to what you're just naturally inclined to do and the only way you're really going to find that out is by going out and trying out different businesses. I don't think you should start different businesses to try them out, I think you should interview business owners which is very easy to do. Business owners are more than happy to grant people informational interviews if you call them up or write them and study them first and tell them specifically that you've looked at their business, you admire what they're doing, you're very impressed with it - could they give you a half-hour of their time to share their wisdom with you. Nine times out of ten even if they are successful business men in important businesses they're more than happy to do that.

My rule of entrepreneurship is what I call chicken entrepreneurship. My idea is don't start a business unless you already know enough about it where you're unlikely to make 90 percent of the mistakes that outsiders make when they go into the business and give businesses their 90 percent failure rate.

That 90 percent failure rate is not because businesses are hard because people that get into businesses have no idea how to develop good products and no idea how to sell those products.

The big mistake that most people make I would say that are at that level when they go into a new business is they break the Pareto's Law in terms of what they should be spending their time on. The famous Pareto



hypothesis is that you should spend 80 percent of your time – well, probably almost everything but in this case 80 percent of your time doing 20 percent of the activities that are going to generate 80 percent of your success.

For stage one businesses, that is definitely - there is only one thing that you need to be doing and that's discovering what the optimum selling strategy is for that business.

What you have to discover is a way to sell an introductory product to bring a new business person in without going bankrupt first. There's a race when you're starting a business. The race is you've got so much money to spend, you've got so much time before you start pulling your hair out and you've got to figure out a way of bringing in positive cash before your money and your patience dry up. For some people that could be three months, for some people it could be three years but you need to know what that is. Before that time happens, you have to discover what this optimum selling strategy is. Once you figure that out, once you start bringing in those customers, either cash flow positive or a return on your Investment - so it allows you to continue to generate cash, you've got cash flow then all the other problems can be solved. There are plenty of other problems that you run into stage one but that's I would say the number one thing.

When I see people starting businesses and I see that they're rushing around buying business cards and going to networking conferences and figuring out their image and spending tons of money on setting up a website, I just know that they have very little chance of being successful because they're not doing that number one thing.

Jay: I think that was a really stimulating perspective, Michael.

Alright, Tom, let's hear your perspective.

Tom: Peak performance, the first key is to decide what you want. What are the results that you want in your life, in your business? What specifically is it? What does it look like? Not what does Jay have or what's going on in Rich's business but what do you want? So, that's number one.

The second thing is you've got to work on increasing your talent level. I said in the moment it's hard to increase it but through time and with focus practice, it absolutely can be increased. There's a great book that came out recently called "*Talent is Overrated*" and what it was talking about is



that your innate talent, your genetic talent – that is overrated because if you look at great people in life whether it be a Mozart or a Tiger Woods, what has happened is that they were born with some basic talent but what they did was they worked very hard. Tiger Woods is a great case study. People will say oh, he was just born to be this great golfer but if you really look at what he did when he was little watching his father for hour upon hour hit golf balls and then doing it himself at a very young age, he engaged in something called deliberate practice. He was practicing over and over and over again and practicing the things that most people don't want to practice but he raised his talent level. People listening to this call, your talent level has to keep increasing if you want to continue to get bigger and bigger goals.

The third thing is your attitude. You've got to eliminate the disempowering thoughts and emotions that are holding you back.

Then the fourth thing that you've got to do – so number one was to decide what you want; two is increase your talent; three is and I've got a whole process on three but three is you've got to have a stronger control of your attitude and then the fourth thing is you do have to take action. I'm not one of the people that says just think it and it's going to happen but you've got to take effective action. There is a concept or an equation that I talk about a lot - it's called 'effort X effectiveness = your results'. It doesn't necessarily mean you have to work harder to get better results, but you've to become much more effective.

Jay: Very good answer. Kathy, on to you.

Kathy: There are absolutely key elements to your peak performance. The primary of these elements is really your mental energy, how much energy you are addressing and using productively. There are three parts of your mind: there 's the cognitive, and that's your skills, that's the competencies corporations talk about. That's the learned behaviors, the things that you've been taught how to do. So you've got to be able to balance your books, you've got to be able write, read, you know, basic skills. For an entrepreneur there aren't a whole lot of other basic skills that really matter. Just basic math, basic – I've seen great entrepreneurs that don't have much more than a sophomore high school education.

The next thing, of course, you've got to have is the affect. You've got to have a passion about what you are doing and I hope you take it further and have a compassion about the people you are going to help with your products or services. So you have to care about what you do. If you don't



care, nobody else will. That has been said often enough. I don't need to dwell on that.

What I am going to dwell on is the third part, which you haven't heard about from anybody else because it's not taught, it's not discussed and it's been totally ignored other than through my work. That's the conative part, which is this mental energy. That's what we run out of. We have a finite limited amount of conative or mental energy and we have to shepherd that. We have to use it very well and we have to target when and how we use it.

That conative energy comes in a pattern. That is what makes up your *modus operandi* or your MO. The MO is what we come into the world with as our character, our innate instinctive drive. So this drive that those of us who are entrepreneurs have is something we were born with-you cannot teach it. It's to me just an oxymoron when people talk about a Master's degree in entrepreneurialism. If anything doesn't make sense in the world, it's that! We are who we are and we've got to trust our MO and we've got to use it and build on it. Now, if we have the MO of an entrepreneur that puts us in this group that I find leads with what I call the "The Quick Start" energy. Quick Start as I have defined it – and first of all, I had to discover it and analyze it and all that stuff – but my definition of it comes from the behaviors I see amongst those people who have the MO to drive toward the unknown, the risk, the challenge, doing things they've never seen done before is their form of creativity, and saying, "I'm going to create this product because it's not out there. Nobody else is doing it." Or "I'm going to switch up this service and do it differently."

You can run a small business and be successful. You don't have to be the Quick Start entrepreneur. The small business owner who does a great job in a franchise situation where the product is the same but the service has to be top-notch and the top peak performances when you provide that consistent quality, the assured, guaranteed kind of service, that's the "Follow Through" instinct. That's the instinct that some people are born with where they just simply have to find closure, they've got to finish what they start, and they do it with such finesse and they're so organized. It's fantastic. The entrepreneur needs a person who has this sense of design and structure, the Follow Through, on the team, if not in operations, in finance; usually both. So no one is equipped with all of the four basic talents I'm going to tell you about. There really are 12 because of the different variations of each. But I am going to simplify it because of our limited time. So the Follow Through person is the small business



owner who works very well in a franchise operation or in a situation where repeating the quality really matters.

So you need to know yourself and you need to find the kind of situation that allows you to be the best by using your own *modus operandi*. That's what I try to do, is help people find fit in their life for who they were created to be.

Jay: That was a really good answer Kathy. Marshall, your take.

Marshall: First of all, they got to know where they want to go. If you look at the various elements, there's got to be action but you have to have as I said earlier, the right theory. Most people don't take the time to think about what theory they're using. If you look at things that work versus things that don't work, there is an operating very sound theory that allows particular outcomes. The "Secrets" talks about the law of attraction, well, that's not where it starts. It starts with the clarity of where you want to go and then action. Then out of that action with the right theory, then all of the rest of the attractions shows up. For me, if attraction was all there was to it then we'd have lots and lots of people attracting billions and billions of dollars just by sitting on their couch meditating. You've got to take action from a clear objective first but they have to have the right theory.

If you look at what happened with the Internet, the Internet is a structural change. There's no going back. You've got to deal with it just like when the car came in I don't care how much you loved old Betsy you have to deal with it. When the structural change comes in, what are the implications of the Internet to your business?

If you're going to do it, are you on the structural change path and are you out ahead of it? How do you find that space and there are ways to do it and that – it's just do the whole idea of diversity and positive deviance and those are the things you've got assume that as soon as you've got your product it is out of date and then how are you going to plus it?

Jay: Really good answer Marshall. Josh what do you think?

Josh: Initially what I would say is that it is absolutely critical, especially in difficult times is to shift focus away from the results and on to process. People tend to be fixated on outcome, on short-term results. That can be really paralyzing. What I've found is that if you can have a long term perspective which is based on – you're evaluating your moments based on how your



process was, as opposed to how your immediate results are, then you can be free to shine no matter what and to be consistently learning.

The question of course is how do you get there?

I think the core idea is to build the ability to be present to all moments in life; walking down the street, being in every meeting, being home with your family. I've built a methodology which I call 'building your trigger' which is really important in what I do in terms of building - a way to snap into your ideal performance state, in a moments' notice, then ultimately you have this routine which snaps you into your performance state and then you can condense that – something I call making smaller circles.

At the core of my methodology is to find some part of your life where you're naturally most serene, most present. Some people say it's snuggling in bed with their husband/wife or one person I wrote about the guy said it was playing catch with his son after work. It can be anything, taking a bath, whatever. You can build a routine that you do for about a month before doing that thing where you're naturally most serene and ultimately that routine takes on a physiological manifestation of that thing where you're most serene. Then you can transport the routine away from it and you can do it before moments of real climatic pressure.

So, this is a methodology which is based on fundamentally mastering presence in all moments.

Jay: Very interesting Josh. Alright, let's build on this. So, next question:

If you could, give us two or three case studies that would highlight the before and after of people you have worked with where you basically can show the benefit that's accrued to them, how their life or their business or their achievements or their attitude or any or all of the above changed. Just some demonstrable indicators that would help our listener better grasp in a more graphic and dimensional way if you could, please.

Dan, what do you think?

Dan: I'm 63 years old now. Before I turned 60, I didn't mind turning 60 but I did not want to become a 60 year old who was unable to ride a unicycle. So I borrowed one from a friend and said listen, I tried it once or twice, maybe some of your listeners have tried getting on a unicycle. It's a humbling



experience. You get on it and it goes, (choo) right out from under you. You get on it again and (vump) it's gone. I felt like a complete klutz. So he gave me this unicycle, told me go to a local tennis court when nobody was there, it was a double court and because I could get a death grip on the chain length fence, holding on to it while I was trying to ride this thing. It took me an hour and a half to get around that double court along the fence trying to ride this thing. I came back 20 minutes every day. Some ladies used to jog by there every morning after about a week one of them yelled over, I think, with compassion. She said you should really quit that, because I looked pitiful. I could ride about five pedals by the end of the week and before it went out from under me. The second week I got about 12 or 18 peddles once. I was thrilled but by the end of the third week, every single day working, just through self-doubt, through insecurity, I can't do this, I'm not talented at it and so on, I could do figure-eighths around the tennis and I can ride the unicycle today. I think there is a picture of me on the unicycle on my Facebook page somewhere.

The point is I learned that everything is difficult until it becomes easy. I learned never ask can I do this? Always put the word how in front of it.

In my longer seminars I take people through a process where I have them in four minutes learn to recite from memory 20 objects, unrelated objects in a row and backwards and forwards and most of them have serious doubts about being able to do that. They learn that - find out how to do it. There is a way. You can have a goal but between us and our goals there's not usually a red carpet, more often it is a swamp or a gauntlet.

As I said, not everybody becomes the class valedictorian but to achieve excellence in life, we need to achieve excellence in the moment.

Jay: Good answer. Michael, give us your business perspective on this.

Michael: One guy that I started working with just recently, he's my most recent client. I promised my wife that I wouldn't take on any new clients about two or three years ago. So I only break this promise once a year. This is a guy I've known for a long time. He was actually originally our dance instructor. He taught my wife and me ballroom dancing. He always had a natural entrepreneurial flair. He was always getting himself involved in these small businesses. I never ever saw that guy in a new pair of jeans or a new pair of sneakers or a car that wasn't a complete junker. He was a bright, sweet charming guy and all full of spirit and willing to do anything and I admired him so much but he just could not start a business.



I guess especially because he really was a kind of can-do guy. He decided he wanted to be in the natural health business. He was very interested but not on the supplement side but more on the body building side and so on. I introduced him to the concept of Internet marketing which is of course practically the only place to be today for an entrepreneur and we started really with the basics. The basics were okay, you know, you're going to start writing a newsletter. Forget about a website, I told him. You don't make any money from websites, well, you can but it's tough to make money from websites. You've got to have the big business and you got to know what you're doing.

This guy had no money as I said, he had no knowledge and all he had was a basic – he had two hours a week with me. All I focused on was two things. I wanted him to start the product. I didn't care if it was good or not I just said just start it. You'll get better as you do it. It's better you don't have a lot of people in the beginning because you're going to be embarrassing yourself. Your essays are going to be bad, you're going to be making mistakes right and left, you're going to have technical problems so while you're ironing all that stuff out, you'll be learning how to market. So again, it's the two things that I mentioned before. He focused 90 percent of his time learning how to create a good product and at the same time learning how to sell it.

I'm just going to jump forward and say I have been working with him now – this guy never ever made more than \$35,000 in his life. Last month he made \$14,000. And of course, we're hardly going to stop there, but already his life has changed. For me, that's been a wonderful experience because here was a guy that had some great natural qualities which are natural enthusiasm, a willingness to do anything but because he simply didn't understand how businesses work, he had started probably 20 or 30 small businesses none of which had worked until now. So I'm very happy for him.

The other thing he had to learn to write. Every entrepreneur needs to master financially valuable skill. The ultimate financial valuable skill is salesmanship. Salesmanship comes in many, many forms and the particular type of salesmanship that works in the industry and the market that you select is as your business is the ultimate financially valuable skill that you have to learn. In his case, it was actually writing copy. Writing well and this guy was not a good writer when he started but a year later since he has been writing every single day his writing has gotten much better.



Jay: Very interesting Michael. Tom, what do you think?

Tom: Several years ago, a family that lives near me here in Southern California asked me to work with an athlete, a member of their family. It was actually the Marriott Family, Richard Marriott. His daughter was a professional water skier. She had been ranked number two in the world for professional women water skiers. She was getting ready for the world championships.

I said Sandy tell me what's going on. You've got the world championships coming up, what's happening? She said oh man, I'm really struggling. I want you to listen to her. I'm going to try and translate her thoughts and emotions to you. I want you to keep those in mind as I go through this story. She said I'm really struggling. She said I'm ranked number two in the world; the number one person is unbeatable.

She said I do well in practice but when I go to the event, when I go to my competition I get so nervous. I just start trembling before I get into the water. When I get into the water, I grab the tow rope and I look at the back of the boat where the judges are seated and I just know, I just look at them and I just know I'm going to make a mistake.

Now, Is this a person that is capable of peak performance? The answer to that question is absolutely yes. She's ranked number two in the world. So what's going on? Is it her talent? In this situation it was not her talent. Sometimes the talent needs to be increased but in this situation her talent level because it was shown in practice she could do a routine perfectly – was great - but it was her attitude. When I say attitude I'm talking about literally the thoughts that were running through her head while she was doing this event and how she was feeling. That's what was holding her back. I asked her a simple question. This would be a question I would ask someone I would be coaching. How would you have to think if you were going to perform at your peak? Before that though, I had asked her, I said what do you really want in this world championship? She said look, I don't even know if I can win. That's not my goal. I said alright that's fine. You decide what you want. She said but here's what I want. I want to nail my routine. I want to nail it. I want to do it the way I do it in practice. I said great. If you're going to nail your routine, how would you have to think? Before you got in the water, what would you be thinking about? She said I'd be thinking man; I'm excited to be here. I said great. When you got into the water and you grab that tow rope and you looked at the judges what would you be thinking because remember what her old thought was, she was thinking I know I'm going to make a mistake. She said I'd be



thinking, I'd look at those judges and I'd be thinking you guys are in for a treat. I wouldn't say it out loud but I'd be thinking you guys are in for a treat.

So, we went through like five or six thoughts and I said how would you be feeling? She started telling me the emotions that she'd be feeling if she were going to nail that routine.

I use this process with her where we got rid of the old thoughts and the old emotions that were holding her back and she started installing every time she went to practice, she started literally it was work, but she had to install these optimal, what I call optimal performance thoughts, just five or six thoughts. She had to continually run through her head and start to create the neural network in her brain where those thoughts became accepted and became the norm for the way that she would think and the same thing with her emotions. She had like three or four emotions she practiced - Literally had to practice feeling emotions while she was doing this event.

She goes into the world championships. I only worked with her twice. She goes into the world championships and finishes 8. I'm just kidding guys, she actually won the world championship and not only did she beat this person that was unbeatable but she broke the world record and then came back the next year and did it again. Now

Now, the difference in her performance was not talent. She had that. She had worked very hard for many years to acquire the talent. It was her attitude which was her thoughts and emotions. And so a lot of times that is what is holding back entrepreneurs.

A second example, let's go to a corporate example and I'll try to do this one a little bit quicker.

Well, they brought me in and I worked with this leadership team again on two occasions. And the thing I worked with them on, again, was not talent. Sometimes I do work with people on talent but in this case it was on the way that these leaders were thinking and the way they were feeling. Just think about it. The way a leader thinks is the way their team starts to think. You guys probably started to see some research or read books about – there is a book called, "*The Virus of the Mind*". It talks about Mims, how thoughts infect other people and how emotions infect other people and then it becomes the norm.



That's what had happened in this division. They were struggling and they literally were not even looking at big exciting goals, they were looking at survival goals. The first thing we did was we had to get them to decide on something that was compelling and exciting. That's the key to peak performance. Once we did that, we had to get them to start as leaders changing the way they thought about the economy, about their particular area that they were having to work on. About their team, about their customers, about their solutions whatever it was. We went through every single area and we created thoughts that they were going to start to drive through as positive viruses through their team and the same thing with emotions. A year later, they were number one in the whole Cisco stack ranking which was huge. Not only that, but they hit a goal that most people thought could never have been hit and they did it based upon leaders changing their attitudes and infecting their people, infecting their entire team with those same thoughts and emotions.

Jay: Spectacular answer Tom. Kathy, give us your perspective.

Kathy: My favorite stories are always the last people I talked to, probably because on a scale of one to ten, which is how the Kolbe Index measures your MO in each of these modes, I'm a 2 in Fact Finder, so I don't do details or deal with the past. I am an 8 in Quick Start. Quick Start is the future; Fact Finder is the past. I have a lot of Quick Start, so I am always dealing with the future or the immediate past. My husband, for instance, is an insistent Fact Finder and he's always saying, "Don't you remember that didn't work last time we tried it." Oh yeah, oh okay, now I remember. But it is very much a matter of thinking about the person and what I did or what the Kolbe did to help them that to me was definitive. It wasn't a question of did I do it because I was thinking about their social life or their affect. Was it conative because those are the examples. And when I talk to people, you don't totally separate these three parts of the mind when you're consulting.

Okay, let me give you another really quick one. This is a case I had a couple of days ago. We're working with this guy who is one of the top financial advisors in America. He makes boucoup bucks doing it. He's saying to me, I'm making a lot of money but I am not enjoying my life. It is not working for me. I said tell me about the team you work with. He said it's a small team; there are only a few of us. I trust them all. He said, but the problem is that I've picked them all because I know how to mentor them; I know how to teach them. I know what they'll do. I said, I can tell you already where this is heading. We got some data, we got the Kolbe results, and yeah, it was heading right where I thought it was. Everybody



he has picked is his conative clone. So he has a so-called team of look-alikes. They all have the same strengths. So they don't play off of each other. The only way that each of them can really make it financially and survive and be as good as they need to be is to have the same kind of clients and do the same kind of things. That's not a team; that's a group of individual contributors. So what we've done is, okay, we've got a group of individual contributors, now let's build a staff to support it. The relief for him was immediate, within two days. He has already selected people. He has seen it. He has seen what is going to happen. Of course I know this from just years of seeing that cloning is the biggest problem in any organization I work with and that's what we do when we interview people. We ask them questions and if they answer they'd solve a problem the way we would, we think that is pretty smart.

Jay: That was a great answer. Okay Marshall, give us something insightful.

Marshall: Well, I say the classic example is using the theory of positive deviance which basically is that people that live outside of the bell curve on the right side of it are known as positive deviance. They see things differently; they think differently, they have a higher social moral purpose. These people are the ones you've got to find and use. One of the positive deviances that early on, this is now 30 years ago, 25 years ago was a guy named Horace Redenbacher who started Aveda. Aveda is a hair care saloon business and what we found was that he was into this whole natural 100 percent natural, recyclable all the stuff that you think about in terms of nature and earth and caring. At that time he was seen as a kook but now the world has totally gone in his direction. He is going to seem like a fringe. In fact, it starts on the fringe. These new ideas, you don't have to have them yourself, you just have to be willing to look at the diversity and look at these deviants and see if they have found a new structural change. We're just seeing this over and over and over again.

Positive deviancy is really the future way to get your – if you really, really want to get peak performers, they need to find the positive deviance model, harvest their information, model their behavior and then transport it the rest of the people.

Jay: Very good Marshall. Josh, give us your take.

Josh: When I was a late teenager, I was teaching chess with a group of kids at PS116 in downtown New York City, a public school. I taught moving the pieces in second grade to winning city, state, and national championships in fifth grade. I was working with coaching the world championship team



in tai chi push hands in the martial arts in working with corporate executives and guys at elite hedge funds. It's very interesting because the themes are quite similar across the board. It might be surprising from one perspective.

At the essence of what I try to do is notice the learning style, the performance style the core of someone's being and work to bring that out, to help them shine how they naturally shine and to release the obstructions to natural expression. I wrote this book, "*The Art of Learning*" and people think it is all about learning accumulating more and more knowledge but to me it's often not so much about learning but unlearning bad habits, getting out of our own way, letting go of the blockages which are hampering us.

For example, when you were asking the question I was thinking about one man who I worked with that was an extraordinary brilliant investor who was somewhat crimped. We knew that and in our work what came out was that he was an auditory processor. People are primary visual, kinesthetic, or auditory processors usually. Many people don't know there is such a thing so they feel they have to learn how everybody else learns. In finance, everybody and almost everybody is a visual processor. They're reading spreadsheets, mathematics, they're used to visuals. So this is someone who had gotten himself through college reading his textbooks out loud to himself so he could hear them. He could process by hearing so much better than by sight that he would turn his back to his office door which was glass and nobody could see him and read spreadsheets out loud to himself. He was embarrassed about people hearing it. This was a guy who was an extraordinarily brilliant man who was fundamentally learning in a way that he didn't know that it was okay to learn and he was all boxed in. When he realized that he fundamentally was an auditory processor and to shift his whole style around feeding himself information that way, the unleashing effect is unbelievable. That's one example of a theme of noticing how you naturally work best and building your game around it.

Jay: That's good. I like that very much. Rich?

Rich: So, here's the next question that we're going to ask.

Jay: Sure.

Rich: And you decide where you want to take it. **Provide the listeners with a do it yourself assessment, a course correction process, if you will,**



for those who are on the wrong track. What does it look like and what do the listeners need to do to get on the right track?

Dan, what do you think?

Dan: One of the central teachings that I teach is that is wherever we step the path appears beneath our feet. Our path will guide us. We cannot lose our way. Some choices we make will make life more difficult. Some choices make life easier but every choice ultimately leads to wisdom. So I think one central tenant of faith (faith). Faith is not necessarily a belief system or a particular religion. Faith is the courage to live as if everything that happens is for our highest good and learning. It is the acknowledgment that daily life is a form of spiritual weightlifting and the challenges we meet at work, at home, raising kids, whatever we do are going to strengthen us. They're part of our path.

A man called me once and said Dan, I just got more interested in personal growth and spirituality but I have a wife and three kids and a full-time job. It keeps me really busy. He came to understand that his wife, his children and his work were his spiritual practices and they will develop us and they demand more and develop more than sitting in a cave somewhere and meditating. I know because I've done both.

So, what the point I'm making is the entrepreneurial way is a way, is a path of personal growth. Even on a bad day when things don't seem to go well, you don't get a sale, or there is a disappointment or a downturn, even though that may look like a failure, it may look like something off base that may be when all the learning happens. Often, we make a breakthrough.

When I was trying to learn the unicycle I have some really bad days where I seemed to get worse. Many of us have experienced that in physical skill training. But the next day was usually a breakthrough. Suddenly I made a jump - an improvement.

So when you say when someone is off-track, well how do we know they're off track? How do we know that's not a perfect part of the process of their path unfolding?

Rich: Thanks Dan. Michael you're up.

Michael: Of course it depends on what stage, what business stage you're at. My rule is Ready, Fire, Aim. The most important thing that you want to do if you haven't started a business yet and you want to start one is start one.



Stage two is where you figure out how to sell that one product to bring in new customers but you don't know what to do right then. The business is starting to grow and the question is how do you grow it and how to continue to grow it? The big problem typically after you hit about a million dollars is that you have one thing that's working and often that's the only thing that's working regardless of what kind of business it is, it will stall, your business will stall, your expenses will go up and then business will move into un-profitability. The key thing for people to do in stage two is to learn how to create new products, new promotions, new processes, the three Ps.

What you have to do in stage two from the one-million to the ten-million dollars, you have to create new products and sell them pretty much the way you sold that first product but new products, new promotions and just put them out there.

It comes from having the skills of production which are the two skills are innovation and speed. You have to teach everybody in the organization to learn how to create new things and create them quickly. That is where I bring in my motto: Ready, Fire, Aim. Don't wait, just get it good enough and get it out there, test it, find out whether the market wants it, if it doesn't start improving it and sell, sell, sell. That's stage two.

Rich: Thanks Michael. Tom, what's your take?

Tom: Sure. I'd say four things to look at. The first question I would ask just a self-assessment is ask yourself, am I doing what I love? Because it's going to be very hard to consistently perform at your peak if you're trying to do something because you feel like you have to do it but it's not really what you have a passion for what you love.

Number one: assessment; am I doing what I love. Number two: Am I clear about what I want? I can't tell you how many times I go in and I talk to people and I ask them what do they want from their business and they don't have clarity. The mind demands clarity. It's asking every single day what do you want? What do you want me to focus on? What kind of results do you want me to try and help you produce? That's what your brain is asking every day.

The third thing, you have to ask yourself do my thoughts and attitudes, once you know what you're clear on or what you want, your clear about



what you want, you have to ask yourself do my thoughts and attitudes support me in achieving this?

What do I need to get rid of? There are a couple of things you can do to get rid of thoughts and emotions in a little simple thing you can do whenever you notice a thought coming up and this'll take some discipline but there's a little – just a little procedure you can use called cancel thought. Notice a thought that doesn't support you, notice an emotion that doesn't support you, immediately either inside your head or yell it out loud...just say cancel thought and then replace it with a new thought. You do this enough what happens is a new neural pathway in your brain gets built. It's easier to have that positive emotion. I think every night an entrepreneur should be visualizing their company succeeding or visualizing closing that next deal or visualizing writing perfect copy. Whatever performance they're focused on they want to visualize. The reason is it's practice for the brain. You visualize it not by stressing and putting tons of energy into visualization, you do it in a calm way typically when you're relaxed but as you visualize it you create again a stronger neural pathway. The fourth thing that I think you need to do on the self-assessment is just ask yourself am I taking effective action? We all get caught up in habits. And a lot of the habits we're used to them. They feel good but they're not getting us what we want. They're not taking us to where we want to go.

Rich: Great Tom. Kathy you're up.

Kathy: Go to info@kolbe.com and ask for it. It's a leader self-assessment because I got this question so often from so many people: am I a true leader? Am I doing it right? What do I need to be doing differently? And what I found was so few people really understand what leadership is. You have to be a leader in your family when it's necessary, in your community, in your church, in your business. It's not just about running a business. It's the way you view your role with other people.

Okay, having said that, I'm not going to tell you how to guess at your MO because that's the kiss of death. People guess at their MO, they get it wrong and they live a lifetime of pain trying to live up to their own false image of themselves. What I can give you are tips for how to know if you're in the glide pattern conatively. In other words, are you doing pretty much what you're meant to do? Are you in a good place?

The number one thing you need to do is ask yourself, am I doing what I'm doing because I can't not do it. In other words, is it so exciting I'd do it if I



weren't making money doing it? Am I doing it because there's just a thrill doing it?

If it's, do you have the energy, can you not wait to get there or are you tired at the end of the day. Now there is mental fatigue which is fine. But if it is conative fatigue when you've hit a wall and you have to keep working that's not fine.

Do you tend to go over and over problem solving because that's what you think you have to do - the way you think it has to be solved? Or are you giving yourself the freedom to break out of that and finding alternative methods?

If you can't tell me you do that, then I'm going to tell you there's something wrong with the set up of the way you are working because you're just burning yourself out.

Another thing you have to ask yourself is do I take action before I think? Now that sounds weird. That's one of my rules for trusting a gut. If you don't act before you think with some of your major decisions, then you're over thinking, then you are being cognitive. There are no heroes who thought about what they were going to do ahead of time.

Rich: Thank you Kathy. Marshall, what do you think?

Marshall: Well, if you're not producing sufficient income and you don't have clients then you know you're obviously—the clients that are paying you and raving fans and the whole idea is of different levels of relationship but what you're looking for are missionaries. If you're not developing missionaries for your product or service or your offering as I like to call it or your experience, I mean there are all kinds of things you have to go into it. You don't want to be – your product or service now becomes an offering. It is very seldom that people just a product. They usually have a service that goes with it. Beyond that, you have to bring it in the experiential level and then if you can get it beyond that it is at the transformational level.

The highest possible value you can add is transformational. If you could guarantee weight loss what's the value there? If you think about prediction at the level of transformation that's what Jay operates on. He's transforming people, he is predictably transforming. That's the highest level. That's what Tony Robbins doe. That's what the various people that are making the big difference. The highest of the transformational level is predictable transformation, the ability to predict.



Rich: Thanks Marshall. Josh, you're up.

Josh: What I believe in is plunging very, very deeply into one technique sometimes months, even a year or two on one technique until you feel it in your bones. Then what is very interesting is that quality translates over to the other techniques and you can learn them almost immediately at the same level of depth at you [talk over] years in the first. So, in essence, that's what I did translating from chess over into the martial arts, from the mental into the physical. I took the quality that I had reached in chess and the principles which I understood were at the core of my level and I translated them over. It was a fascinating process.

Jay: What you're saying though if I'm interpreting is that same dynamic would apply to anybody pursuing about anything once they take it to that first level right? I mean the first application?

Josh: Absolutely, and at the core of it is interconnectedness. It's looking for connections between the different things that we do. We're all good at some things and when we learn something new we tend to think that we have to start from the ground and work out way up. But if we take the principles that we've touched and then we've internalized deeply into our emotional being from our area of strength then we can translate them right over into new things.

Jay: Very interesting. Thank you for that? Rich.

Rich: Alright, **so what is the single most immediate and important and expedient step or action that our listeners, this group of small business owners and medium size business owners, entrepreneurs, what steps or actions should our listeners take so they can start moving closer and closer to peak performance?**

Rich: Dan, give us your perspective on this question.

Dan: I found 12 areas of life all of us are working on. When we roll up our sleeves and really approach and find not mastery necessarily but at least we manage all these areas, our life starts looking very different.

These are the 12 gateways. I'm going to give you a list and then I'm going to say more about the first one because you asked for one first step.



The first step is: **Self-worth**, it's different than self-esteem. Self-esteem is self-confidence, feeling good about yourself. That's nice. Self-worth answers a deeper question of how good of a person I am deep down. How much do I deserve of life's blessings? Ramakrishna, the Indian Saint once said, "An ocean of abundance can rain down from the heavens but if you're only holding up a thimble that's all you're going to get". That's why it is the first step. It's the foundation. Because those of us who have self-worth issues, we tend to self-sabotage. We don't do it consciously but we get in our own way.

Sometimes life is difficult. Sometimes it is nice to get it a little easier than less difficult but I think we're here to tackle life, to take on those challenges. That's why Saint Augustine said, "Lord I pray not for a lighter load but for stronger shoulders".

The second gateway is: **Reclaim our will**. Turning what we know into what we actually do.

The third gateway is: **To energize our body**. If we don't have energy what have we got, right? It's all about health, healing, wellness, and so on.

The fourth gateway is a real spiritual one: **Manage your money**. No matter how much money you make, if you spend more than you make you're still in some trouble. So it is about achieving sufficiency and stability.

The fifth gateway is: **Tame your mind**. Of course I have a lot more to say and do about that which can help anybody function in any area of life, certainly in the busyness of entrepreneurial work. You learn to develop that quiet at the center of the storm.

The next gateway is: **Trust your intuition** – the sixth gateway. That's important in any field - certainly in entrepreneurial work as well because the left brain wasn't made to make decisions. All it can do is weigh variables.

The seventh gateway is: **Accept your emotions**. That's a very important area.

The eighth gateway is: **Face your fears**; dealing with self-doubt and so on.



The ninth gateway is: **Illuminate your shadow** which is about self-knowledge to help us know our talents, interest and values, to see ourselves realistically....huge help - frees up a lot of attention and energy.

The next gateway, the tenth is: **Embrace your sexuality**.

The eleventh gateway is: **Awaken your heart**.

The twelfth gateway - very important is: **Serve your world**. Find a way to serve.

Rich: Thanks for that answer Dan. Michael, give us your take.

Michael: Absolutely, there's one thing. You always need to know and you can never give up the knowledge of how to sell that first customer. If your business is big enough now that people are doing this for you and you feel comfortable not doing that work, you're making a tragic mistake. If it's early in the business and you're relying on somebody else, if it's in the middle stages let's say and you're relying on somebody else to do it and you think that is okay for that other person to do it, it's a tragic mistake.

From the very beginning to the very end, you have to be as good as anybody in your business in making that initial sale. So, what I would say to everybody right now is make sure you know exactly how to do it. There is nobody who knows it better than you.

Rich: Thank you Michael. Tom, what do you think?

Tom: The best research I've seen recently says one thing – deliberate practice. What deliberate practice means is literally finding the areas in your business or within you that you must improve to be able to achieve the goals that you want to. But, that you're not very good at in the current environment or the current state. Now, think about it. It would be like saying you're not good at hitting golf balls out of sand traps when they're buried in the sand. Literally, what you have to do – that's an important part of the game, obviously it doesn't happen every shot but it is going to happen and it is going to cost you a stroke or two a game. So deliberate practice would require you literally to go to the sand trap, smash a ball down into the sand, not just one but several balls and practice something where when you practice it, the feedback that you get is not going to be entirely positive. As a matter of fact, most of the feedback is going to be you not doing it to the level that you would want to, where you would feel



good about it. And yet, you've got to keep doing that. Every great person masters at what they do - have done this.

I wrote a book on how to deliver a persuasive presentation. For most people that came into that class are corporate people, they struggle with it. And yet it's so important that they be able to stand up and sell somebody or sell an idea to their team. What I do is if we find the areas that people need to improve, I say don't wait until your next presentation if it's being more engaging or using more body language, go out to lunch today. When you sit at lunch, as you engage in this conversation tell the story where you're using your body language and your facial expressions and your voice in different ways.

That's hard for them because they're not used to it. In the beginning they struggle but they get a lot of practice and a lot of repetition in just by finding ways to work it into what they're already doing and they get better at that. I think that is the one key. I know it's something that I try and do. I try and pick at least one habit at a time that I'm working on where I find ways to deliberately practice it in my day.

Rich: Great answer Tom. Kathy, what's your answer?

Kathy: Folks, I want you to do nothing. Right now, right this minute as you are listening to this, make a commitment that sometime in the next 24 hours you're going to do nothing. You're going to stop everything and you're just going to let some time – I don't know whether that's going to be ten minutes, two hours, ten days, but you're going to do nothing until your instincts tell you to take action because you are on a treadmill. I have been there, I know this.

What I am going to recommend with this period of do nothing is that until we allow ourselves to do nothing for a period of time where we are just saying everybody stop asking me what I'm going to do. Everybody stop looking for advice or suggestions. I'm not going to look at my emails - and by the way, I love looking at my emails, but boy are they a danger. We can get so absorbed in this technology stuff. I am on Twitter. I could Tweet 20 times a day. I have to keep myself from doing that.

So what you have to do is stop. Do nothing. As you do that, the things that you should be doing more of, should be doing the most, will come right to the fore. Don't jump in the moment you have those thoughts; wait until the energy comes with them.



Rich: Great Kathy. Marshall you're up.

Marshall: Are they doing what they love? If they don't love it then they can't have enough energy and attention span. So, if it's something that they're doing to make a living it is the wrong place. What would you do if you had all the money that you needed and make sure it is leveragable, i.e. can it be put on the Internet? It's got to be able to be put on the Internet. If you're not interested, I attempt to read three to four books a day. Why? Because I love to do it. No one has to force me to do it. I'm up just excited about what I'm doing. Unless they're excited, in my experience the people go for the money. That's the booby prize. Go for what you love, find the dynamic value in what you love and then from that space leverage it on the Internet. And, if you don't have or know what you need to find - find someone that you respect and love and find out what they do and you'll find your niche in there somewhere. Don't just do it for the money - the money will kill you because it doesn't work.

Rich: Thank you Marshall. Josh what's your answer?

Josh: Well, at the core I would say that they should be relentlessly introspective. They should get away from the habit of justifying decisions if they have that habit. They should embrace every mistake as a learning opportunity. We tend to focus on our wins. Whenever you work with people they want to show you their best games, their best matches, their best moments but it's the poor moments which ultimately inspire growth. Every big loss of my life has taught me enormous lessons. The wins sometimes are forgettable. The question is how we can do that. I think journaling is very important. I highly recommend that people sit down and make a list of the greatest decisions they've made in the past year or two both personally and professionally and the worst and start to look for the themes that cross over.

I think that sitting down with a journal and starting to go back a little bit and think about our last year or two and then as we move on, every day when we make a critical decision, we write down how we felt about it, what it was and over time patterns emerge. What's fascinating is how the patterns cross over from the personal to the professional and from the technical to the psychological. The more we gain an eye for those patterns and for those themes of error and themes of success, we'll gain a sense for what really makes us tick, what spurs our peak performance states and our most performance creative eruptions and what doesn't. Then we start to have a sense of what our game is and how we should build it.



Jay: I like that, that's great. Rich go ahead.

Rich: Alright here's the next question: **How can entrepreneurs make peak performance a permanent part of who they are and not just another passing fad?**

Dan: Yeah, you know, a writer named Margaret Bonnano said, "We can only live happily ever after on a moment to moment basis". So again, we come back to the moment. I don't know that you can do anything on a permanent basis.

Anybody who has done a physical skill whether it is bowling or golf or archery or tennis, any physical skill, we still make mistakes every time we go out. The mistakes aren't as huge as when we were beginners. So we get better. We have more successful moments, more moments of skill and focus. That's what life is about.

When you learn to enjoy the in between, life becomes this incredible journey, this adventure. Ups and downs, yes, pleasure and pain, yes, different kinds of emotions coming and going like the weather.

Let me get to your question and I know you're looking for something really solid. What I'd like to share with your listeners now is the biggest challenge and maybe the biggest secret in the world. What is the biggest challenge? It's turning what we know into what we actually do.

People ask me if I exercise regularly at my age. I say I get up every morning and I run to the bathroom. In any case, but if you do your one jumping jack, you do that every day, after 30 days somebody might ask you by the way, do you exercise regularly? You can say, yes I do, religiously. Every day I've set aside a time, albeit small, for my exercise period, one jumping jack. You might do two jumping jacks the second month and double your workout. The point is the key to turning what we know in life into what we actually do is to start small. Simple is powerful because we're more likely to do it. The danger in all of this big language about dreaming big and going for it and radically transforming our life, we hear a lot of this.

Somebody came up to me once and said after a seminar, Dan, I feel so inspired. I said, don't worry, it'll pass because that's true, right? Motivation comes and goes. Inspiration comes and goes. What I try to do is offer reminders, essential reminders that make sense to people that they can



actually handle. This is a practical step - is start small and connect the dots. If you're willing to do that, it makes a huge difference. I've been preaching this for a long time, not heroic efforts. It's fine to do as a workshop but it's what we maintain day to day that's going to make a difference, those little habits. You know this, we all know this.

So it's the little things, small steps and that is how we turn what we know into what we actually do and make it more of a permanent part of our lives.

For example, I teach a workout. I've got a DVD at my website called, The Peaceful Warrior Workout. I've done it every day for the last 25 years, every day. On the road, I've done it on the train, the narrow train aisle between Moscow and St. Petersburg, Russia. Everywhere I go; I get up in the morning and do this workout. It's a balance system of deep breathing, tension release, flowing movement, the breathing is the most important thing and it can be accomplished in less than four minutes a day. That's the key. Simple is powerful. It's almost excuse proof.

Rich: Thank you Dan. Michael, what's your answer?

Michael: That's a great question. I think that if you have this idea in mind that you always want to be in a zone, in a productive zone, what you realize is that, I've said it before, that the only way you can stay in that zone is if you are surrounded by great people that are willing to do those things that you don't do well or don't want to do well beautifully for you. That may be customer service, it may be accounting, it may be IT; it may be all those others. In fact, honestly, I think if you're going to be an entrepreneur, let's face it, it's what I've been saying; you have to be in charge of this selling part of your business. You also have to be ultimately responsible for the product quality side of your business. Those are two things that you can never give up.

So, but you can certainly can create brilliant superstars underneath you that learn from you and that go on and take on that work but the zone that you want to be in is that hyper creative zone where you're dealing with great people that can do the work for you.

When you feel like - when you sit down and you've got a great idea and this is the litmus test, if you have a great idea right now, anybody that's listening to this, you have somebody or two or three people that you call into your office right now, explain your idea, they get it right away, they'll look at you and say brilliant, we'll have it done and then three weeks later



or four weeks later it's done and out as well as you expected or better? If the answer is no, then you're not in the zone. That's what you want to have in your business.

Every business man wants to have that. How can you get that? There's only one way you can get it. You have to develop people that are superstars, key people. You don't need a 100 but you need 6 or 7 people like that in every business.

How're you going do that? You have to get good people and you have to spend time with them. You have to spend several years with them. It's not going to happen in a year but don't worry about it, it is going to be fun, time is going to fly by anyway and finally you have to treat them like gold. If you find somebody like that you have to trust them implicitly and you've got to give them what they need. What superstars need is not a lot of money thrown at them although you can't be chincey with them either.

What superstars need is your trust, the dispensation of your knowledge or willingness to teach them everything that you know, your approval most of all and they need freedom to grow. They need a lot of freedom so they can exercise their own creative power in a kind of unlimited way in your organization.

Once you have something like that and you feel like this is a person that can drive that business forward – that part of your business forward, then you've got something that is worth an unlimited amount of value to you.

That's really to me the secret. You've got to get those superstars in your life and then you're going to be able to be in that zone and have that – what could be more fun than that, than having it grown into you're sitting on a subway or you're sitting on your boat or you're out in your back yard, you get that brilliant idea and you email them or you call them up and they just get it right away and they can get it done and you can tinker with it and make it perfect but you don't have to do all the drudgery work yourself.

Rich: Thanks for that answer Michael. Tom, how would you answer this question?

Tom: I think in the beginning it has to become a ritual. When we require a new thought to perform at a higher level or new emotion that we're not comfortable with having like confidence to perform at a higher level or maybe it's a talent. In the beginning it is always going to feel awkward, it



is always going to feel like oh that is just not me. You need to ritualize it. You need to make a commitment to do it on a consistent basis. They say the first 22 times you do it, it's going to feel really strange and it is going to feel like that is not me. That's just not the way I am because you're not used to it and you don't have the neural pathway built in your brain. Your brain is going to be firing a lot of neurons trying to figure out how to do this at a higher level. So it's going to feel weird. After about 50 times you start to become more comfortable but it starts with a ritual.

So, the first thing is you need a ritual. Ideally, something in the morning and something right as you're going to bed, minimum.

Number two you need to build in some downtime. Peak performance is not something that you're doing 100 percent of the time every minute of the day.

Some people have this concept, they look at people who are successful and they think wow, that person must be going 100 miles an hour every single minute of the day. Well, the human mind, the human body is not meant to do that. No machine is meant to do that. There's got to be down time built into the daily routine and it could be five minutes of just breathing or a little walk every couple hours or whatever it might be but you have to build in some downtime in for it to be become really a part of what you do. Otherwise, it's going to be something that you can't maintain and you'll burn out.

Rich: Thanks for the answer Tom. Kathy, what do you think?

Kathy: That answer is so simple; you have to be yourself. You have to be authentic. You have to be free to be who you are. You don't just go in and do that tomorrow or next week or until you've cut the next deal. You do it every day the rest of your life. If you do that, if you stay true to your conative self – yes, values matter, yes, all those other things matter, but if you continue to be who you are and you don't compromise that and you fight for the freedom to be who you are and you be obstinate about being who you are, you will always be at peak performance – always. And every time you slide back from that, every time you think you need a crutch, every time you think you need to compromise yourself because that customer won't stick if I don't change my MO, if I don't work differently. Let that customer go. We have fired 30 percent of our customers since we have been in business. If customers can really harm your integrity and I don't just mean that in terms of legal issues, your personal integrity means that you are absolutely being who you are, that you are allowing yourself



and your organization to thrive because you not only do it, you mentor how to do it and you do it for all your employees and you do it for your customers.

Rich: Thanks for that answer Kathy. Marshall, what's your answer to this question?

Marshall: If they are passionate about it and have a higher social moral purpose then that won't happen. It just won't. If they're doing it just because it is a passing fad then it hasn't struck a passion or a higher social moral purpose. If you have both of those, you're basically – you're going to succeed as long as you understand the concept of leverage, structural change. Those are really, really important. I don't think it becomes a passing fad if you're totally in love with it. You have to make sure it is leveraged. You could be the greatest masseur in the world, very difficult because there is no leverage. What does Jay do? He interviews all these people and he has a great way of doing it what he is doing basically is a filter. Right now there are only two basic things that are primer sketchers and that's time and attention.

So whatever you love to do, go do it, filter it and then offer that filter out and it won't be a fad. If it's a fad then these two pieces are missing.

Rich: Thanks for that answer Marshall. Josh what do you think?

Josh: I'd recommend becoming allergic to being untrue to yourself. To be constantly asking yourself if you're being organic -if you're being consistent - if you're acting in a way which is consistent with what your intuition is telling you. I think that learning to train your intuition to guide you in the right direction all comes from honesty and introspection as you mentioned. I think if we get into the habit of taking on our weaknesses, of building our strengths, it's very important to take on our weaknesses through the prism of our strengths. That's a really important idea. People can take these types of ideas too far and they can just address their weaknesses and they get fixated on their weaknesses and then they can spend their whole life focused on their weaknesses. I think it is very important to spend your life focused on the style in which you naturally learn things best and you can build your game around that. That really relates to being at peace with who you are - embracing who you are.

Jay: Very, very good. Thank you. Rich?



Rich: Now is the wild card question. **So through the lens of your expertise, what one question do you wish we would have asked you that we didn't that relates to helping members on this call improve their business, make it more profitable, more successful, be more productive right now and into the future, and why is it an important question and had we asked it, what would your answer have been?**

Dan?

Dan: To add the one thing, I wouldn't have written 13 books if I only had one thing to say but let me say one of the hardest things for us to do especially given all of our ideas of how we could and should be great and do this and that is to trust the process of our life unfolding. It's the hardest thing because we often play God.

It's really about just trusting our process. Sometimes the downs turn out to be ups. I'll have to tell you that sometimes the ups aren't what we thought they would be. So, it's a matter of trusting our life and taking a deep breath now and then.

All we have is this moment. This flow, this passing moment and by focusing right now and practicing everything we do, sitting, breathing, relaxing. Are your listeners right now, anybody hearing this, are you relaxed right now? Check out your body, scan your body. Shake loose a little bit if you need to. Is your stomach tight? Are your thighs tight? How's your posture? Are you sitting straight? Take a nice deep breath, give yourself a moment, give yourself some breathing space, relax here and now, breathe and relax. That will really give you a foundation. From there, regular exercise, balanced diet, getting enough rest – that's your foundation to help you optimize your own genetic potential and live as best you can. I admire people who are here to live in a sense of peak performance, to have more of those moments. I'm here for people like that. It has been a joy speaking with you.

I do have a number of other good reminders at www.peacefulwarrior.com.

Jay: That's great, I'm sorry I was going to announce this for you, but that's gracious and you've been very generous and I think you have approached this subject from a vantage point and a window of thought that needs to be opened much wider. Thank you very much. Rich?

Rich: Okay, Michael what do you think?



Michael: So I'm a big believer in making your product better continuously. Even if it means adding on some costs so long as you can make adjustments on the selling side that you're not gradually putting yourself into the red.

I think those two things go hand in hand. On the one hand, you want to move out there quickly, you want to test quickly, you want to find out where the market is and you want to see a selling opportunity so you can be in business and you can bring in a cash flow and you can survive.

On the other, you do have a lifelong commitment to bringing quality products to your people and that has to be – you'll have to do that regardless of whether it makes any difference in your marketing test. You need to make the products better just because you believe in the long run your customers will notice and appreciate it. If you think of the companies that have that kind of commitment, LL Beans and the Levenson Products and so on, I think that you'll see that kind of approach to business does pan out.

Jay: Tell us what the most intelligent way for somebody listening who wanted more access either to you or at least to your body of work or to your ongoing thinking might be.

Michael: In the area of entrepreneurship, the business that I am most closely associated right now is "Early to Rise" which is a division of Agora Publishing. www.earlytorise.com they can sign up for a free daily Ezine that contains articles from all sorts of people including you guys have both appeared in that – on everything – it's really - the concept is health, wealth, and wisdom.

I'd really like people to buy *Ready, Fire, Aim* because I honestly think it's one of the best books ever written about entrepreneurship.

Jay: I really appreciate this and it's been a great pleasure and you've given a lot of yourself. Thank you very much.

Michael: Thank you guys. It's been a pleasure.

Rich: Tom, how would you answer this question?

Tom: In thinking about the people that'll be listening to this call because I've worked with thousands of people all over the world, I think one of the questions that everybody has whenever they hear a call like this or go to a training or buy a home study course is can I really do this? Can I do what



I really want to do with my business, with my life? I think a lot of people have gone from opportunity to opportunity but they keep looking for something to magically change them but they've really given up hope.

So, I think it's a very, very important question to answer right now. The answer is yes. They can do whatever it is that they want to do. Now, will it take work? Absolutely. We talked about deliberate practice. It's going to take a tremendous amount of work. That really is what separates most people from getting what they want.

If you look in the dictionary there's I think four or five times as many words describing negative emotions as there are positive emotions. So the deck is stacked against all of us. It's going to take a real determination to rise above this especially in challenging economic times. But, I can tell you I'm in the business of seeing miracles happen as are both of you.

I think there's more opportunity now than ever before. I think it's exciting when economic challenges come because most people back away. People on this call, if you're moving forward you will see more opportunities in the next couple of years to build your business and create tremendous wealth than you'll probably ever see again in your lifetime.

Jay: if somebody has the motivation and hopefully they do and the interest in gaining more knowledge or access to you, how would they go about doing that?

Tom: Well, I have two websites they can go to. One is just my name www.tommccarthy.com and then we have a brand new site that is just coming up that I'm really excited about and it is called www.transformationtechnologies.com.

Jay: Thank you immensely. I appreciate it for everybody.

Tom: Yeah, thank both of you guys and thank you for the great work you're doing for all the people that will be exposed to these calls.

Rich: Thanks Tom. Kathy, what's your answer?

Kathy: Well, off the top of my head, what I would ask me if I were your audience is, okay, Kathy, prove it. How many years have you been an entrepreneur and when have you blown it? When have you not followed your own advice and what happened to you?



Well, I started my business 35 years ago. I've never not met a payroll in all those years. I've lived through a car accident where I was physically maimed and I suffered brain injuries so I couldn't read or write for a year and a half. I am an author and a publisher. That wasn't what was hard; what was hard was after I came back from all of that, and I had written Conative Connection, and Conative Connection was a bestselling book, a publisher came to me and offered me a six-figure advance to write Pure Instinct and told me that they would give me this really brilliant editor who was very experienced in business who would offer some guidance along the way for what – it was a Random House division – what they wanted. That should have told me right then and there because that's not the way I write. I write as me. I don't write the way the publisher wants or the way some editor hovers over me and tells me. But I thought this would be good for me. Well, the title of the book is "Pure Instinct" and I started calling it Pure Hell. But I will never read that book. As the author, I've never read it. I don't like it. I don't read books like that. I didn't give myself permission to cut the kind of deals I would have cut with any other vendor in any other situation. I hunkered down and I wrote a Fact Finder book. It doesn't have my voice. I don't like the book. Most people who read it don't like it, but they get a lot of value from it.

So what I found was when I betrayed the very message in the book, I suffered the most I have ever suffered. Everyone around me knew it and they walked a big circle around me because I was just downright unpleasant. Everything about my life was no fun during that period of time.

So I learned the lesson of never minimizing my own use of my own theories.

Jay: This has probably been the most authentic and I've enjoyed this thoroughly. It's been a pleasure for me. Rich?

Rich: And, let's give everybody listening your website Kathy and then also about that way that they can assess their leadership. Would you like to tell people about that?

Kathy: You can just go to www.kolbe.com and if you go to info@kolbe.com you can ask for the free leadership test. If you go to 'take an index', you can actually complete the questions and it'll only take you 12 or 15 minutes and then within seconds you'll get your result. Then feel free to go to Twitter to just Kathy Kolbe at Twitter and I periodically, because I have to keep myself from doing it too much, will make comments.



Jay: This has been an absolute pleasure. Thank you.

Kathy: You're welcome.

Rich: Marshall?

Marshall: I think it would be what is the new currency of business? I think that would be the question that I would want to ask. For me, it's speed. If you look at what is going on, anything that supplants with something that is faster and of course the dynamic value has to be there. The New York Times is a great magazine but it's getting itself killed because what? The information is a day old at least. There is nothing in the New York Times paper that is not a day old so why should I be reading the New York Times when I can go on and get it on the Internet. I can get the Times on the Internet in breaking news. Speed is the new currency of business. If you add in dynamic value and you understand that time and attention, the two scarcities then it ultimately boils down to speed and quality over cost. That is what it boils down to. People don't think in terms of speed as much as they should because if you could give me a better way to read these books, I'll do anything to do it; the guy selling speed reading.

Jay: Last post-question. If anyone wants to get in touch with you, which hopefully a lot of people will, what's the most easy and direct way and speedy?

Marshall: Probably the best is to go to my private email which is marshall@posdev.net. (Marshall@posdev.net) It stands for positive deviant. Or, they can call me on my cell, 805-895-4435 and that may take a little longer but I'll get back to everybody who calls me.

Jay: And Marshall, thank you so much.

Rich: Josh, give us your take on this.

Josh: In my life the question which I wish people would consistently ask me is - are you being true to yourself? The crisis that really ended my first love, my relationship with chess, came in my late teens-early 20s when in my whole career I had been this very creative, aggressive chess player. My strength playing and creating chaos on the chess board and I could navigate the chaos with more peace of mind than my opponents. I loved the storms and they were trying to control everything. I was a natural



attacker, an intuitive player. I was very successful that way. Then I started working with a coach who urged me to play in the opposite style, for me to play very conservatively and quietly and to study Karpov and Petrosian, ex-world champions who were fundamentally different types of people than me. They were quiet and cold blooded and cautious.

What happened over time is that I lost touch with my natural compass, my love for the game, my intuition and that sense of love and passion and drive and self-expression that had been what chess was all about fell apart and I became alienated and I was trying to force it, I was grinding my way through, I was trying to do what someone else would do as opposed to what I would do. What I wish more than anything is at that moment of my life, if I or someone else would have said to me, Josh are you being true to yourself? Is this how you are meant to play chess? Is this how you're meant to learn?

Jay: Before we conclude, I don't know if you have information, a website, anything that you have available if anyone wants to learn more about you, your work.

Josh: Sure, thanks, Jay. The book I wrote is called, "The Art of Learning". My website is www.joshwaitzkin.com. My non-profit educational foundation is something I'm deeply, deeply devoted to. Our website is www.jwfoundation.com and we're working with teacher training, parent training, and student training programs around the country.

Jay: You've been wonderful. Rich?

Josh: Thanks Jay.

Rich: I just wanted to add to it that I read Josh's book when it first came out. It really had a profound impact on me. Josh is very modest but he has really gotten to the top of two highly competitive arenas both radically different from each other and there's a lot to learn from someone like him because very few people have done that and so I just highly recommend his book and really taking the suggestions that Josh has given today and really reflecting on them and realizing that the answers are more inside you than outside of you and that most people tend to discount it so thanks, Josh, for highlighting that. Thank you for your generosity and your modesty.

Josh: My pleasure, man, thank you.



Jay: Wow, this was one of the most thought-provoking and probably immediately actionable sessions we've done. Getting yourself to peak performance, maximizing everything you do, getting the highest and best use of your time, your effort, your massively underutilized intellectual capability – what could that mean to the future of your business performance, income, your success and obviously your wealth and competitive advantage. It can mean a lot.

It is our normal procedure at the end of the basic interview process to then switch to Rich and I doing an interpretive sort of an assessment and a distillation of what we each got perhaps that you didn't get or a little deeper or connectively so you can see what you think the real meaning of the previous session was. We've done that for all that panels to date. We want to try, because this is an experimental period and we are really excited about the feedback we're getting, but we want to do something rather unprecedented in today's session. We're going to do a little turnabout. We think turnabout is fun and it's only fair because we want to see the impact we're making on you.

So instead of adding at the end our interpretive session, as we've done before, we're going to ask you our guest members who are really taking copious notes and reflecting carefully as you're listening to each question and each panel answer, we want you to send us your notes from today as clear and as dimensional as possible. We'd like to ask you to submit the notes from today's session that you've taken to rich@strategicprofits.com. Rich – r-i-c-h – rich@strategicprofits.com – make as your subject line “The League Notes.” If you will send us your notes from today as comprehensive and complete – feel free to expand and expound on them – we're going to take the three best sets of notes that are submitted to us and we're going to create an interpretive session that we will give you the link to in a day or so and it'll be based on you. We want to see if you, those of you with different mindsets, different interpretations, different experiences, different ways of really reflecting on things, have taken better notes than maybe we have. You may or may not, but this is going to be a fun experiment so we invite all of you to submit your notes to rich@strategicprofits.com. Once we've got them, we'll review them, we'll choose three of you and the three winning submitters besides us integrating your notes and using those as the template for the interpretive session we do for this – today's panel interview, that we'll give you the link to as soon as we've completed it – we will also reward the winners – the three of you whose notes we use, by giving you a six-month free continuation in the League.



The League is a paid service at the end of preview period, the end of the guest 9 session experience you're having and it is a monthly service and those three of you that we choose, you'll get the next six months paid as our gift in exchange for really showing us that you really listen, you heard, and you grasped a magnitude of really meaningful insights. Then, we'll take those insights and we'll distill them and we'll integrate them and we'll do our interpretation on them and we'll probably do a derivative of this every session or two because it can be very, very expansive and it can make certain that we see confirmation you're getting the very most out of it.

That state, remember, send your notes today to rich@strategicprofits.com. We're going to choose three of them. We're going to put them together. We're going to do our interpretation on that. We'll give you the link to it. The winning three will get six full months of the paid service as Rich and my really expression of gratitude and acknowledgement that you're really getting the most out of this. That's all I have to say except reflect on what you just heard in the panels. This is powerful, sustainable, philosophy, ideology, methodology, technology - you can start acting on it the moment you put the phone down. So, why not do it now? Thanks everybody for Rich and I. Bye.

(END)
